

The Condition of Probation

The Condition of Probation

Chief's Corner	1
CAPSA Conference	2
Staff Changes	3
Today's Draw	7

Special points of interest:

- **Managing for Results**
- **PORTAL**

PORTAL Goes to Work...and Gets Results!

By Kevin Lynch

Programs of Responsive Treatment and Linkages (PORTAL) is a collaborative effort, combining mental health staff trained in an evidence-based treatment model (Functional Family Therapy) with probation officers to work with high risk youth suffering from a DSM-IV diagnosis. PORTAL officially provided service to its first client on May 24, 2007, and has served 27 families since that date. The Probation Department is excited by the progress of this program, and we are writing this article

to highlight and further clarify what PORTAL does for probationers and their families (please see the accompanying article for an example of a PORTAL case, page 3).

The PORTAL team is comprised of a Mental Health Supervisor (Bilingual), 4 Mental Health Practitioners (1 of whom is bilingual), a Deputy Probation Officer and a half-time Administrative Associate. The team also contracts with two family support positions, and they

provide a variety of practical and emotional support to families, youth and parents. The following is a brief summary of what each staff person's responsibility is.

Aside from being responsible for supervising all PORTAL staff, the PORTAL Supervisor oversees the referrals to the program, ensuring proper protocols are followed for entering PORTAL. This person makes the final call as to whether a case will be accepted and, if so, to whom it

Continued on pg. 4

The Chief's Corner

By Bill Burke

When the Holiday season concludes and we enter the winter season it is easy to assume that things slow down for County government and the efforts of the Probation Department. Quite the opposite is true, especially as it relates to efforts underway to meet the many challenges relating to developing the FY 2008-2009 Department budget. This edition's Chief's article is intended to communicate, frame, and share these challenges.

In mid-December the Board of Supervisors heard and approved the next steps for the FY 2008-2009 budget process. Additionally, on January 10, the Governor released the State Budget Proposal for 2008-2009. These are two events that naturally occur at these times of the year. The upcoming year presents sig-

nificant challenges to local government and our Department. We anticipate that this will be a very long budget process, especially at the State level.

In developing the Department budget for next year, we must employ several "guiding principles," including:

- Assessing program and service objectives within the framework of County-wide goals, the County Strategic Plan, and the Countywide Plan
- Maintaining services while creating fiscal sustainability.
- Preserving and enhancing critical services while minimizing impacts to existing employees.
- Making sustainable budget decisions based on long-term vision and assess-

ment of existing programs and emerging needs

County Budget

Due to known and anticipated budget concerns the Board has instructed all Departments to prepare FY 2008-2009 budgets at a County General Fund reduction of 5%. The Probation Department General Fund target at 5% is slightly over \$400,000. This target can be reached either through a reduction in spending or through increased revenues from other sources. Some of our readers may recall a few years ago that we prepared GF reductions at the 5%, 10%, 15% levels. It is possible that the County

Continued on pg. 10

Mission Statement

The mission of the Marin County Probation Department is to reduce the impact of crime in the community by providing accurate and comprehensive information to the courts, by providing community based sanctions and treatment for offenders, and by working cooperatively with law enforcement agencies and community organizations with similar objectives.

CAPSA Conference

By: Michele Boyer

From January 15th through the 18th, Michael Daly, Betty Jackson, Joanne Buckwalter and I attended the CAPSA (California Association of Probation Services Administrators) training. It was their nineteenth annual conference in beautiful Shell Beach, California, where our hotel overlooked the ocean. There were 120 people attending from 34 of California's 58 counties. The theme of the conference was "Time of Change" and the workshops were very interesting. One of the workshops was on Evidence Based Practices presented by Dr. Ed Latessa. He spoke about what works and what does not work in reducing recidivism. He was an extraordinary speaker and held everyone's attention for four hours. We also heard what the best practices were for the supervision of sex offenders and how to build a comprehensive and evidenced based approach to managing

that population. We heard from Janet Neeley with the Attorney General's office on the sex offender registration law and how it will impact probation. On the last day, we heard three Chief Probation Officers discuss where change in new laws and new approaches are taking their Departments and our State. The conference was very informative and I believe we all came away with new ideas and many new professional associates and friends.

Thoughts from Mike and Betty on the conference:

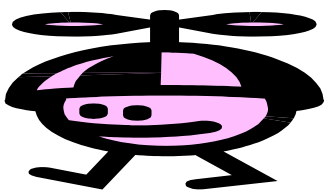
"I really enjoyed the CAPSA conference. It was good to see that all Probation Departments are working toward the same goals and that everyone is on board with Evidence Based Practices. What stood out most to me was that in our field, change will occur constantly and that we should embrace it, look

forward to implementing new ideas and prepare to move forward with the new challenges and opportunities that are coming our way."

