

The Condition of Probation

Workload Analysis Comes to Marin County Probation

by Kevin Lynch

The Condition of Probation

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Special points of interest:

- Workload Analysis
- Managing for Results
- Softball Update!

Ever had a fellow deputy probation officer come to your office to tell you how hard they are working, how it is not fair that they have such a difficult case load, and that no one else works as hard as they do? My guess is that most of us have either heard that story or used it at least a few times in the course of our careers. What has rarely been attempted is to actually try to quantify a caseload, so that it can be measured, compared and objectively considered. The only way to do that is to conduct a

“workload analysis”, and get away from the subjective notion of “caseload”, which assumes that all cases require the same amount of work, and moves towards the idea of “workload.” Workload is a quantifiable concept that melds the ideas of quantity (“I have too many cases!”) and complexity (“My cases are tougher than yours!”).

This definition of workload helps to clarify this point:

“A measure of the amount and types of work performed

by an individual within a given period of time. It is both a quantitative measure of the total work performed and a qualitative measure of the person's perception of his ability to perform the work.”¹

The Probation Department has contracted with Justice Systems Assessment and Training (see the accompanying article for more information on this organization) to conduct a workload analysis

¹ Answers.com

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The Chief's Corner

By Bill Burke

This edition of *The Condition of Probation* presents a great opportunity to focus on two issues that are likely to have long term effects on our Department, our Mission, and the communities that we serve: budget and workload analysis.

Budget

County Budget: The County's budget situation and factors influencing it (long term unfunded liability, a down economy, etc.) have been shared in a variety of forums. In preparation for Fiscal Year 2008-2009 budget we are preparing for reductions in the Department's General Fund in the amount of approximately \$360,000. This has been achieved by employing principles adopted by the Board of Supervisors and includes disallocation of 4.0 positions across the De-

partment (all of which were currently vacant), a 5% reduction of GF contracts with Community Based Organization, increasing revenues where possible (most notably in ORR at Juvenile Hall), reductions of services and supplies, and miscellaneous “belt-tightening.”

State Budget: The State budget remains of great concern. We currently receive between \$2-2.5 million annually in State revenues which are currently in play. On May 14, the Governor issued the May Revise; an annual process based on review of the January Budget Proposal and alternative proposals with updated revenue projections. The proposal continues to recommend a 10% reduction in funding to Juvenile Justice Crime Prevention Act, Juvenile Probation and Camps Funds, and Mentally Ill Offender Grants: approximately \$233,000+ when

combined. Adoption of the State budget is critical for several reasons including: Coupled with *known* local budget and service reductions, other proposed State reductions in services, and a floundering economy, the populations we serve that present the highest public safety risks and highest treatment needs are more likely to be further marginalized and isolated from services and supervision.

While the above programs provide services in the Juvenile Justice arena, it is difficult to imagine that cuts in these areas will not affect budgeting decisions in other areas of the Department. It also difficult to

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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.

Personnel Recognition

By: Kevin Lynch

Supervisor Moves

Tim Farrell, formerly the Supervisor for the Intake Unit of the Juvenile Division, has moved to the Supervision Unit of the Adult Division. Michele Boyer, formerly Supervisor of the Intensive Case Management Unit of Juvenile, is now Supervisor of the Intake Unit, while Steve Shapiro has moved into Michele's former position.

Team of the Quarter

The PORTAL Team was honored by the Marin County Board of Supervisors

as the "Outstanding Team of the Quarter." The Team, composed of Jeana Reynolds, Matt Murphy, Mike Ertz, Rebecca Leacock, Marsha Leonard and Kenyetta Wilson, work in a grant funded program known as Programs of Responsive Treatment and Linkages (PORTAL), which provides a variety of mental health services to youth in the juvenile justice system. This group has worked tirelessly for nearly a year on first creating the program, then getting trained in the evidence based practice of Functional Family Therapy and finally providing services to high risk youth and their families. The program has provided a valu-

able referral to deputy probation officers confronted with trying to supervise youth who often live in fragmented and chaotic family systems.



Please join me in congratulating your co-workers for a job well-done !

Saying Goodbye to Karen Dargitz

By: Steve Blair



Karen Dargitz worked her last day in Probation on March 21, 2008 retiring after 10 ½ years as Secretary in the reception area in Juvenile Hall. Time goes so fast with many changes. Karen revolutionized the reception area with organization skills and she was very helpful to all staff.

