# Chronicle

NOV/DEC 2003

MARICOPA COUNTY ADULT PROBATION DEPARTMENT

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Season's Greetinas



#### The Chronicle

Adult Probation Department 111 S. 3rd Avenue Phoenix, AZ 85003

(602) 506-3516 (Phone) (602) 506-5952 (Fax)

#### Chiefly Speaking OFFERING HOPE



his is the season we celebrate the various holidays of sharing, giving, and thanks with family and friends. I think it is also a good time to reflect on

what we are about as an agency and as individuals in our chosen profession. I'm referring to "offering hope."

It is difficult to think of a greater gift than giving something of oneself and having another person go from despair to a new sense of hope for the future about themselves, their family, and their loved ones. We often overlook that it is sometimes the little things -- or what we perceive as something insignificant -that can have a profound affect on an individual that will stay with them for the rest of their lives. It could be something that you did or said that made a victim

feel a bit safer. Or, insisting that a probationer stick with their treatment or GED classes. Perhaps for the first time in their adult life, you have helped someone experience some success and sense of self worth. All you have to do is watch a probationer walk down the aisle to receive a diploma in front of an assembly of proud and grateful family and friends to know what I mean. An entire auditorium is filled with hope for the future.

I'm reminded of several stories that staff have told me. You don't have to be on the job a long time to experience this for yourself, but the longer you stick around, the more remarkable things seem. One officer told me a story of a former probationer who out of the blue contacted him to just say thanks for keeping him out of prison. Not very

(Continued on page 2)

### Adult Probation and the State Fair

he days of the big booth for the duration of the Fair in order to give away free books and promote literacy are truly over. For the second year in a row the Probation Department was relegated to just an information table during "Government Days," which were held the last weekend of the Fair.

Still, Fair goers who visited the probation table were provided with valuable information including victim handbooks, domestic violence flyers, and handouts outlining the positive impact the probation department has in Maricopa County, and the cost effectiveness of probation services versus incarceration cost.



(Continued on page 9)

## Chiefly...

(Continued from page 1)

remarkable, until you consider the officer supervised this person nearly 30 years ago! Another officer told me of encountering a former probationer who was working at a sporting event. The first thing the former client said to her with pride was, "I'm still clean." There was an acknowledgement that together they had worked through difficult times in this person's life.

Sometimes our work has a ripple affect on the lives of others. Not long ago, a SMI probationer was able to obtain her GED with the help of some very dedicated teachers. She went on to attend Gateway Community College and had a GPA of 3.4. Because of her example, her daughter went back to school, completed high school, and is now enrolled in college.

Examples of where we make a difference can be seen on a routine basis. If you have not yet done so, pay a visit to Drug Court on a Friday. There is hardly a session where a probationer does not thank a counselor for helping to turn his or her life around.

We also inspire hope in each other. Many years ago, one of our officers gave a presentation about our department and its mission at ASU. A member of the audience was so moved that he decided the best way to serve his community was to become a probation officer.

More recently, I'm reminded of a success story that ran in the Chronicle. A probationer overcame huge obstacles and personal tragedy involving her son. She credited her probation officers with helping in her recovery and providing her with an opportunity for success. The probationer wrote, "Fear, worry, shame and guilt do not consume me anymore. I am free! Free from the bondage of drugs, alcohol and prostitution. To the Probation Department: Thank you for the guidance I needed in helping me find a new way of life; for my new beginning."

It is our desire to serve and help others that provides us with our greatest motivation and is our greatest strength. It is at the core of our values and it is what sustains us in our quest of offering hope to neighborhoods, victims and offenders. ca



























Stephanie Ramirez correctly guessed last edition's mystery person— Ken Groom.

Tom O'Connell correctly guessed the MAY/JUNE mystery person—Alan Henry.

Each won two Harkins movie passes donated from the Northern & Western Divisions.

Congratulations to both!!!

#### Win 2 Harkins Movie Passes

#### Mystery Person

There are 9 clues in this edition of the *Chronicle*. If you can identify the mystery person, send the name to Peggy Gomez via e-mail by January 9, 2003. If there is more than one correct response, the winner will be selected by a random drawing.



Clue #1: This centrally-located person has worked for the Department for 18 years.

Clue #2: During many holiday seasons, this person brought joy as a jolly old elf.