Betty Jackson

"CPOC and CAPSA have made huge strides in the last few years. Nationally renowned speakers such as Dr. Ed Latessa and Ted Gaebler add tremendous credibility to the organization. Also, having representatives from the Attorney General's office and from DJJ really helped us all navigate through some complex legislative issues and mandates. All facilitators were extremely receptive to phone calls and emails for additional questions. The camaraderie amongst CAPSA members is really positive as well."

Michael Daly



MANAGING FOR RESULTS aka "NEWS FOR PROPELLOR HEADS"

By: Kevin Lynch

The County Administrator's office has begun next year's "Managing for Results" process. The County requires that all departments simultaneously report on their progress for achieving goals during the current year and begin planning for goals for next fiscal year. The standard County format for reporting involves the use of a "family of measures," which attempts to capture workload, efficiency and effectiveness. As reported in a previous edition of *The Condition of Probation*, the Department's identified programs for this year are Adult Supervision Services (including all types of supervision services we provide, from the bank to specialty caseloads and everything in between), and the Juvenile Division's Intensive Case Management. Based on prior year's experiences, we have set

goals for each of these measures in both programs and we are responsible for reporting our progress towards accomplishing those goals.

Next year, we plan to add the County Parole Program from the Adult Division and begin reporting on this program's workload, efficiency and effectiveness, as well. Each year, the County will require our Department to select one additional program and report on all of them, both at the mid-year point and at the end of the fiscal year.

One of our "lessons learned" in the effort to implement "Managing for Results" in the Department is the need to be more inclusive of all levels of staff in this process. While we have periodically informed staff of the requirements for Managing for Results, we have not in-

cluded them as much as we probably should have. Starting with this article, the Department will make more of an effort to make "Managing for Results" a tangible process for staff. We will report on our process for each of these programs regularly via inter-office communication (either a blanket e-mail or through meetings, either Division or Unit). We will also require that Unit Supervisors become more active in the process of both obtaining the data required for reporting, and monitoring our outcomes and making adjustments to our practices to improve them. The County's expectation is that we will make progress in our expressed goals, or make changes in our practices to react to less than desirable outcomes.

Reassignments of Staff: Where Did They Go?

By: Kevin Lynch



WHO MOVED ?	WHERE DID THEY MOVE FROM ?	WHERE DID THEY MOVE TO ?
Frank Peterson	Juvenile Division Supervision Unit	Juvenile Division Intensive Case Management
Selina Johnson	Juvenile Division Intake Unit	Juvenile Division Intensive Case Management
Jeff White	Juvenile Division Intake Unit	Adult Division Intensive Supervision Unit
Alisha Krupinsky	Juvenile Division Intensive Case Management	Juvenile Division Intake Unit
Nuvia Urizar	Juvenile Division Supervision Unit	Juvenile Division Intake Unit
Jeff Virzi	Juvenile Division Intensive Case Management	Juvenile Division Placements
Michael Vargas	Juvenile Division Placements	Juvenile Division Supervision Unit
Marco Ramirez	Adult Division Intensive Supervision Unit	Juvenile Division Supervision Unit
Christian Walker	Adult Division Supervision Unit	Adult Division Special Programs Unit
Neva Smith	Adult Division Supervision Unit	Adult Division Special Programs Unit

Dr. Amy Roberts, the first therapist hired for the PORTAL program, has left the Department, as she is relocating to North Carolina. Amy worked as an intern at our Juvenile Hall prior to becoming a full time therapist with PORTAL in May of 2007. She was a great addition to the team, and she will be sorely missed. We wish her all the best in her career !”



Amy Roberts

PORTAL Case Example

John D. (hypothetical name) is a 16 year-old who lives in Marin County with his elderly father and 15 year-old sister. The minor’s family has a long history with the juvenile justice and criminal justice systems. The minor associates with a local gang. He was first involved with the Probation Department in the summer of 2006 (when he was 15 years old) for being the “look out” for a burglary with two other neighborhood kids who were also on probation. He has had multiple subsequent contacts which ultimately resulted in extending his wardship.

The PORTAL Therapist first met with the minor to complete his PORTAL assessment for eligibility while he was in Juvenile Hall in June of 2007. He met the eligibility criteria for receiving services from PORTAL due to the following factors:

1. He was rated at a high risk level for recidivism
2. He was diagnosed with two Axis One disorders
3. He was a 602 Ward
4. He is a Marin County resident

PORTAL began working with the family on June 25, 2007. The therapist and family met five times before starting Functional Family Therapy on August 13, 2007. Since that time, the PORTAL team has met for 16 weekly sessions with the minor and is now in the final phase of treatment. The first three sessions were largely spent on paperwork because of the minor’s father’s literacy issues, requiring that the therapist read the questions aloud per his request. The minor’s mother has attended 2 sessions, but was later incarcerated and suffers with a major mental illness and substance dependence. The minor’s father has attended all but three sessions.