Staff at Juvenile Hall will sorely miss Karen, as she always had an upbeat demeanor and an outstanding sense of humor. Her many jokes were stated in such a dry straight faced manner that she had the rest of us in stitches. She was also very thoughtful and kind by always checking in with staff about their families and remembering their birthdays.

Karen's retirement will be anything but

retiring, as she has many passions to pursue in the future. She and her husband love the game of golf. Their plan is to enjoy playing on the many local courses and possibly buy a house next to a golf course. Their passion for traveling has taken them all over the United States, Europe, and Canada. Karen also likes to hike, go to the movies, walk and regularly attends Pilate classes at a local gym. Karen was able to balance her work life with her personal life and will continue to have an active life style.

Probation staff, please join me in wishing Karen the very best in her new adventures, and thanking her for her years of service and for her steadfastness and dedication

Welcome to the Department

Abby Dennett joined the Marin County Probation Department in April of 2008. Prior to coming to Marin County, Abby worked for her family's tile and stone company as an OSHA Compliance Specialist, in addition to the United States

Secret Service as an Investigative Assistant. She received her Bachelor of Science in criminal justice in 2004 from California State University, Sacramento (CSUS) and will complete her Master of Science in criminal justice in the

summer of 2008. Throughout her time at CSUS, Abby worked for the Board of Prison Terms as a Legal Research Assistant and in the CSUS Library as a Research Assistant. While enrolled as

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Alumni Update ... Tim Garthwaite

By Matt Murphy

Today's ALUMNI report is on Tim Garthwaite. Tim began working for Marin County Probation in 1966, after having been employed in a lock-down juvenile facility in the Bay Area. "Very draconian," said Tim. "It was not uncommon to hog-tie kids there." Having been born and raised in progressive Berkeley, that was not at all comfortable for him. Upon gaining employment in Marin, the first thing he noticed was the 180 degree change in attitude towards kids. "I always considered myself a kind of social worker, and damned proud of it" he said. "I seemed to evolve into a sort of 'street working' probation officer."

I worked with Tim the first ten years of my career here, and learned from him how to keep an upbeat and positive attitude, even in the face of some serious situations. Tim always seemed to be happy and on his game. Tim was well known for his humor and musical talent, although he often took a back seat to his pretty and more talented sister Terry. One of my more vivid memories was the "Retirement Parade" that his closest friends in the department put on for him. As talented and funny as he was, it had to be over-the-top, and it was. A full fledged parade with "King Tim" on a float tossing chocolate kisses to his subjects/admirers.... What a party!

Tim's first assignment was in the Intake Unit, in downtown San Rafael! He transferred to Supervision in 1968, and in 1973 he was transferred to the Pre-

Placement Unit on Lucas Valley Road, also known as the Children's Treatment Center. That is where we Juvenile Officers now have our offices. He worked there about 6 years, and it was his favorite assignment. Unfortunately, in 1979 he was transferred to Creekside School as a school counselor/DPO for about a year, his most difficult assignment he said. "It was too tough to wear both hats at once." In 1980 he transferred to Project Reunite, a 601 crisis intervention program, reuniting kids with their families. Finally, in 1989, he moved back to the intake unit where he finished out his career in 1996. He said those final years were his best because he was most effective then, having honed his skills over two decades. He says he misses the camaraderie of many dear friends, some of whom have since passed, "but I'm very happy where I am now, reflecting on the good old times, not reliving them."

These days, he sings songs, performs skits, and still interviews families, for his Fairfax Church newsletter. He still enjoys getting out and bringing joy and happiness to those less fortunate than he. But life wasn't always upbeat for Tim. After his parents died, he and his sister Terry returned to Berkeley to raise his younger brother. A few years after retiring from the department, his family home burned down and then his soul mate and wife of thirty years, Maryann, died after a long fight with lung cancer. About four years ago I bumped into Tim again, this time at a



