

# The Condition of Probation

## The Condition of Probation

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### Special points of interest:

- Organizational Development
- Managing for Results
- Recipe

## Organizational Development Moves Forward in Probation Department

By Kevin Lynch

Wikipedia provides a host of definitions, or explanations, for what "Organizational Development" means:

*"The process through which an organization develops the internal capacity to most efficiently and effectively provide its mission work and to sustain itself over the long term."*

*"A planned effort, organization-wide, managed from the top, to increase organization effectiveness and health, through planned interventions*

*in the organization's 'processes', using behavioral science knowledge."*

*"A complex strategy intended to change the beliefs, attitudes, values, and structure of organizations so that they can better adapt to new technologies, markets, and challenges."*

For the Marin County Probation Department, the effort in Organization Development (OD) started approximately two years ago with the first

session of the OD Team which was facilitated by staff from the Corrections Standards Authority. The now retired Len Silvey, a well known and respected training expert from CSA, put this concept in simple terms. Similar to a living organism, an organization is either growing and moving forward, or it is dying. It makes sense to attempt to monitor, manage and nurture that growth, so that it ensures a positive,

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## The Chief's Corner

By Bill Burke

September and October have historically been the time of year when the Department can focus on our many initiatives and providing quality services to the community: summer winds down, schedules stabilize after vacations, and the local roads and freeways fill up with parents driving one child to school.

This year provides an exception as we all eagerly await the adoption of a State budget which, as we go to press, is long overdue. As we know, the Board of Supervisors adopted a County budget for 2008-2009 with the Probation Department's general fund budget experiencing an approximately 4% reduction. However, State budget impasse looms large and there is great uncertainty about what the impacts will be when

finally adopted. For our Department over \$2 million remains in play. The later we have resolution on the State budget the further into the fiscal year we will be. The situation is further complicated in another way. A shortened time frame for implementation of possible budget reductions can compress reductions into a shorter time period (e.g., eight months instead of 12) thereby magnifying the impact. On the positive side, when adopting the adopted County budget includes some actions and "set asides" that could help to mitigate possible State reductions.

Because our county is facing many long term budget challenges, the Board of Supervisors has also committed to initiating a process to consider potential long term restructuring of County services rather than continuing a process of incremental reduc-

tions during the next several years. This strategic approach is both encouraging and consistent with the County's commitment to Managing For Results.

This edition of the *Condition of Probation* offers many articles of interest including "Organization Development Moves Forward in Probation Department" by Probation Analyst Kevin Lynch. This feature provides insight on what organizational development is, what it means to our department, and examples of how it is being applied. For an idea of where we are, where we are going, and some avenues for getting there please take a look at this article.

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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.*

## Welcome to the Department

By Kevin Lynch

Marsha Leonard is a licensed MFT and a registered Drama Therapist and has worked in the field since 1980. Prior to her work as a therapist, she choreographed and performed with dance companies in San Francisco and NYC, taught in the Dance Department at the University of Wisconsin and Children's Theatre. She has been married to her husband for forty-one years and has two daughters.

As a therapist, Marsha worked for Bay Area Community Resources in Marin elementary and middle schools and at Sobriety High School – now Phoenix

Academy. She joined Community Mental Health about eight years ago and, with the Child and Family Team, worked in Blended Classrooms at Drake, Redwood, and Tamalpais High Schools and also at Sun Valley Elementary School. Following that she was instrumental in developing the "Transition Age Youth Program" (TAY) 1 ½ years ago. Marsha initially came to the Juvenile Hall as an intern in 1996-97 and co-facilitated the groups of detainees who created the ceramic tile, "Wall of Hope" on display next to the booking room. Marsha returned to Juvenile Hall in January 2008.



**Marsha Leonard**

## Chief's Corner (from pg. 1)

A variety of efforts being conducted under Project Management continue or are near "close out" including:

- Workload Analysis (Mike Daly)
- Medi-Cal Reimbursement for PORTAL Mental Health services (Nicki Kuhn)
- MFR-County Parole (Betty Jackson)

If you are interested in more detail on any of these or other upcoming projects feel free to speak to the Project Manager

listed above for more detail.

I would be remiss if I overlooked two major milestones in the near future for two of our great employees. Priscilla McGee (Administrative Services Division) will retire after 30 years of employment with the County of Marin and the Probation Department. Well done, Priscilla, we will miss your energy, skill and commitment to your work.