The main goals of therapy have been to develop a balanced alliance with each family member, reduce blame and negativity, minimize hopelessness, and create a family strength based focus. The three main issues that therapy has been addressing are communication, parenting, and problem solving skills. We have explored the generational gap between the minor and his father and how it affects positive communication. Because the minor and his father have poor communication skills, the PORTAL team has worked on ways to speak and listen to each other.

Continued on pg. 9

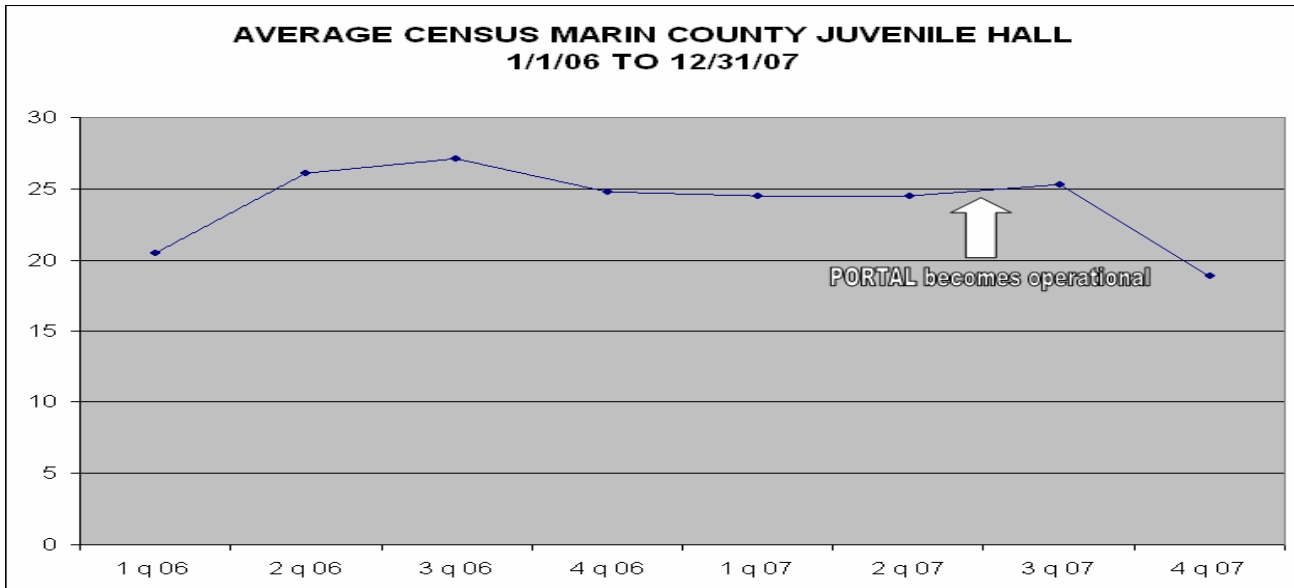
PORTAL Goes to Work...and Gets Results! (from pg. 1)...

will be assigned and what services will be implemented initially.

The Probation Officer’s primary role is to identify possible candidates for the program who may be detained in Juvenile Hall, or who may come through the Intake Unit without being detained (an “out of custody” citation). The Probation Officer’s role is to seek out PORTAL cases, assist in completing the necessary paperwork to get the case into the program if appropriate, and providing additional supervision of cases already enrolled.

Each of the 4 Mental Health Practitioners are trained in Functional Family Therapy, an evidence-based treatment program that has been shown to produce excellent results with families involved in the juvenile justice system. Three of the Mental Health staff are deployed in the community, providing primarily family therapy according to the FFT model. This treatment model does not allow for much variation from its principles, and requires that staff follow a codified approach to working with families. In those few cases where FFT is not appropriate, the therapists will provide individual therapy and/or case management services to their clients. A fourth therapist is assigned to the Juvenile Hall, and this position’s primary task is to conduct assessments of youth to determine their suitability for the program. The half-time Administrative Associate is responsible for collecting and maintaining financial documents related to the grant, and completes the monthly reports required for data on outcomes.