Tim Garthwaite posing in front of Juvenile Services

Drake High School 'Student Art Day'! I thought that strange, until he told me that he had met and married Carol Hannon, a Kaiser nurse. Carol had a high schooler there, a year or two behind my daughter Ali. Tim was all smiles, "back on top of the world" he said, and dazzling a whole new group of admirers I'm sure. Tim helped create the community foundation this department enjoyed for so many years. We discussed a lot of the Evidence Based programs and assessment tools the department is currently utilizing, and how the department intends to get back into the community at every level, including the Adult Division. He was truly happy about what he heard and wished us luck. Not happy enough though to re-up, but we can probably rely on him showing up and wowing us with his wit and musical talents at a few up-coming retirements. When that happens, don't miss it. You'll cherish the memories forever!

copies if that is more convenient). We have added a section on what you are up to. If you would be willing to tell us what you are doing, we would like to include that in all future editions as a regular feature. Please contact us with pictures, adventures, news or just catching up.



CALLING ALL ALUMNI!

If you know a retiree of our Department who would like to receive the newsletter but is not, please have them call Karen or Kevin at 415-499-6659 to give us their contact information (we prefer e-mail addressees, but will mail

What Is a “JSAT” ?

By Kevin Lynch

Located in Boulder, Colorado, Justice Systems Assessments and Training (J-SAT) is a well known and respected consulting group that specializes in applying evidence based practices and programs in the field of corrections. Most deputy probation officers from our Department will recognize at least one of two members of this organization. Brad Bogue conducted training on the LS-CMI risk/need assessment instrument to the Adult Division. Liz Craig assisted Brad in that effort, and she conducted a similar training on the Youth LS-CMI on her own with the Juvenile Division. Brad has worked as a consultant for other California Counties, the Chief Probation Offi-

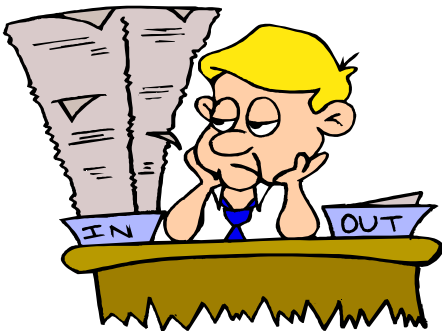
cers of California (CPOC), in many other states. He is frequently either cited or published in academic literature connected to corrections.

J-SAT’s website, located at <http://www.jsat.com/> is an excellent resource in and of itself. It lays out very clearly that the organization “...brings Evidence Based Practices (EBP) and performance measurement strategies to federal, state, and local correction agencies through system evaluation, training, and assessment and tool development services.” It also provides access to valuable articles on how to apply research based practices and programs in an effort to reduce recidivism

of offenders. JSAT provides a broad spectrum of training opportunities in Motivational Interviewing, risk/needs assessments and cognitive-behavioral treatment approaches.

It was this commitment to evidence-based practices that led our Department to select JSAT as the consultant on the workload analysis effort. There are other agencies that conduct this type of work regularly for correctional agencies, but few others do it from the lens of evidence based practices. The Department is excited about the prospect of working with J-SAT again and looks forward to an ongoing relationship.

Workload Analysis Comes to Marin County Probation (from pg 1)



to assist in the effort to capture what drives the workload for our Department. The purpose of conducting this workload analysis is to move away from the perception of workload and closer to the reality of it. Efforts to develop the work load analysis included consultant selection and planning over several months. Efforts continued with a two day meeting with staff from the Adult, Juvenile and Administrative Divisions of the Department identifying

their responsibilities. Part of this effort involved staff reflecting on what they do, whether those tasks are efficient and how we might “work smarter.” A second component in this stage was the utilization of departmental subject matter experts to chart work flow in the three divisions.

A lot was accomplished in the two day meeting and then staff returned to their normal duties and begin to time study each of these tasks over several weeks. The time studies will be forwarded on to JSAT staff, who will analyze the results and provide our Department with an idea on how much time, on average, each of the key tasks that we perform should take. Running a record for a pre-sentence investigation, conducting an interview with a family referred for a child’s citation, completing risk re-assessment forms, are all examples of tasks for which there could be

an assigned value of average time allocated.

This will be an exciting, but daunting, exercise. The Probation Department is well aware of the demanding nature of completing time studies on an ongoing basis. However, few departments have this type of opportunity to thoroughly review what our key functions are, how we perform them, and to assess whether we are being as efficient as we can be. The results of this analysis will also allow us to better allocate scarce resources, using evidence-based principles and practices as our guide. In an era in which we will likely be asked to “do more with less,” it is incumbent on us to find out how we can maximize our resources and achieve our goals. This workload analysis will go a long way in helping us to do that.