Second, Teri Taketa Graham (Juvenile Services Division) has been selected Marin County Employee of the Month

and will receive her recognition before the Board of Supervisors on September 9. As Davison Director Nicki Kuhn says, "Teri is the heart and soul" of the Juvenile Division.

Please join us in congratulating and recognizing these two milestones for Priscilla and Teri and look for more information in the next edition of *The Condition of Probation*.

## Alumni Update ... Jean Cochran

By Michele Boyer

Jean Cochran is a third generation San Franciscan who left her beloved city in 1965, when she moved with her husband and three children to San Rafael. When her youngest son was seven, Jean returned from a hiatus in school, and in 1979, received her Master's Degree in Psychology. As a part-time student in that program, she also began working for the County of Marin. Her first job was in the District Attorney's Office, where she worked for two years. She came to Probation in 1988, where she remained until her retirement in February 2007.

Since that time, Jean has been extremely busy traveling with friends and family. She has been on five cruises, with desti-

nations in Alaska, Mexico and Hawaii; and is planning another one in the near future. She is also taking computer classes and volunteering at Kaiser in Terra Linda. Jean says that she never knew retiring would be so fun.

Along with traveling, Jean loves to spend time with her three children and two grandchildren, who have often joined her on her travels. Jean says that she loved her twenty-one years with Probation, and that she was very lucky to live and work with such wonderful people. Her advice to others is to retire as soon as possible... It's better than working.



**Jean Cochran enjoying her retirement with her son and daughter in Puerto Vallarta**

## Juvenile Hall Sally Port Update

By Steve Blair

On May 27, 2008, construction began on a sally port for the Marin County Juvenile Hall. As the pictures indicate, significant progress has been made. Our new Sally Port will be able to accommodate two law enforcement vehicles, and include a fence that will enclose the Sally Port itself, in addition to the Juvenile Hall staff parking area. It will also feature an electronically controlled slid-

ing gate that will allow Juvenile Hall staff and all other law enforcement agencies to enter and exit this secured area. This project is funded through the County's Capital Improvement fund.

Sally ports are a vital component for providing safety and security to all law enforcement agencies who book minors into juvenile detention facilities. These benefits will now be extended to our

own staff, probation officers, and other probation departments and treatment facilities that transport minors to and from the Juvenile Hall.

This project has been in the planning for some time, and it is with pleasure that it comes to fruition. It will address many security issues, in addition to providing enhanced safety measures for our staff and their vehicles.



**Future site of the Juvenile Hall sally port. Photo taken on May 30, 2008.**



**One month into construction on the sally port. Photo taken on June 26, 2008.**



**We are almost there! Photo taken on July 23, 2008.**



### 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

copies if that is more convenient). We have added a section on what you are up to. If you are interested in sharing 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.

## Organizational Development (from pg. 1)

effective and healthy organization. Since that first event, the Department has conducted five more sessions varying in length from four to eight hours. The sessions have been limited to management and line level positions, meaning that not everyone in the Department has been able to attend. Every effort was made to represent the different divisions proportionally, and to capture the diversity of the staff, in terms of age, ethnicity, gender and work experience. All subsequent sessions have been facilitated by Suzie Cohen, a corrections consultant who successfully collaborated with our Department on the PORTAL/MIOCR grant and the juvenile justice plan update.

Some staff who have not participated in the sessions have expressed confusion over what goes on in these sessions. Even some of those who were selected to attend were unsure of what to expect from the process. In 2006-2007, the OD Team's work product included the development of an updated department Mission Statement, supported by published Core Values and Operating Principals.

In 2007-2008, the OD Team effort focused on two central areas; communication and diversity.