PORTAL is funded primarily through a grant from the State known as the Mentally Ill Offender Crime Reduction Program (MIOCR). MIOCR funds were allocated as a result of the realization that a large portion of youth and families in the juvenile justice system suffer from serious mental illness, and that outcomes for these children will not improve unless those issues are addressed. During research for the grant application, our Department found that youth with an identified mental health diagnosis tended to remain detained for a much longer period of time than those without such an issue. One of the goals of the program was to reduce the amount of time such youth remain detained. PORTAL appears to be starting to have an impact on this issue, as the following graphs intend to demonstrate. The first graph indicates that there has been a recent drop in the average census of Juvenile Hall¹

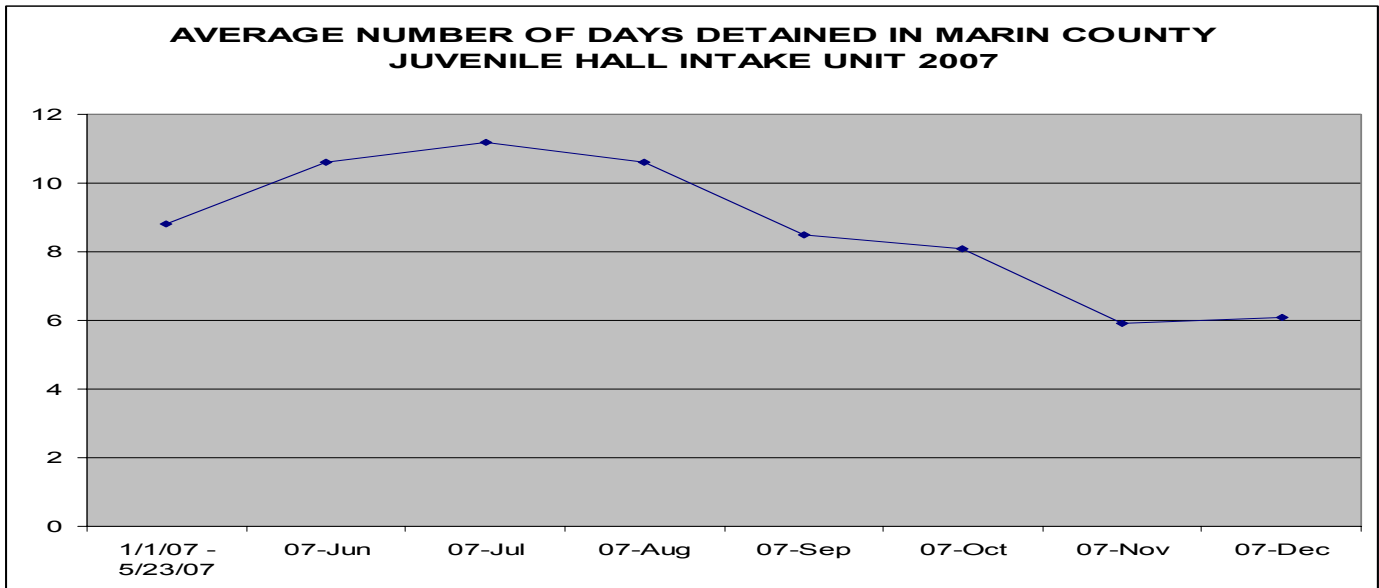


While the reduction in numbers of youth detained can not be attributed solely to the inception of PORTAL, an argument can be made that the program has at least contributed to the reduction in the numbers of youth who are in detention. The second graph reflects the average number of days in detention for the Intake Unit, which has been the focus of the PORTAL staff.²

¹ This statistic refers only to youth detained in Juvenile Hall under the auspices of the Juvenile Court

² This statistic is inconclusive, as 1 of the youth detained in December remains detained and that might change this statistic

PORTAL Goes to Work...and Gets Results! (from pg. 4)...



Kevin Lynch, Mike Ertz, Rebecca Leacock, John Dury, Jeana Reynolds, Matt Murphy and Amy Roberts (not pictured Kenyetta Wilson)

The PORTAL Probation Officer has been available to initiate investigations into bookings during what have been “off hours”, including weekends, and has identified cases that would be appropriate for release from detention as long as services are provided to support the child and family. It appears that the effort to move youth out of detention whenever possible is working.³

The real value of the PORTAL staff’s work will likely not be known for several months, if not years. The research supporting the FFT model states that if the treatment is implemented as prescribed, the outcomes are remarkably positive. Reductions in recidivism, and improvements in family functioning among other measures, are substantial. Our Department will be following outcomes for PORTAL cases in order to determine its impact on youth and families in Marin County.

Unfortunately, funding for PORTAL to date rests entirely with the State of California, and the State budget is in a precarious condition, to put it mildly. The Probation Department is operating on the assumption that MIOCR (originally intended to fund programs for up to 5 years) may not be renewed.