On the Look Out!

Hailing all probation cooks. We need your scrumptious, yummy recipes for

future Newsletters. We’re not picky—just hungry! So send us your secret recipes for any delicious foods: appetizers, desserts, entrees, salads and any thing else is welcome.



Today's Draw: Carmen Vance

by My Tran

Carmen Vance began her career with Marin County as a Legal Process Clerk in 1990 with the District Attorney's Office. After one year, she became a full-time employee and worked her way up the ladder. In 1994, she was promoted to become a Legal Process Specialist. While working full-time, Carmen attended two colleges to obtain her Bachelor's Degree. Her goal was to become a Probation Officer. In 1999 she received her degree in Criminal Justice Administration with a minor in Sociology.

In 2000, she became a Group Counselor at Juvenile Hall. While working full-time, she participated in an internship at Juvenile Services, and pursued a Masters in Business Administration at the University of Phoenix. During her intern-

ships, she filled in for probation officers that were out on leave. In 2004, she received her MBA and became a Deputy Probation Officer in 2006. She is currently assigned to the Adult Supervision Unit.

In March 2008, Carmen began pursuing higher goals. She began a Ph.D. program at Walden University in Public Policy and Public Administration specializing in terrorism. Her dream one day is to become an Emergency Operations Manager.

Besides her dedication to work and education, she raised two young men, ages 18 and 21, with the help of her mother and grandmother. Family is very important to Carmen. She has a big family extending to members who are not blood-related. Every year her family has a reunion in



Carmen Vance

Little Rock, Arkansas on a family-owned property, formerly a plantation.

Carmen is very active with the Alpha Kappa Alpha Sorority Inc. and in her church. She volunteers as a Commissioner for the Vallejo Housing and Re-Development Commission. Most of all, Carmen enjoys spending time with her family and friends.

Recipe of the Quarter: Italian Sausage and Beans

by Nancy Hillman

8 Italian sausages (I use 4 hot and 4 regular Italian sausages)

1 clove garlic

1 medium onion

1 8 oz. can tomato sauce

½ bunch parsley

1 lb. small white navy beans

Chop onion, parsley and garlic. Brown in a little oil. Add tomato sauce. Then add sausages. Can cut sausages into bite-sized pieces, quarter or leave whole. Bring pot back to boil, cover, then simmer for ½ hour. If necessary, add water.

Put beans in another saucepan with cold water and bring to a boil. Drain and add cold water to cover again. Bring to a boil and cook for 15 minutes. Drain and place in pot with sausages. Add some water to cover. If you wish, you may add a few red chili peppers, dried, to make it hot. Bring to a boil, cover and simmer for about 2 hours or until beans are cooked. Occasionally, check the pot to stir and add water if necessary.

Can use leftover ham or even hamburger in place of sausage.



Softball Update

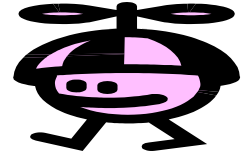
The Probation Violator softball Team has gotten off to one of the best starts in years!! Opening the season with a 2-0 record, participation on the team has been exceptional. The Violators began holding practices 3 weeks prior to opening day and so far practice has paid off greatly. There is a lot of softball left to play but the way things are going, we are looking to bring home the hardware (no pressure!). Thanks again to all of you who are participating, es-

pecially those of you who come out in support each week. If anyone wants to come out and play or just show your support, you are more than welcome. The next game is on 5/27 against the Humane Society. All games are at McGinnis Park and start at 6pm. See ya there !

Look to the next edition for the final standings of the softball season and team pictures!