### ***Communications Work Group***

Chief Deputy Mike Daly has been the primary facilitator for the Communications Work Group. Other members of the team include:

- Gary Trent
- Ann Graves
- Phil Brown
- Charlene Brown
- Michele Boyer
- Melissa Davis
- Matt Murphy
- Diana Smith
- Neva Smith
- Sandy Shartzter
- Ivonne Van Buuren

This team has identified two groups of five areas of concern in which the Department needs to improve its communication. Because this list is very daunting, it was agreed to break it down into two separate groups of five.

| <u>Group I</u>   | <u>Group II</u>   |
|--|---|
| <ul style="list-style-type: none"> <li>• Manuals</li> <li>• Evaluations</li> <li>• Training</li> <li>• Meeting Minutes</li> <li>• Brown Bag Lunches</li> </ul> | <ul style="list-style-type: none"> <li>• Rumors &amp; Gossip</li> <li>• Respectful Communication with Staff</li> <li>• Debriefing</li> <li>• Technology in all divisions</li> <li>• Web Page</li> </ul> |

Although efforts are being made to address all of these issues, Group I is the priority. Across the Department, manuals are being prepared and/or updated, training is being emphasized for all positions (not just sworn), timely and meaningful personnel evaluations are being required, minutes are taken at meetings and brown bag lunches with the Chief and Chief Deputy are occurring.

### ***Diversity Work Group***

Nicki Kuhn, Director of Juvenile Services, has had the primary responsibility for the Diversity Work Group. Other members of the team include:

- Teri Taketa-Graham
- Betty Jackson
- Eric Olson
- Sylvester Tracy
- My Tran
- Nuvia Urizar
- Marissa Wertheimer
- Terry Wright

Among the important initial tasks of this group was the development of commonly understood definitions for important terms such as cultural responsiveness, Disproportionate Minority Confinement, and disparity. In addition, this group has:

- Visited the Santa Cruz County Probation Department (an Annie Casey Model Site) to see first hand how our department could follow the path of a national model in addressing the DMC issue;
- Assisted in the implementation and use of detention scales at the point of booking minors into Juvenile Hall, reducing the amount of time in which a child can be considered for release;
- Scheduled additional DMC training with the Burns Institute's nationally renowned diversity trainers;
- Conducted a meeting in May 2008 with law enforcement officials to discuss the application of Structured Decision Making tools and the Department's booking philosophy;
- Begun writing a Cultural Responsive Plan for the Department.

Although much work remains to be done, the groups have made significant strides so far and are to be commended for their efforts. The OD Team is one of many areas in which the Department is moving forward on organizational development.



## Today's Draw: Fredi Bloom

By Cynthia Fix

Fredi was born in 1946 in Lancaster, PA. She is the second of four children and lovingly recalls growing up in a house full of books and singing. Her mom was a psychoanalyst, and throughout her life she and Fredi shared the interest in understanding human behavior, from Fredi's being "tested" at the age of three with Rorschach (inkblot) personality tests, to long discussions about interesting cases in later years. Fredi's father was an electrical engineer who contributed to the birth of color television and microwave technology. Fredi grew up in southern Illinois and Long Island, NY. She always thought she would be a doctor or research scientist, following in dad's footsteps.

Fredi graduated from the University of

Wisconsin, Madison – and majored in psychology (jumping ship from her dad's path). Following her graduation in 1967, on the eve of the Six Day War, Fredi moved to Israel for a year. She lived, worked, and studied Hebrew on Kibbutz Maagan Michael on the Mediterranean Sea. She assimilated into Kibbutz society and formed very close friendships that continue today. Fredi left Israel in July of 1968, hitchhiked through Europe, and traveled by steamer from England back to New York, teaching folk dancing on board to help avoid sea sickness.

In 1970 Fredi came west to work at a residential treatment program for disturbed adolescents, that her uncle was starting near Cotati. The project fell through and there she was in California with 13 boxes



**Fredi Bloom**

and a bicycle, and no job. Fredi settled in Marin County and obtained employment at Sunny Hills Service for Children where she stayed for 10 years. She went back to school and obtained a certificate in psychodrama from the Berkeley Psychodrama Institute and then went on to JFK University and earned her Master's Degree in Clinical

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## Recipe of the Quarter: Amish Cookies with Buttercream Frosting

By Abby Dennett

Below is one of my favorite recipes from my mother's side of our family. Some of my fondest memories with my Grandmother Mary have included baking these cookies, frosting them and, of course, eating them! My grandmother got this recipe from an Amish bakery called The Country Store in her home town of Belfountain, Ohio. There are endless possibilities for frosting colors and flavors, which make these particularly fun for the little ones who like to help. Our personal favorites for frosting flavors are lemon, orange, and vanilla. These cookies have delighted my family for over fifty-five years, and will hopefully do the same for yours. Enjoy!