Despite that unfortunate likelihood, we are also preparing to continue the program, as close to its present form as possible, despite the bleak funding outlook. We believe that our Department’s level of commitment to its values becomes most apparent during times of financial crisis, when difficult choices must be made. Several of our values are at stake in this decision; we value providing treatment services, and we value investing in approaches that have been shown to be effective through research.

³ In order to feel comfortable about the detention decisions being made, the Department expects to undertake an analysis of those cases that are released to determine if they are either failing to return for resolution of their case, or if they are recidivating prior to the case being resolved

Juvenile Hall Gets a New Sally Port!



Juvenile Hall will soon have a significant addition that will improve safety and security for Probation staff, youth, Community, and law enforcement. Construction of a two vehicle sally port and fence that will enclose the parking lot is scheduled to begin in 2008. A sliding gate will also be installed allowing staff and law enforcement to drive into the secure area.

This sally port will be located at the current booking entrance. Funding for this project comes via the County’s Capital Improvement Process.

Community Outreach Efforts

By Kevin Lynch

The Probation Department has participated in two different community outreach events over the last 6 months which bear recognition.

On Labor Day, Darnell Roary, Barbara Kob, Tori Creighton and Eric Olson attended an event in Marin City, The Blues 'N Soul Party in the Park. Various departments such as Probation, Public Defender and the District Attorney's office set up booths to provide information to community members about their various programs and services. Organized by Felecia Gaston of The Performing Stars of Marin Youth Program, this event was very successful and generated funding for Performing Stars. The event featured Grammy Award winning musicians such as Booker T. Jones of Booker T. and the MG's, and world renowned producer/songwriter Narda Michael Walden. Walden has produced artists such as Aretha Franklin and Whitney Houston among many others. The crowd also enjoyed the soulful rhythm and blues sounds of Pride and Joy. This year's event was the largest Labor Day event thus far held in Marin City. People of all ages and walks of life came out in the heat to enjoy incredible music, dancing, not to mention the great ethnic food that was served by different vendors throughout the event. A great time



Kevin Coleman tries to keep the paparazzi from ruining his afternoon ... again !

was had by all and many of us who were in attendance are looking forward to next year.



Darnell Roary and Tori Creighton at the Labor Day event in Marin City

The Probation Department is very interested in increasing our profile in the community, and we want to take every opportunity to increase public understanding of what our Department does. If staff, partner agencies or community members have ideas of such opportunities, please contact our Chief Deputy Mike Daly to discuss them at (415) 499-6662.



Darnell Roary and event organizer Felicia Gaston pose with Grammy Award winners Booker T. Jones (in black baseball cap), and Narda Michael Walden (in white hat), who each performed as special guests at the event.



Tori Creighton, Eric Olson and Barbara Kob at the Marin City event

In December, Mike Daly participated in the County's first ever Project Homeless Connect Marin, in which staff from various public and private non-profit groups offered outreach and services to the homeless (for more details on this event, please see Supervisor Susan Adams' newsletter, <http://www.co.marin.ca.us/depts/bs/main/sups/sdistr1/docs/January08Newsletter.pdf>). The County expects to duplicate and improve on this event at the next one, and our Department hopes to be able to contribute to the effort.

Today's Draw: Barbara Kob

Barbara Kob is the Manager of the Probation Department's Mediation Services Unit. She oversees the Civil Mediation Program and the Victim/Offender Reconciliation Program, the Novato School/Community/Police Partnership Program for Truancy and Violence Prevention. She also serves as the Co-chair of the Marin Justice Center Task Force; the legal services collaborative co-developed and supported by the Marin Community Foundation. Barbara conducts annual trainings in Conflict Resolution and Restorative Justice for the County and teaches at Sonoma State and mediation conferences periodically. She also oversees internships for law school students from Hastings, USF, and UC Berkeley and psychology majors from Dominican University for those interested in pursuing mediation.

Barbara's believes in the philosophy of Restorative Justice and much of the programming reflects her fidelity to this model. This philosophy was the basis for the development of the Victim/Offender Program and its application is highly effective in resolving civil issues. A broad range of strategies to facilitate communication focusing on mutual understanding without blame or judgment, acknowledgement of feelings and emotions, individual accountability and responsibility, and an action plan that satisfies the needs of all parties are utilized. She and her staff feel it is always amaz-

ing to see how transparency and honesty allow parties to connect with each other on a human level.

Barbara was a private practice therapist when she took her first training in mediation in 1993 through Marin County Mediation Services. After volunteering for Mediation Services for a few months, she realized that her passion for mediation and conflict resolution was leading her to a career change. In 1994 she was hired part-time and started the pilot for the Juvenile Victim/Offender Reconciliation Program that same year. Since then, she has gone back to school to obtain her law degree.