MANAGING FOR RESULTS aka "NEWS FOR PROPELLOR HEADS"

By: Kevin Lynch



As with every year for the past 4 years, the Probation Department recently submitted its "Performance Plan for 2008-2009" to the Board of Supervisors. This document identified the same four broad Departmental goals we have stressed over the past few years:

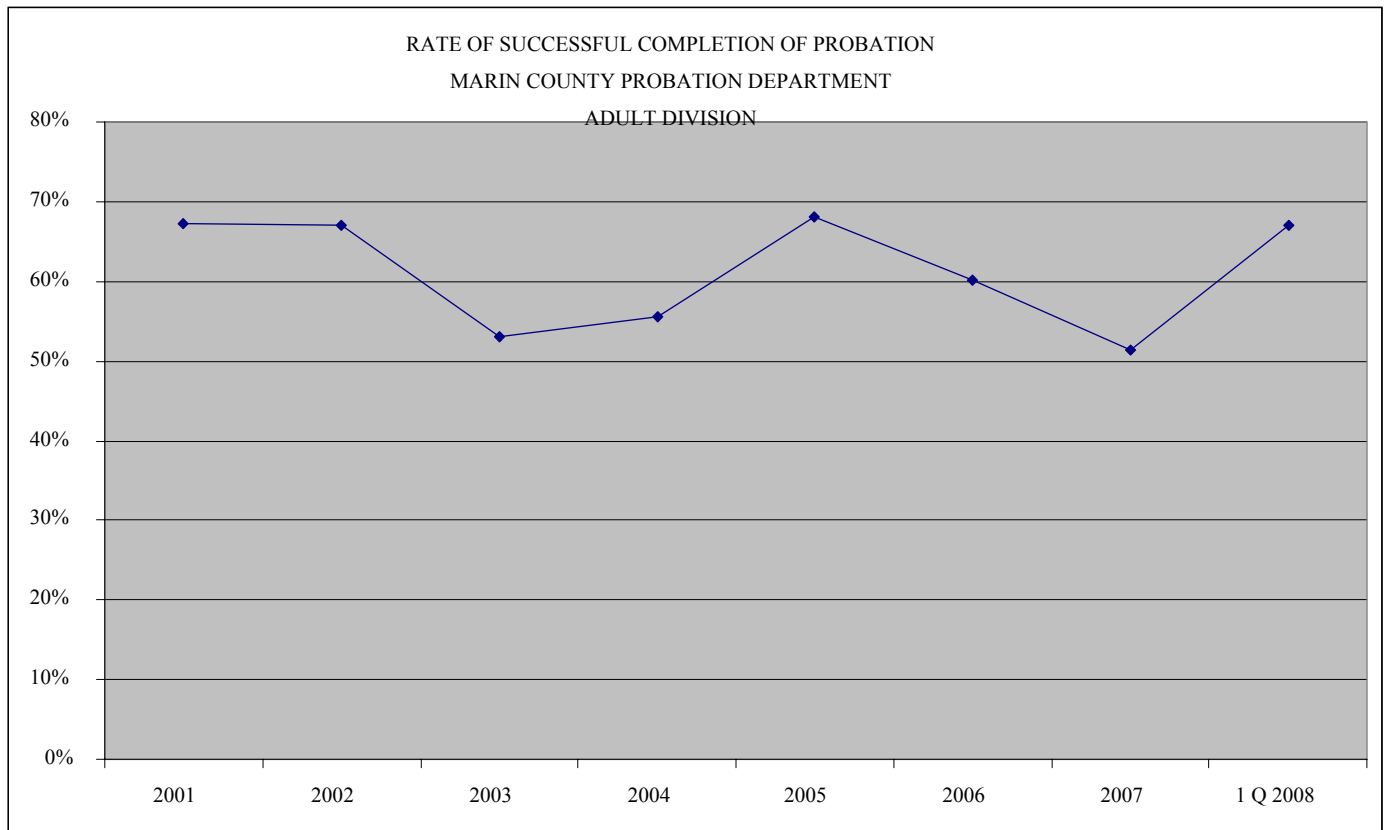
- Reduce recidivism and increase the percentage of clients who successfully complete their conditions of probation
- Improve the effectiveness and efficiency of Probation programs
- Utilize training and staff develop-

ment opportunities to ensure high level of employee performance

- Promote the values and principles of community justice

In addition to these broad goals, the Department has also identified two specific programs for which outcomes will be measured. The Adult Division's Supervision Unit and the Juvenile Division Intensive Case Management Unit will be used this upcoming year, and each year the Department will add one more program. For the Adult Division Supervision Unit, we are tracking the rate of

successful completion of probation in the Supervision Units (combining regular Supervision, ISU and the specialty programs). This has presented a problem in that it seems for several years there was no standard, objective definition for what constitutes a "successful" term of probation. In January of 2008, the Adult Division instituted a new and standard definition for the closing of all cases. The Department goal for FY 2008-2009 is that 60% of all cases will complete probation successfully.