### Cookie Dough

1 cup granulated sugar

1 cup powdered sugar

1 cup butter or margarine

1 cup vegetable or olive oil

2 eggs

4 1/2 cups flour

1 teaspoon baking soda

1 teaspoon cream of tartar

1/2 teaspoon of salt

1 teaspoon of vanilla

Mix together first five ingredients. Add remaining ingredients one at a time, stirring after each until smooth. (Use a wooden spoon instead of a mixer as the batter will be stiff.) Place one teaspoon batter two inches apart on ungreased cookie sheet. Bake 10-12 minutes at 350°. Cookies are not supposed to brown. Makes 1-3 dozen. Recipe may be doubled or tripled. These cookies are very soft and yummy!

### Buttercream Frosting

2 cups powdered sugar

1/2 cup softened butter, but not melted

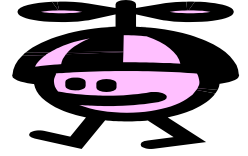
1/8 cup cream or milk



Stir ingredients until very smooth. If too thin, add more powdered sugar until its right for spreading. Color and/or flavor the frosting using a teaspoon of any flavored extract and a few drops of food coloring.

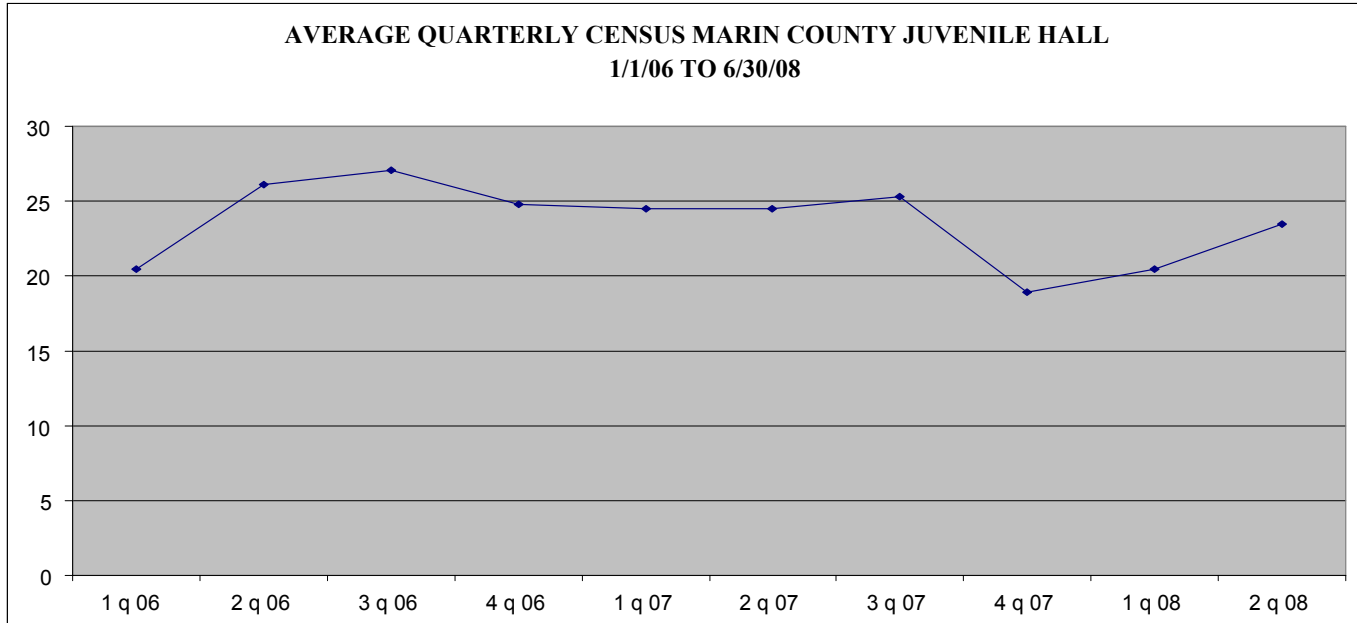
## Managing for Results aka "News for Propellor Heads"