Gary Streeter Safety Supervisor

## Safety Matters

ecember 12<sup>th</sup> marked the end of Defensive Tactics training for 2003. On that date the last two classes of the year sweated through the proficiency test, and bade a fond farewell to the mats. They will sit un-

used until late January 2004, when training will once again commence. During that break in training AOC will certify a group of Defensive Tactics Instructors.

Through a cooperative effort between Maricopa Adult and Juvenile 28 DT classes were held during the year with well over 300 officers from both departments completing the training. The cooperative effort extended to the opening of the DT room at WRC. Maricopa Adult provided the space, and Maricopa Juvenile provided the mats, wall pads and training equipment. Staff provided the commands, sweat and effort.

During 2003 thirty officers successfully completed Firearms training through the AOC's statewide Firearms training course. Maricopa County Adult Probation conducted three classes at the Arizona Law Enforcement Academy. Officers attending this course shot hundreds of rounds while honing their shooting fundamentals. They were required to achieve a passing score on the qualification course during daylight and low-light conditions. The next training class is not scheduled until late January. In March AOC will graduate a new group of Certified Firearms Instructors.

2003 was a year of new and exciting training, and 2004 will only offer more of the same. My thanks go out to the instructors who made DT and Firearms a success, and to everyone else who made it happen. I congratulate all those who successfully completed DT and/or Firearms, and urge you to practice your skills on a regular basis. •

by Gary S. Streeter, Safety Supervisor

#### 2003 Food Baskets

#### Thank you to everyone who helped in any way to make this happen!!!





Rebekah Trexler, Arlyn Harris, Katie Tomaiko, Judi Fuller, Alexa Gerrior, and Tricia O'Connor







#### **New Hires**



Back Row: Geneva Rodriguez, Adelita Nunez, Karen Cruz, Brooke Heindl, Becky Willis-Zaremba, Anne Schauder, and Jesse Goodman

3rd Row: Greg Clark, Andrew Ragone, Corey Pruitt, Sylvia Galvan-Burgess, Lane Gunderson, Lisa Roubicek, Amanda Fleming, Richard Temby, Michael Kepplinger, Anissa Dreas, Valarie Serrano, Eric Ward, Delma Navarro, and Michael Katafiasz

2<sup>nd</sup> Row: David Laing, James Anspach, Heather Garcia, Marti Ackermann, Jill Gentry, Robin Lunsford, Rosemarie Nichols, Sarah Golabiewski, Jake Soelle, Randy Bay, and Heather Peckham

Front row: Susan Haney, Ashley Holmes, Sacheen Thompson, Jose Valdez, Bruce Fischer, and Michelle Fowler

A fter four weeks of training, our most recent new hire class finally graduated November 24<sup>th</sup>. There were a total of 38 new probation officers! This was the first class resulting from advertisement of the new starting salary. As you can tell from the picture, relief for high caseload numbers is coming. (Another new hire class is due to start in January.)

It was a pleasure to work with this group of new hires. They possess a great sense of humor and a wide variety of experience. It was a very diverse, yet unified group of officers. In addition to the sheer size of this group, their energy and enthusiasm for the job will benefit us all. I can tell you, they have lots of questions, so please help welcome them by assisting with answers.

Thanks to ALL of you who assisted with training via presentations, ride-alongs and office observations! Your spirit of volunteerism is greatly appreciated!!!

HAVE A SAFE AND HAPPY HOLIDAY SEASON. OR

from Staff Development and Training

## Working in Partnerships...

ne of the important elements of our mission is to work in partnership with the community to provide prevention and intervention services.

I wanted to take this opportunity to fill you in on some of the great cooperative efforts being undertaken with the Phoenix Police Department.

- POs from the Durango Office and the Western Regional Office have been attending the dual squad meetings at the Maryvale sub-station to begin dialogue with the beat officers and familiarize them with who we are and what we do. It's a great opportunity to talk about our role in the community.
- > The Phoenix Violence Impact Project is a cooperative

effort sponsored by the Phoenix Police Department with DPS, DOC, State Parole, Federal Probation, ATF and the Maricopa County Adult Probation Department. The goal is to target violent criminals in the area of 7th Street to 32<sup>nd</sup> Street, from Washington to McDowell and to make Phoenix the safest major city by eliminating violent crime and the fear it creates. Directors Ken Groom, Vicki Biro, Marty Soto and Warrants Supervisor Richard Breed are participating in the weekly meetings and will be working with our staff who supervise caseloads in the target area. Plans are already underway for Phoenix Police to do ride-alongs with our Probation and Surveillance Officers.