For the Juvenile Division Intensive Case Management Unit (ICM), we chose not to track the rate of successful completion of probation, as so many of the cases in ICM are transferred out (either to the Placement

or regular Supervision Unit). Instead, the Department will report on the rate of risk re-assessments which result in a reduced score. Every six months, deputy probation officers are required to perform risk re-

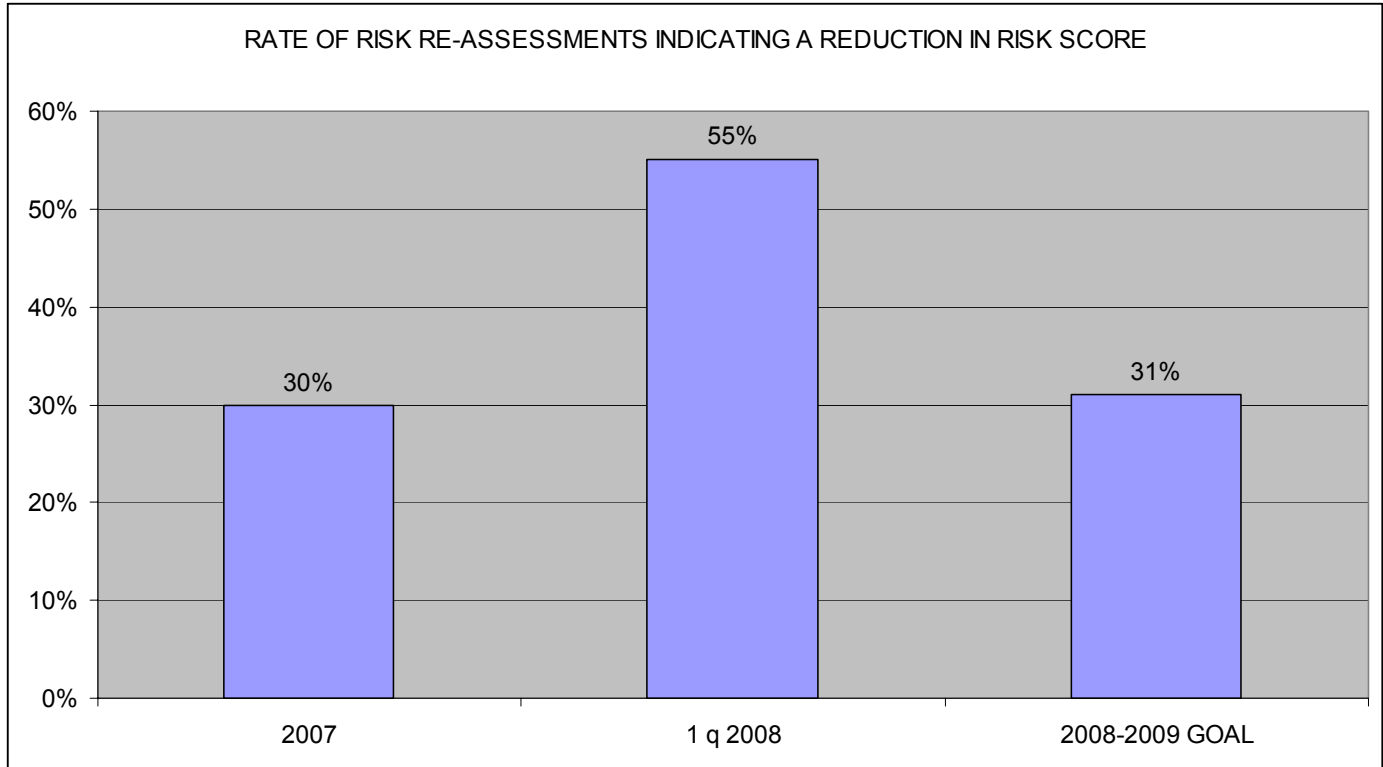
assessments of all active cases on their caseload. This provides the Juvenile Division with a very good idea of which youth are likely to recidivate, as this risk instrument has been shown to accurately predict

MANAGING FOR RESULTS (from pg. 6)...

recidivism. As shown in the graph below, during the calendar year 2007, 30% of all risk re-assessments performed by

staff in ICM showed a reduction in risk score. The graph also shows the rate to

date in 2008, and that we have as our goal to reach 31% for the fiscal year 2008-2009.