By Kevin Lynch

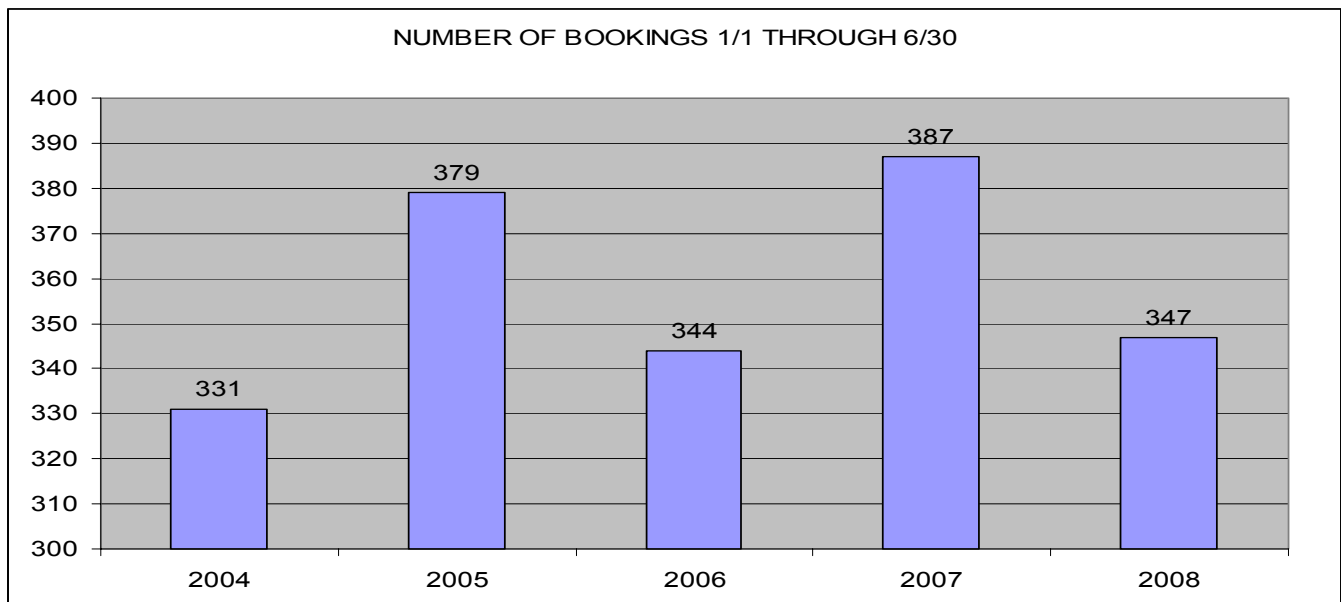


### Did ya know .... ?

After a significant drop in average population detained in Juvenile Hall at the end of 2007, the numbers are trickling back up (this includes only those youth detained under auspices of Juvenile Court).