Our Warrants Unit is providing ten names per week to the

Phoenix Police Rapid Deployment Team. The Team is concentrating on the apprehension of absconders who have a history of theft and property crimes.

> Warrants Unit staff attend weekly meetings with the Phoenix Police Burglary Reduction squad. Information is exchanged so that probation and police can identify and locate offenders.

Please let us know of those cooperative efforts going on in other parts of the valley. All these efforts serve our mission to enhance the safety and well being of our neighborhoods. And thanks to all of you who are actively participating in making a positive contribution in your community, both on and off the iob. ca

by Mary Walensa, Deputy Chief

## **Investigative Intrigue**

The Pink Panther, Scooby Doo, Inspector Gadget, Sargeant Scarlet and other memorable investigators added a bit of playfulness to the ninth Managers' Forum held on November 6<sup>th</sup> at the Trinity Cathedral in central Phoenix. The forum, hosted by Managers Lauren Eiler and Linda Ettari and their staff, provided supervisory personnel with training on the recently approved Progressive Discipline and Administrative Investigation policies. Kevin M. Gilmartin, Ph.D. gave an insightful and well-received presentation on "the Importance of Progressive Discipline." Lauren Eiler, Human Resources Manager; Bob Wilmarth, Professional Conduct Coordinator; Barbara Broderick, Chief Probation Officer; and Mike Walker, Assistant Attorney General, all contributed their expertise at the forum by serving as presenters and/or panel members. The vast majority of managers rated the forum as relevant or very relevant to their jobs and the Department's mission/vision. 🙉



Keynote Speaker Dr. Kevin Gilmartin

by Staff Writer



Clue #3: This person has written a book and is working on another one.

Clue #4: This person is very proud of a son who excels at baseball.



## Managing for Results:

"Just Because People Are Watching Closely Does Not Mean You Should Be Paranoid"

As the New Year approaches, a favorite pastime for many of us is to reflect on the most significant events that occurred during the year. We see this annually with stories about local news, sports, people, business, world events etc. Certainly, the biggest story effecting Adult Probation during the year was the switch of primary funding from the State to the County. In what appeared to be an instant, the most serious budget crisis in this agency's history was abated. Of course, there were a few strings...

Almost as soon as the ink dried on the page of the agreement with the state and county, it seemed that the county auditors were on the scene to check us out. Their job was to see if there were any glaring deficiencies and report on the basic health of the department. One of many things they focused on were our key performance measures that we report on for Managing for Results. They wanted to know if the information we reported was accurate, reliable, gathered properly and was honest.

Also, statute required we prepare a special report for the County Board of Supervisors and the Joint Budget Legislative Committee. Every month we report on how many probationers we supervise, the PO to probationer ratios, the number of vacancies we carry, the number of probationers in treatment, how much things cost...and so on.

And don't forget our friends at the Administrative Office of the Courts (AOC). They still insist we produce our monthly statistics report.

Should we have been at least a bit paranoid having the Board of Supervisors, the Office of Management and Budget, AOC, members of the Arizona House and Senate, and the County Auditors all taking a close look at Adult Probation at virtually the same time? Not one bit, if you look at the results. For starters, we went from implementing a reduction in force policy to filling vacant positions along with a commitment to bring staffing ratios to their proper level. We also went from the lowest entry-level salary for probation officers in the state to one of the most competitive in the market. The auditors certified all our performance measures and we just received a "Strategic Fitness Award" from the county.

We were not recognized and rewarded because the county and legislature were feeling philanthropic. We have earned their confidence, and that of our other stakeholders, because we are perceived as a good investment. We can demonstrate how we are enhancing public safety and are fiscally responsible in doing so. Everyone in the organization has contributed to our achievements and our reputation. It's because of our results that our stakeholders will look at us even more closely and expectations will be even higher to help solve problems such as prison overcrowding. So, the bottom line is we are being watched and they do want to get us -- for a very important mission.  $\alpha$ 

by Robert Cherkos, Strategic Planning Coordinator



Clue #5: Worldly travels have taken this person to 25 counties.

Clue #6: This person's website provides a Spanish word-of-the day.



1. Angi Meckfessel



2. Chief Broderick



3. Corina Russo



4. Jenifer Meiley



5. Klara Smith



6. Melissa Kridler











## Who Let the Dogs Out???

A. Dust Bunny

Correctly match the owner and their pet to win 2 Harkins movie passes. If there's a tie, a winner will be randomly selected.