The chart above shows we are off to a good start, and we hope to continue to see this kind of result in the Intensive Case Management Unit.

The Department expects that the implementation of a variety of new practices and programs, identified as best practices in the community corrections field, will assist us in accomplishing our goals. Examples of these include the use of risk

assessments to determine supervision levels, more intensive community-based supervision practices, training in motivational interviewing and the use of evidence based treatment programs such as Functional Family Therapy and Multi-Dimensional Family Therapy.

As stated before, each year the Department will be asked to add an additional program for which we will be expected to

measure and report our outcomes. We have indicated that the Parole Unit in the Adult Division will be added to the list of programs to be measured, and Parole Supervisor Betty Jackson has already taken steps to develop a way to automate the collection of this data. All Units of the Department should expect at some point that MFR will be knocking at their door !

Welcome to the Department (from pg. 2)....

CSUS, she also gained experience as an intern with the Sacramento Intelligence Unit, Department of Justice – Bureau of Medi-Cal Fraud and Elder Abuse, and the Department of Alcoholic Beverage Control.

Abby is currently enjoying her position as Deputy Probation Officer I in the Juvenile Intake Division.



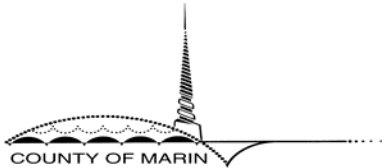
Abby Dennett

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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 pg. 1)

imagine that reductions in these services will not have long term negative impacts throughout California. After all, these State-wide programs have all produced measurable positive outcomes.

State budget adoption is likely to trail the adoption of our budget (County adoption in July), and could result in additional adjustments to County and Departmental budgets and services well into FY 2008-2009.

Potential State correctional reform (CDCR) & Parole Realignment continues to be the focus of serious discussion at the State level and is likely to be connected to the adopted State budget. Changes in this arena, if not planned thoughtfully, could present significant challenges for public safety; Criminal Justice, Health and Human Service, and Education partners; communities; service providers; and our staff.

In the immediate future, the budget debate in the Capitol will undoubtedly take several turns, expected and unexpected, before agreement is reached in the coming months. We will continue to monitor activity and advocate for decisions (and opportunities) that affect our ability to meet our mission.

Workload Analysis

This edition's lead article on our current Workload Analysis by Probation Analyst Kevin Lynch explains an extremely important, timely, and, I believe, unique project that is currently in process. It is

important in that it can a foundation or launch pad to carry the Marin County Probation Department into the future. It is *timely* in that it will add understanding and transparency to the work that we are currently doing, how we are doing it, and what resources it takes to complete. Knowing this information we help us to better adapt in challenging times that are likely to continue into the foreseeable future. It is *unique* in that it will allow the integration of Evidence Based or "What Works" practices with how we conduct our work. This will be consistent with Marin County's Strategic Plan and our Managing For Results process.

An initiative of this magnitude obviously does not occur in a vacuum and several key components were necessary. First, the Board of Supervisors generously provided a budget change Proposal for *Organizational Development* in FY 2007-2008.

Second, guiding us in designing and conducting this analysis is Justice Systems Assessment and Training (JSAT) out of Boulder, Colorado. Nationally, JSAT is one of the most prestigious providers in forward thinking, outcomes based work in local corrections. It's principal, Brad Bogue, is well published and has worked extensively with the other California Counties, Chief Probation Officer of California, and other state correctional entities.

Last, this endeavor could not have occurred without the commitment, involvement, and leadership of many: Project Manager and Chief Deputy Mike Daly, the Oversight Team (Nicki, Teresa, Kevin, Mariano), Reporting Groups (selected line staff, supervisors, & directors), and focus groups (staff from the participating Administrative, Adult and Juvenile Divisions).

**Next Edition
Preview**



Miguel Villarreal (Novato unified School District), Cesar Lagleva (Children's System of Care), Rosaura Alvarez, (Deputy Probation Officer), Susana Tabunut (Deputy Probation Officer) and Stacy Carlsen (Agriculture Commissioner)

Celebrate Cesar Chavez Day