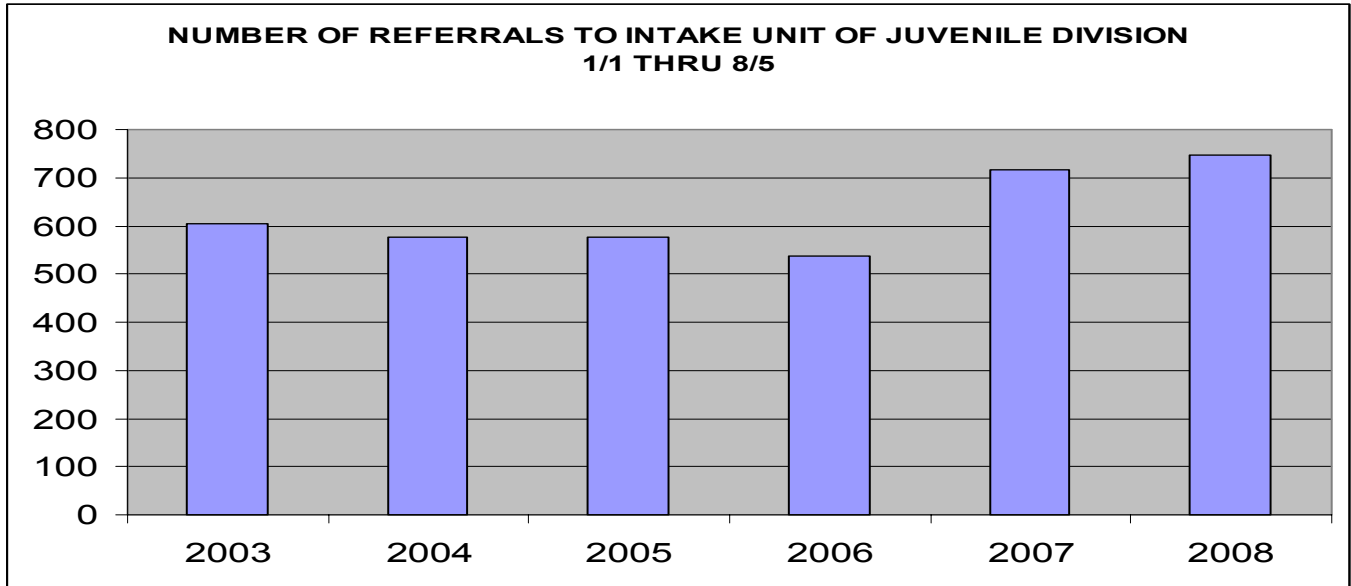


This gets more interesting when you also look at the total number of bookings into our Juvenile Hall for the first 6 months of the year and compare it to the same time period in previous years.

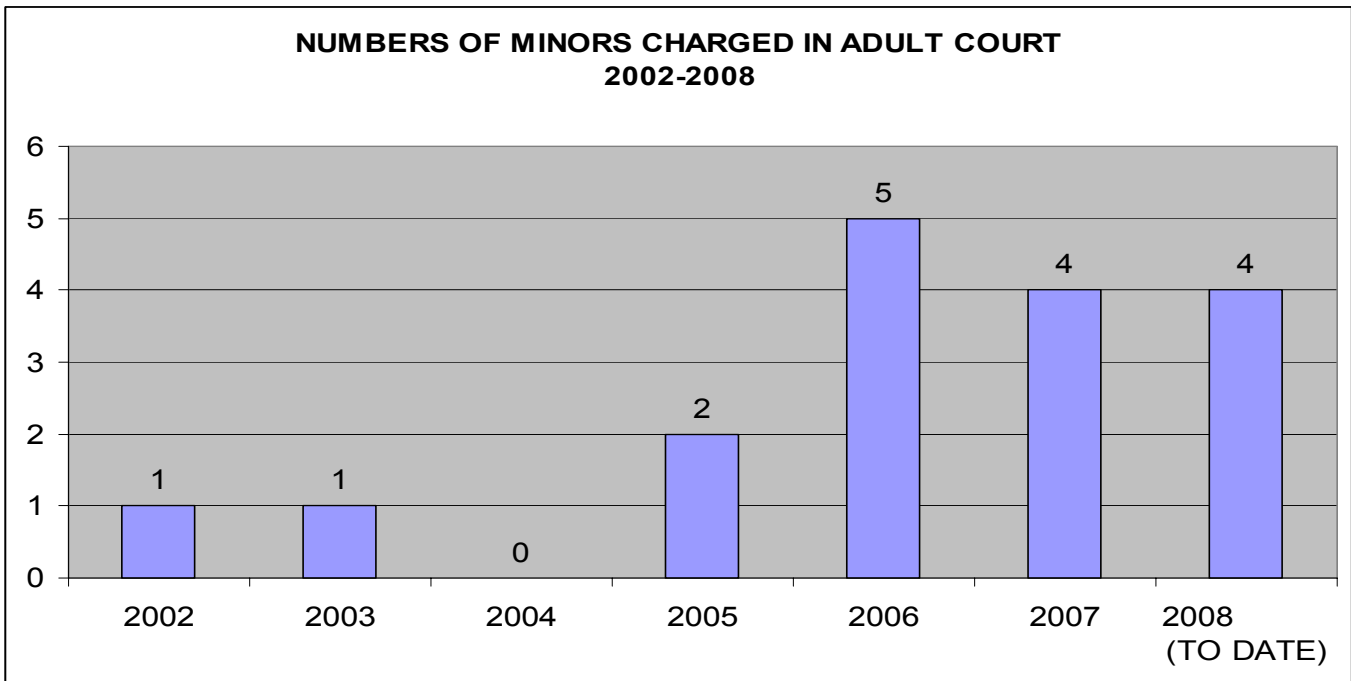


## Managing for Results (from pg. 6)

The Intake Unit of the Juvenile Division is experiencing a 23% increase in the numbers of referrals since 2003 (in the time period from January 1 through August 5). The increase kicked in last year and does not seem to be abating this year.