Email responses to Peggy Gomez by January 9th.

B. Jabbar



C. Brandin





E. Brutus is laying down and Mo is standing up



F. Sedona







## Matthew's Story



**PO Mindee White & probationer Matthew** 

For the majority of his life, Matthew used drugs and was immersed in the drug culture lifestyle. After spending 3½ years in prison, he received probation and returned to the community with the desire to do better for himself. Unfortunately, he thought he could do drugs one more time, and ended up relapsing back into the drug lifestyle.

When he was brought back before the Court for probation violation, Matthew expected to be sentenced to prison. When the judge reinstated him to IPS with jail time, he felt that this was a turning point in his life, a catalyst for a spiritual experience. His greatest insight was that probation was a tool for him, and he knew that he had to maximize the opportunity.

He was released early from jail and entered residential treatment at Corazon House. This is where he reported honestly finding recovery. He attended the STRONG program, consistently supplemented with

meetings, so that he was proactively involved in his recovery five days per week. After seven months, he graduated from STRONG. Matthew performed community service through Chandler Alley Clean Up where he found the supervisor to be approachable and helpful in conversation. He felt that the community service was a way to do "something honest besides staying clean" and a "true payback to society." He became employed, a big step in his progress since it was the first time in his life that he was accountable to a job.

Matthew spent 10 months on IPS and recently graduated to standard probation. In working with him to bring about behavior change, Matthew credits God, his family (especially his mother), his sponsor, the probation team of **Mindee White** and **Julie Quiroz**, the STRONG program, and his supervisor from Chandler Alley Clean Up. Although Matthew made all of these changes while living in the same environment where he engaged in drug use, his philosophy is that you "need to change everything to be successful." He reports learning self-responsibility, such as the need to take care of his own "side of the street." He learned to no longer try to rescue others, react negatively to others, or try to control others. He believes that he will remain clean because he likes his new community, including his sponsor, attending meetings, and being a sponsor himself. His long-term goals are to stay clean, get his driver's license back, get a car, help others, watch his children grow up, write a book, and get his own place.  $\infty$ 

Story submitted by Mindee White, IPS APO



Clue #7: This merengue dancer once won a dance contest.

Clue #8: This person used to have hair.

Clue #9: This person's favorite hobby is Pilates.

MARICOPA COUNT

## Celebrating GAIN at Hermosa Park

n October 18<sup>th</sup> the sixth annual Getting Arizona Involved in Neighborhoods (GAIN) event took place in neighborhoods across the Valley. The event is an opportunity for the community, law enforcement, business owners, and of course probation, to come together and celebrate their successful efforts as crime prevention partners.

Maricopa County Adult Probation Department was an active participant in several events throughout the County including the event hosted by the Hermosa Park Block Watch in the South Mountain Village area. Probationers set up and tore down the tents, tables and chairs, and cooked hot dogs and hamburgers for the crowd. Officers and probationers alike manned the probation booth that, thanks to the Marketing Committee, was able to

> provide departmental brochures and handouts, information for victims, and a free book every child. ca



PO Stacey Lanenga cooks burgers with help from probationers Daniel and George.

Kids look for that

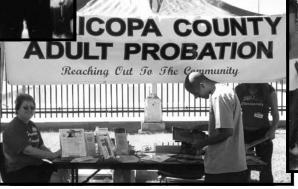
special book.

**Probationer Tony is in** charge of the hot dogs.

**PO Supervisor Marilynn Windust and Phoenix City Councilman Michael** Johnson stop by the booth.



**SO Michela Downs mans** the probation booth while probationer Andrew restocks the books.



**PO Katie Tomaiko** talks with a young girl at the **MCAPD** booth in the State Fair.



#### .. State Fair 2003

by Staff Writer

(Continued from page 1)

On behalf of the Marketing Committee many thanks to the probation employees (and their family and friends) who manned the table including: Annette Fields, Krista Martin, Carol Zambriski, Angi Meckfessel, Katie Tomaiko, Mike Goss, Betty Wimmer, Evans, Deneen Bertucci, and Don Kaliski. Thanks!! ox Perry by Staff Writer

## Stan Rykowski Retires, Really!

fter 25 very active and productive years at MCAPD, **Stan Rykowski** retired on October 24<sup>th</sup>. The Department honored his many years of service with a retirement party at Macayo's Restaurant in Phoenix. An

Marilyn Windust, Heather, Stan's daughter and grandson, and Mary Walensa

overflow crowd was on hand to say farewell and

thanks, for all that Stan did for them individually and for the Department as a whole. Judge **David Cole** came to the party and revealed that he actually went to high school in Tucson with Stan's wife **Heather**. We were grateful that

Stan's wife, daughter, son-in-law, and grandson all were able to be present for his retirement celebration. Also stopping in to wish Stan well were MCAPD



Heather, Stan, and Chief Broderick

retirees Gael Parks, Jean Fox, and grandpa Darby Jones.