Barbara enjoys the collaborative working environment with other county departments, the Justice Center agencies, Deputy Probation Officers, and the community based organizations that she and her staff interface with daily. She feels it is a privilege to work with such dedicated and caring people.

Having started life in Pennsylvania, one of the things Barbara appreciates most about living in the Bay area is her ability to run 365 days a year. Barbara, her husband and two children moved to the Bay Area in May of 1981 after a Pennsylvania winter with below zero temperatures. She doesn't miss the joys of having her car keys freeze and break off in the car door or stuffing toddlers into snowsuits.

Barbara's husband is a general contractor



Barbara Kob

who specializes in remodeling. They have been married for 32 years. Both of her children attended college in Massachusetts, but are now back living and working in San Francisco. Barbara appreciates spending time with her busy family and they all enjoy hiking, biking, skiing, horseback riding, rafting, traveling, going to the symphony, and seeing Broadway shows.

Helping a family avoid losing their housing, feel safe in their homes again, or receive medical services they have been denied is the true reward for doing this work. Barbara loves coming to work every day and says that working with her amazing staff, paid and volunteer, is so enriching.

Recipe of the Quarter: Quick and Easy Chicken Chili

by Kenyetta Wilson

Chili

2 Boneless/Skinless Chicken Breasts
1 Large Can Chicken Broth
¼ Cup Olive Oil
2 Cups Onions
2 Diced Red Bell Peppers
2 Teaspoons Chili Powder
2 Teaspoons Cumin

½ Teaspoon Cayenne Pepper
Salt to taste
2 Cans Diced Tomatoes
½ Cup Chopped Fresh Basil

Toppings

1 Cup Grated Cheddar Cheese
½ Cup Sour Cream

Boil Chicken in Broth. Let cool, cut into chunks, set aside. In large pot add Olive Oil, Onions, Red Bell Peppers, Chili Powder, Cumin, Cayenne Pepper & Salt. Saute for 3 minutes. Stir in Tomatoes, Basil & Chicken. Bring to a boil, add some of the Broth if needed. Reduce heat and simmer for 15 minutes.

Serve in individual bowls topped with grated Cheddar Cheese and a dollop of Sour Cream.

Kenyetta Wilson, Probation Administration, says it is one of her favorite comfort foods, especially tasty on a cold wintry day.

Strategy For "State of the Art" Probation Interventions

By Kevin Lynch

Our Department has undertaken a number of different initiatives to improve outcomes for probationers, both juvenile and adult. The use of actuarial risk/need assessment instruments, the training in Motivational Interviewing, and the introduction of Evidence Based Practices such as Functional Family Therapy, Aggression Replacement Training and Multi-Dimensional Family Therapy, are all examples of the Department's efforts to do this. These initiatives have occurred within whirlwind time frames which can seem overwhelming at times. However, these EBP's due comport to our overall forward thinking strategy focusing on "what works."

The National Institute of Corrections published an article several years ago which outlines "Eight Evidence-Based Principles for Effective Interventions." These principles are as follows (for the complete article, see the weblink <http://nicic.org>. ThePrinciplesofEffectiveInterventions):

Assess Actuarial Risk/Needs - Assessing offenders' risk and needs (focusing on dynamic and static risk factors and criminogenic needs) at the individual and aggregate levels is essential for implementing the principles of best practice.

Enhance Intrinsic Motivation - Research strongly suggests that "motivational interviewing" techniques, rather than persuasion tactics, effectively enhance motivation for initiating and maintaining behavior changes

Target Interventions:

Risk Principle - Prioritize supervision and treatment resources for higher risk offenders.

Need Principle - Target interventions to criminogenic needs.

Responsivity Principle - Be responsive to temperament, learning style, motivation, gender, and culture when assigning to programs.

Dosage - Structure 40% to 70% of high-risk offenders' time for 3 to 9 months.

Treatment Principle - Integrate treatment into full sentence/sanctions requirements.

Skill Train with Directed Practice - Provide evidence-based programming that emphasizes cognitive-behavior strategies and is delivered by well-trained staff.

Increase Positive Reinforcement - Apply four positive reinforcements for every one negative reinforcement for optimal behavior change results.

Engage Ongoing Support in Natural Communities - Realign and actively engage pro-social support for offenders in their communities for positive reinforcement of desired new behaviors.

Measure Relevant Processes/Practices - An accurate and detailed documentation of case information and staff performance, along with a formal and valid mechanism for measuring outcomes, is the foundation of evidence-based practice.

Provide Measurement Feedback - Providing feedback builds accountability and maintains integrity, ultimately improving outcomes.