Proposition 21 was a voter approved law that allows District Attorney Offices the option of filing charges involving serious, violent offenses against minors in adult court. The numbers of such cases are still relatively rare, but have risen in the last 3 years. The average age of these minors has been 16.9 years old, and only 35% were on probation in Marin County at the time of their offense.



## **The Spirit of Si Se Puede**

*Ed. Note: Reprinted from Frankly Speaking, 2<sup>nd</sup> Quarter, 2008*

**By Jose Varela (Assistant Public Defender)**



**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)**

The spirit of Si Se Puede (Yes, We Can) was alive on March 27 as the Board of Supervisors joined the Organization of Latino Employees (OLE), Health and Human Services, the Public Defender, the Probation Department, SEIU, and other community members in commemorating the Cesar Chavez Day state holiday. At the afternoon event, MYC youth program participants created a Cesar Chavez salad featuring fresh, traditional ingredients as part of Generation Chef.

The celebration included moving oral reflections and a historical slide presentation by several county employees. Ellen Szakal and Oscar Guardado (H&HS) conducted a presentation on healthy food choices, complete with prizes. Raul Munoz (H&HS) reflected on his personal meeting with Cesar Chavez and then performed a lovely Chilean song.

David Escobar (BOS), of the planning committee, noted: "The county Cesar Chavez Day festivities accentuated the true spirit of Cesar Chavez."

Five years ago, a small group of county employees formed OLE. Since then, the



**Miguel Villarreal, Susana Tabunut, Rosaura Alvarez, Stacy Carlsen, and Cesar Lagleva**



**Susana Tabunut and Rosaura Alvarez**

organization has grown to approximately 60 county employees. OLE is an inclusive group providing information about issues affecting Marin's Latino community. OLE meets for lunch several times per year to exchange information and address emerging issues, and works with other groups to sponsor events that strengthen cultural competence among county staff.

If you are interested in being a part OLE, please email Jose Varela (PD) at [jvarela@co.marin.ca.us](mailto:jvarela@co.marin.ca.us).

## **Today's Draw (from pg. 5)**

Psychology. She left Sunny Hills in 1981, and began extra hire employment with the Probation Department assigned to the diversion and bank caseloads.

She's covered almost the full spectrum at Adult Probation, covering the mental health caseload for a number of years, and serving about five years in felony investigations. For the past 15 or so years she has been the PO for the AOWP program.

Fredi has been a singer all her life. For 20 years she has been singing with a harmony band, the Splinter Group -

"folk songs, oldies and things too fierce to mention." They recently finished their second recording: "Sunshine After Rain." For 52 years Fredi has been singing Jewish music and for the last 27 years she has been leading a monthly Friday night Sabbath Service for the Redwoods Retirement Home in Mill Valley. Fredi is the acting Cantor for her synagogue in Petaluma, and prepares 12 and 13 year old youth for their Jewish coming of age ceremony (Bar Mitzvah).

Fredi loves travel and adventure, and in addition to four trips to Israel, has been to England, Paris, Italy, New Zealand (a

trip that she won at the Mountain Play raffle), Canada and Mexico. She is more of a homebody now and her travels consist of bicycling to the Civic Center. Fredi lives with her partner Bob (the famous third baseman for the Probation Violators) and their dog, Kugel (the famous vice-mascot for the same team.) Fredi loves to do her retail therapy at garage sales and enjoys gardening. She is a fountain of knowledge and a beautiful and caring woman. The Probation Department has been fortunate to have her for nearly 26 years!





Congratulations on one of our best seasons in years! This was one exciting softball season! We started out strong, and won our first two league games. We suffered a few setbacks along the way, like when we lost a few games by just one run; however,



we struggled through and made it to the playoffs! Initially our first playoff game was tied, but when the dust cleared, we ended up losing. The Department of Public Works ultimately took home the trophy.

Bravo to the team this year, who came out weekly and gave it their all. Also, special thanks to the team's faithful supporters, (who are too numerous to mention). To our loyal mascot Millhouse, we sincerely appreciate your efforts to intimidate our opponents. You added a special "spice" to each game.