As was fitting, Stan's badge was retired, mounted on a plaque, and presented to him by Chief **Barbara Broderick**. It was inscribed

with the words, "Always Present, Always Loyal,

Stan and Mary Anne Legarski

Always Positive." These words certainly characterized Stan's performance and his legacy in the Department. Many officers can recall incidents

where Stan cheerfully responded after hours, and often late at night, to some emergency they

were experiencing. Often times these incidents involved a vehicle issue, as Stan was last assigned as the Department's vehicle fleet manager. In her presentation to Stan, Chief Broderick said she had contacted his previous employer, the Nassau County Probation Depart-



Lucy & Mike Goss, and Erin O'Brien

ment. Even after being gone 25 years, Stan was remembered fondly for the 8 years he served in that agency.

Stan was certainly one-of-a-kind and will be missed. 🙉

by Ken Groom, IPS Director

## Seniority Salute



## 20 Year Anniversary with the department

Jean Morse	11-28-03
<b>Ronald Mitchell</b>	11-28-03
<b>Brad Finch</b>	12-05-03
Sandra Wilcox	12-27-03
Julia Harkins	01-03-04

### Farewell from Jeanne

In lieu of a traditional letter of resignation, I submit this rhyme. My days with the Department are ending; we are almost out of time.

Twenty years (or one score) have passed and my probation grant is due to expire.

October 2, 2003 is the date that I will officially retire.

No more field work, no more jail visits and no more dressing up for Court, I'm trading in my pantyhose and high heels for hiking boots and shoes of any sport.

No more telephone calls from Dispatch at three in the morning or during my meal, The co-workers and friends I've made, I'll surely miss a great deal.

So it is time to wrap this up and thank you, for my work here is through, I'm signing off, going 10-7, sincerely Badge #3682.

by Jeanne C. Olson, Senior APO



Well folks, this has been a slow time for going to the movies with all of the other things that are happening this time of year. Hopefully, we will have more to offer next edition.

#### **ELF:** \*\*\*

Okay I got some mixed reactions on this one. True Will Farrell fans will laugh their butts off as my daughter & I did. What makes Will Farrell such a good actor is his ability to BE the part. Bob Newhart is equally hilarious as the elderly elf & Ed Asner as Santa. I think the casting for Elf's father (James Conn) & stepmother (Mary Steinburgen) is way off. But, the movie comes together at the

end and has true holiday spirit.

#### GOTHIKA: \*\*

This is a rather far out movie that I'm sure not everyone Halle Barry is a will like. doctor at a prison that becomes possessed by an entity of a fellow co-workers dead daughter. This leads her to the dead girls killer and the killing of her own husband. During the possession she is hospitalized in a psychiatric ward with Robert Downey Jr. as her doctor. Of course she manages to escape from the unit and ends up solving the murder, which is a twist on who the real killer was. A little on the bizarre side but I enjoyed it even though you

will figure it out before the end. They left a lot of gaps that you kind of have to fill in yourself. Enjoy or wait to rent!

#### **BAD SANTA:** \*

Billy Bob Thornton as Santa Claus with a bad drinking problem along with many other problems, who is actually a crook with his Elf accomplice. Lots of "f" words that really gets annoying. This is definitely NOT a kid's movie. There were some funny scenes but the "f" thing really got in the way of this one being entertaining.

by Brad & Nicole, Adm. Coordinators

## Happy Holidays Around the World



**K**wanzaa is a 7-day festival celebrating the African American people, their culture and their history. It is a time of celebration, community gathering, and reflection. Kwanzaa is a time of endings and beginnings. Kwanzaa begins on December 26th and continues until New Years Day, January 1st.

Families gather for the great feast of karamu on December 31. Karamu may be held at a home, community center, or church. Celebrants enjoy traditional African dishes as well as those featuring ingredients Africans brought to the United States, such as sesame seeds, peanuts, sweet potatoes, collard greens, and spicy sauces. Kwanzaa is celebrated with red, black, and green. Green is for the fertile land of Africa; black is for the color of the people; and red is the for the blood that is shed in the struggle for freedom.