These eight principles are in many ways a roadmap for our Department. Although we still have a long way to go on this journey towards "state of the art" probation interventions, we have made inroads towards this goal. This article will recite each of the principles, and give a short description of where our Department stands.

1. Assess Actuarial Risk/Needs

Risk assessment in the Adult Division has become critical as the Department prepares to deploy staff to provide more field-based supervision. In order to accomplish this objective, the Department must first identify those probationers whose risk level warrants such a level

of supervision. All cases undergoing an investigation are assessed using the LSI-SV (Level of Service Inventory-Screening Version). Those cases that are rated as being at high risk for recidivism will then undergo a more complete assessment using the LS-CMI (Level of Service Case Management Inventory). Once that assessment is performed, staff will be expected to develop case plans for high risk probationers and use those as guides for their supervision of offenders.

In the Juvenile Division, staff continues to use the Model Risk Assessment instrument to screen and classify cases. This instrument has been in place for nearly 5 years now and it has continued to do an excellent job of accurately predicting recidivism. It does not, however, provide much assistance in developing a case plan for reducing recidivism. DPO staff in the Juvenile Division will soon begin to apply the automated version of the YLSCMI (Youth Level of Service Case Management Inventory) on Very High Risk cases to fill that gap. Use of the YLSCMI will assure that a youth's needs that are directly relevant to their propensity to commit crimes are identified and services to address them are recommended.

2. Enhance Intrinsic Motivation

This Department's first foray into the world of evidence-based practices was with Motivational Interviewing. The Department has had mixed success implementing the use of this particular communication technique, which is designed to enhance intrinsic motivation of probationers to make positive behavioral changes. One of the major obstacles to being able to implement its usage more comprehensively has been the lack of training opportunities provided to staff to learn the technique. Recently, four of our DPO staff (Diana Smith, Charlene Brown, Janene Conner and Cynthia Fix) underwent an intensive "training for trainers" event in MI.

Strategy For “State of the Art” Probation... (from pg. 8)...

Starting in February, the Department will begin again to provide internal training events in MI to all staff. It is expected that these MI trainings will continue to be offered on a regular basis to improve DPO skills.

3. Target Interventions

a. Risk Principle: Prioritize supervision and treatment resources for higher risk offenders.

Both Juvenile and Adult Divisions are well on their way toward prioritizing supervision resources to those cases with the highest risk for recidivism. The Juvenile Division has been operating under this principle for several years, as low risk cases are funneled into a bank caseload and the higher risk cases usually are supervised in an intensive format. The Adult Division is just now completing an effort to conduct risk assessments of nearly 1,500 probationers and reorganizing the supervision units based on those classifications.

b. Need Principle: Target interventions to criminogenic needs.

A major obstacle to this effort has been the lack of existing programming to match needs indicated by the probationer population. Again, our Juvenile Division is ahead of Adult because of the lower caseloads and greater number of resources available to provide treatment to youth. Our two grant funded programs, PORTAL and Family Connections, are the best examples of targeted interventions that match needs. More work needs to be done in the Adult Division to analyze the needs of adult

probationers and then to develop appropriate programs to meet those needs.

c. Responsivity Principle: Be responsive to temperament, learning style, motivation, culture, and gender when assigning programs.

d. Dosage: Structure 40-70% of high-risk offenders' time for 3-9 months.

These are two areas that our Department will need to concentrate on as we continue down the path of increasing the effectiveness of our programs.

4. Skill Train with Directed Practice (use Cognitive Behavioral treatment methods)

While three of our DPO staff have been trained in how to provide cognitive-behavioral programming, workload constraints have prevented this initiative from moving forward. There is a pilot program for the Adult Division that has been proposed, and the Department will look for capacity to provide such programming for juvenile in the near future. The long term goal of the Department is to provide these programs and to catch the attention of local community based organizations to encourage them to provide this type of programming to our probationers.

5. Increase Positive Reinforcement

6. Engage Ongoing Support in Natural Communities

Both of these principles are ones the Department will have to address later as we continually seek to improve the effectiveness of our interventions.

7. Measure Relevant Processes/Practices

8. Provide Measurement Feedback

These two principles are assured of being covered through the Department's already existing practice of "managing for results." The fortunate coincidence of the Department's adoption of evidence based practices and the County's requirement that all departments provide quantitative data on outcomes has meant that our Department has already had to adopt these two principles.