If this season's participation and enthusiasm is an indicator for success in the future, then we will definitely be taking home the trophy next year! Keep an eye out for next season's sign ups!



**Susana Tabunut, Tom Watson, Will Tabunut, Tim Farrell, Darnell Roary, Mike Daly, Steve Martinson, Gary Trent, Don Carmona, Dave Cole, Aaron Tam, Kenyetta Wilson, Lindsey Lara, Hugo Araica, Bob, Millhouse Creighton**

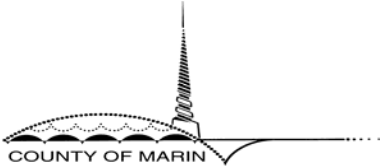
**Not pictured: Al Charmatz, Bonnie Cressler, Tess Lopez, Kevin Coleman, Mike Coleman, Kevin Lynch, Tori Creighton, Alisha Krupinsky and Melissa Davis**

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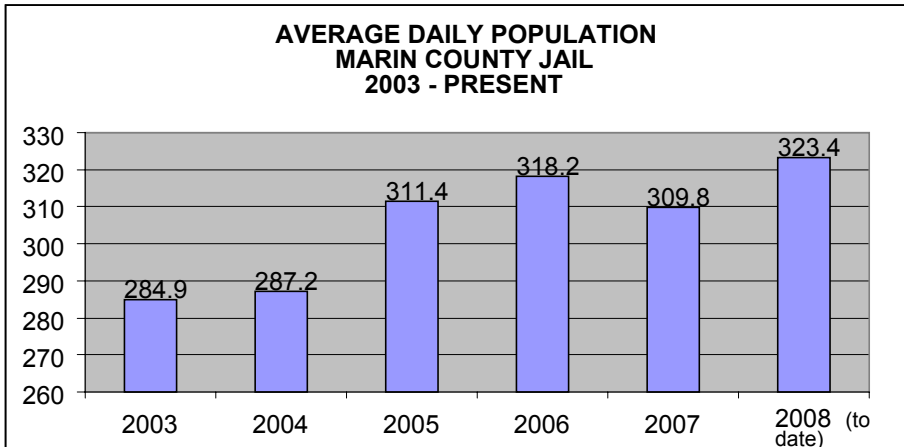
*Marin County Probation Department Newsletter  
Editorial Policy*

*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.

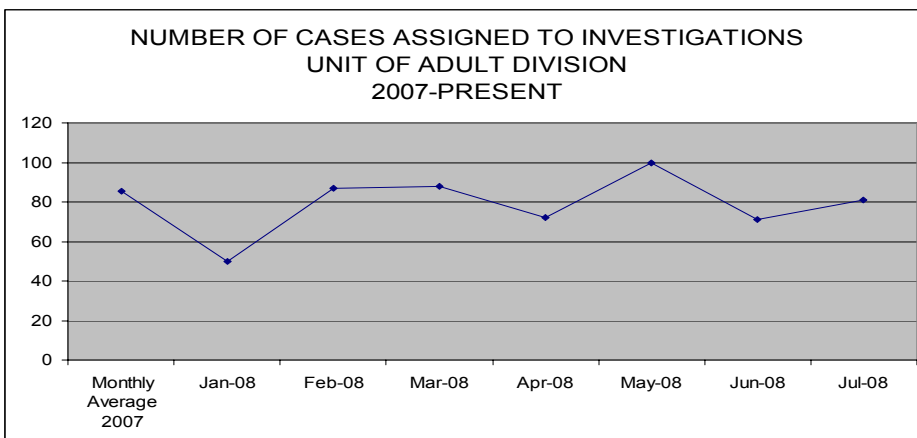
Editorial Board Members

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, and Abby Dennett

**Managing for Results (from pg. 7)...**



The Marin County Jail's numbers continue to increase.



The numbers of cases assigned to staff in the Investigations Unit of the Adult Division has remained reasonably consistent, around 80 per month.

Anything else you'd like to know? If there is, I probably have some numbers for you ...

**Community Justice**

Kevin Lynch recently wrote an article on Community Justice for the county wide newsletter *Frankly Speaking*. This article can be located at

<http://www.co.marin.ca.us/depts/HR/main/franklySpeaking/index.cfm> under the third quarter for 2008.