**B**oxing Day is a holiday celebrated in Britain, Australia, New Zealand, and Canada. It falls on December 26th, which is also called St. Stephen's Day. Boxing Day is so called because on this day it was the customary for tradesmen to collect their Christmas boxes or gifts in return for good service throughout the year. Also, it included giving money and other gifts to charitable institutions and the needy.

The holiday may date from as early as the Middle Ages, but the exact origin is not known. It may have begun with the Lords and Ladies of England, who gave Christmas boxes/gifts to their servants on December 26; or maybe by priests, who opened the church's alms (charity boxes), and distributed the contents to the poor and needy.



Ramadan is the ninth month of the Islamic calendar. Islam uses a lunar calendar—that is, each month begins with the sighting of the new moon. Because the lunar calendar is about 11 days shorter than the solar calendar used elsewhere, Islamic Holidays "move" each year. In 2003 Ramadan began on Oct. 27. Ramadan is a "month of blessing" marked by prayer, fasting, and charity.

This year Ramadan precedes Christmas and overlaps Hanukkah. Muslims practice sawm, or fasting, for the entire month of Ramadan. This means that they may eat or drink nothing, including water, while the sun shines. Ramadan ends with the festival of Eid al-Fitr, which in 2003 occurred on November 26. Literally the "Festival of Breaking the Fast," Eid al-Fitr is one of the two most important Islamic celebrations (the other occurs after the Hajj, or pilgrimage to Mecca). At Eid al-Fitr people dress in their finest clothes, adorn their homes with lights and decorations, give treats to children, and enjoy visits with friends and family.



**H**anukkah (also known as Chanukah), the "Festival of Lights," starts on the 25th day of the Jewish calendar month of Kislev and lasts for eight days and nights. In 2003, Hanukkah begins at sundown on December 19. With blessings, games, and festive foods, Hanukkah celebrates the triumphs—both religious and military—of ancient Jewish heroes.

The lighting of the menorah, known in Hebrew as the hanukiya, is the most important Hanukkah tradition. A menorah is a candle stand with nine branches. Usually eight candles—

one for each day of Hanukkah—are of the same height, with a taller one in the middle, the shamash ("servant"), which is used to light the others. Each evening of Hanukkah, one more candle is lit, with a special blessing.



Advent marks the start of the Christmas season. It begins on the Sunday nearest November 30, the feast day of St. Andrew the Apostle, and covers four Sundays. Because the day it begins changes from year to year, so does the length of each Advent season. In the year 2003, Advent begins on November 30 and lasts 25 days.

The word advent, from Latin, means "the coming." For centuries, Advent has been a time of spiritual reflection as well as cheer and anticipation. Even as the Christmas season has become

more secular—with advertisers urging holiday gift-givers to buy and buy some more—Advent still brings joy and the observance of ancient customs. Christian families find quiet moments lighting candles in the Advent wreath, and children use Advent calendars to count the days until Christmas.

Peace, health, and happiness to each of you and your families during your holidays this season! 

by Berta Prince, Planning & Research Administrator

Some information was obtained from: www.factmonster.com.

らうしょうしょう

#### Thanks to Our Writers

#### **Contributing Writers**

Nicole Davis Brad Finch Ken Groom Jeanne C. Olson Berta Prince Mary Walensa Mindee White Staff Development and Training

#### **Staff Writers**

Barbara Broderick Robert Cherkos Erinn Kaus Gary S. Streeter Marilynn Windust Cathy Wyse

#### **Copy Editors**

Peggy Gomez Merci Hernandez

#### Access The Chronicle on-line at:

http://www.superiorcourt.maricopa.gov/adultPro/misc/chronicle.asp



## Your Stories Wanted!



Interested in submitting articles, announcements or success stories to *The Chronícle*? E-mail submissions to

Merci at mehernan@apd.maricopa.gov

## Success Stories Welcome!

#### **Editor**

Robert Cherkos (602) 506-7390 rcherkos@apd.maricopa.gov

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- 2. If an article receives significant edits, changes, additions, or deletions it will be returned to the writer for review before publication.
- Good quality photos focusing upon the subject of the article may be submitted. All people in photos must be identified.
- All non-employees in pictures and in articles must have a signed <u>Publications</u> <u>-Consent for Release of Information</u> on file. A copy can be obtained from Merci Hernandez.
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