Staff in our Department have been experiencing a great deal of change in our practices and operations for several years. For some staff, this has been difficult, as significant changes in how we conduct the business of probation have taken place in a relatively short period of time. The timing of the introduction of these initiatives also adds to the difficulty, as our Department has had to implement these efforts in accordance with opportunities that present themselves, rather than through a multi-year, logical and strategic planning and implementation process. When grants, training opportunities or healthy budgets allow for our Department to undertake an initiative related to these 8 principles, we feel obligated to make the effort. Although we are unlikely to ever be able to pronounce that we are a "completely state of the art" probation department, we believe seeking the goal is worthwhile. For those people interested in understanding what that goal will look like, understanding these 8 principles will help a great deal in seeing where we want our Department to be.

Portal Case Sample (from page 3)

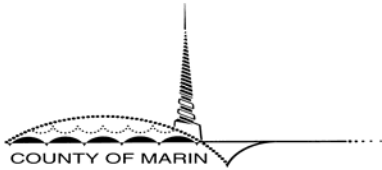
The minor's father is currently learning how to be a father to his son because they are living together for the first time (the minor spent the first 12 years of his life living with a relative out of the County). They are getting to know each other and learning how to live with each other's differences with respect. Learning problem solving skills has included using past successful experiences to build upon. They have worked together on pertinent and applicable problems by thinking them through using pros and cons lists and weighing the rewards and consequences of multiple approaches to situations. The PORTAL Therapist has modeled these skills and encouraged the family to generalize the skills they learned onto other problems they come up against.

**MARIN COUNTY PROBATION
DEPARTMENT**

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We are on the Web!
[www.co.marin.ca.us/depts/PB/Main/
index.cfm](http://www.co.marin.ca.us/depts/PB/Main/index.cfm)



The Condition of Probation

*Marin County Probation Department Newsletter
Editorial Policy*

The Condition of Probation is published quarterly by the Marin County Probation Department. The purpose of this newsletter is to provide a forum for communication and the sharing of information. *The Condition of Probation* publishes articles and information related to Mission and Departmental operations & activity. Articles submitted may be edited for content, clarity, or length.

Editorial Board Members

Bill Burke, Michael Daly, Steve Blair, Kevin Lynch, Michele Boyer, Cynthia Fix, Neva Smith, My Tran, Matt Murphy, Alisha Krupinsky, Matt Perry, Sean Crimmins, Nancy Hillman

Chief's Corner (from page 1)

may need to reconsider the level of reductions. In anticipation of the upcoming fiscal challenges the County has also implemented a "hiring review process" across the County, similar to the process used in 2003-2004.

Individual and collective issues informing the County's action include a County structural imbalance, salary and benefits growth exceeds our revenue growth, and the State budget imbalance that poses threats to local services.

State Budget

The State is facing a deficit currently estimated \$14.5 billion (or more). The Governor's Budget Proposal calls for significant reductions: at this point, basically 10% across the board. To the residents of Marin, the initial estimate is \$5.7 million. For the Probation Department, this roughs out to approximately \$225,000 from our Juvenile Probation and Camps Funds, Juvenile Justice Crime Prevention Act (JJCPA), and PORTAL (Juvenile Mentally Ill Offender) programs and services.

Reasons for the State dilemma include, among other things: one time "fixes" or partial solutions have been depleted; the volatility of income taxes; reduced property tax collections; a Constitutional requirement of 2/3 legislative vote to increase taxes but only 50% vote to add

programs/mandates; and limited State discretionary funding.

At this time, the combination of County General Fund reduction and State reductions totals approximately \$625,000 for our Department.

Anticipated Timelines for Budget Adoption:

County Budget

- | | |
|-------------|---|
| January | Mid-year budget review (for 2007-2008 budget) Departments submit reduction scenarios at 5% GF |
| February | Departments submit FY 2008-2009 Performance Plans Base-line Budget Review begins |
| March | Board Budget Workshops (review Performance Plans and reduction scenarios) |
| June | FY 2008-2009 Proposed Budget to the Board |
| July-August | Board adopts FY 2008-2009 budget Departments submit FY 2008-2008 year end review of Performance Plans |
| ??? | Possible additional adjustments to budgets based upon State budget activity |

State Budget

- | | |
|----------------|--|
| January | Governor's budget proposal |
| Mid-May | Governor's budget revise |
| July | Statutory adoption of State budget |
| July-September | Likely timeline for adoption of State budget |

Next year's budget process has just begun. It will likely take many turns over the next several months. We can anticipate aggressive advocacy by a wide-variety of interest groups and competition for decreasing resources. This can be a confusing process and I encourage employees and others to avoid the rumor mill. We will provide clear communication at key points in the process. I encourage Probation Department staff to ask for clarity when needed during the process as well as to share ideas.

Please know that during this process we will be diligently analyzing and pursuing alternative solutions which least impact employees, services and the community we serve.