

The Condition of Probation

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Special points of interest:

- Employment Task Force Workshop
- CAPSA Conference
- Mariano Zamudio receives an award from CPOC

Probation Employment Task Force's First Workshop is an Inspirational Success

By Teresa Torrence-Tillman

In an era of increasingly difficult financial times, employment prospects for many people are bleak. Imagine how much more difficult it is for a person with a criminal record, who may not have the education, job skills or work experience necessary to compete in a job market as dire as the one we face today. However, research in the field of "what works" in community corrections is clear that obtaining and maintaining employment is a significant factor in leading people away from a life of crime. It is incumbent on organizations such as ours to be certain we target criminogenic factors, such as unemployment, with our probationers, and that we maximize collaborative opportunities with our partners in the community. This story describes a successful first effort in that regard.

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Some of the task force members Kathleen Paulsen, Melissa Davis, Jeff White, Cynthia Fix and Lynda Triplett

The Chief's Corner

By Bill Burke

As we launch our fourth year of production of *The Condition of Probation* it is a good opportunity to reflect on the value of this newsletter. Originally intended as a tool for sharing information internally and with our external partners and constituents, *The Condition* continues to convey valuable information and ideas to staff, stakeholders and community while demonstrating the value of teamwork by volunteers throughout the department. With every edition we hear encouraging feedback, appreciation from others about the newsletter and those who produce it, and discovery of things people didn't even know about us.

Budget Information

As you have all heard, the Governor

signed the State budget on February 20 creating an 18 month budget through June 2010. The budget contains a combination of new revenues, program and service reductions, and borrowing. Additionally, this plan is heavily dependent on the success of a special election in May 2009. As many have said, in adopting this budget to address a projected \$40 billion-plus deficit there is something for everyone to be unhappy about. None the less it needed to occur

In the case of the Probation Department this will include mid-year budget reductions in Juvenile Justice Crime Prevention Act (JJCPA) and Juvenile Probation and Camp Funds (JCPF) totaling approximately \$147,000. There is, however, a silver lining to these reductions.

Juvenile Justice and other public safety funding will be moved out of the State general fund and backfilled through Vehicle License Fee increases. If this holds over time, it will help to stabilize these limited resources. We have already begun to analyze the impacts, priorities and decisions that need to be made to live within our resources for the remainder of this fiscal year and into FY 2009-2010 in light of the statewide developments.

Everyone will be sacrificing to some extent. While many of us understand this on some level in the national dialogue, dealing with change sparked by reality becomes more difficult to confront when it reaches home.

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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.

Happy Retirement to Mary Miles

By Michele Boyer

Mary Miles has announced her retirement, to be effective March 27, 2009. Mary came to the Probation Department in 1989 after working for eight years at the Honor Farm for the Alcoholism Counsel of Marin, now known as Bay Area Community Resources (BACR). In addition to her background and experience as a deputy probation officer, Mary has a degree in counseling and MFT license.

Mary has spent her entire probation career in the Adult Division. She started out in Supervision with Bill Bruemmer as her supervisor. Her prior work with BACR helped her in dealing with the defendants, as it gave her an insight into their behavior which she may not have otherwise had.

Mary then moved to the Felony Investigations Unit. As a court officer, she interacted with Judges, the District Attorney and the Defense Attorneys on a daily basis and learned to understand balance in the court room, the overall function of the Adult Probation Department and the role of the probation officer.

Mary later returned to the Supervision

Unit and then worked with the mentally ill offenders. She particularly enjoyed collaborating with the Forensic Team and networking with the different agencies involved in helping the mentally ill. During this time, she was promoted to DPO IV and helped her Unit Supervisor with assigning cases and reading reports. Mary is currently carrying a medium risk caseload, in addition to her duties as assistant supervisor.

Mary's plans for retirement are to sleep in, re-activate her MFT license, work in her garden, pursue classes in Cultural Anthropology, History and English literature, travel to see family in Minnesota, take many day trips and pursue her beading hobby. Mary has worked since she was 18 and is looking forward to being her own boss. As many who know her are aware, her heart is open to animals, particularly the two large dogs and four cats that she shares her life with.

After twenty years with the department, Mary has made many friends and colleagues and will miss the special people who have shared so many memories with her. She wants to say a special

thank you to Maggie Turner and Jesus Contreras, whom she depends upon every hour of everyday, and to Bill Bruemmer, who was her first supervisor and in her words "the most gifted and ethical man I have ever worked with."

Mary has one last wish for someone to take over as "Chocolate and Pretzel Queen" in the Adult Division. There is also the matter of the Christmas lights. For approximately the last eight years, she has strung lights down the hallway in the Adult Division, as a Christmas gift of good cheer for those who share her workplace. It is her hope that this tradition will continue.



Mary Miles

Goodbye to Aaron Tam

By Cynthia Fix

It is with great sadness that we announce that Deputy Probation Officer Aaron Tam has tendered his resignation from our Department. He has accepted a position as a Federal Probation Officer with the Sacramento office, with the hope of eventually transferring home to the San Francisco office.

We first had the pleasure of meeting Aaron in 2002 while he was working on his undergraduate degree in Social Work at San Francisco State. He completed his undergraduate internship with Juvenile Probation, under the supervision of Kevin Lynch, where he learned many of the policies and procedures of the Probation

Department. He also had a small caseload assisting risk juveniles at Novato and San Rafael High Schools. In 2003-2004, Aaron completed an accelerated Master's program in Clinical Social Work in New York. He then joined the Hayward Unified School District as a case manager for at risk youth between the ages of eighteen and twenty-five years old for approximately six months until he was hired by Marin County Probation Department in April 2005.

Aaron began in the Adult Supervision Unit and we were quickly impressed with his calm demeanor, bright smile

and exceptional writing and organization skills, to name just a few of his great qualities. After eighteen months, he transferred to the Investigations Unit for two years. At the time of Aaron's resignation, he had returned to the Supervision Unit, where he carried a mixed caseload. We cannot forget that Aaron is also a team player and showed exceptional skills as a softball player with the Marin County Probation Department team, known as the Violators.

Aaron loves to travel. During his time with the Probation Department, Aaron traveled to Europe, visiting London and

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Mariano Zamudio Receives Distinguished Award from Chief Probation Officers of California

By Bill Burke

In December, Mariano Zamudio, Chief Administrative Officer, received a Distinguished Service Award from the Chief Probation Officers of California. Mariano was one of eighteen statewide recipients in 2008. Perhaps even more significantly, Mariano is one of two such recipients out of over 4,000 probation employees in the CPOC Bay Area region.

We all know that Mariano Zamudio is a unique, multi-talented individual who brings an extremely wide variety of skills, experience and knowledge to the workplace. Mariano personifies the leadership, credibility, dependability, initiative and resilience necessary for success in these challenging times.

Born in Bogota, Colombia in 1960, Mariano has been employed by the County of Marin since 2001 and with the Marin County Probation Department since 2004.

Mariano is the proud father of two adult girls. He and his wife, Julie, are the proud parents of Kylie, age two.

His academic accomplishments include a JD in law, a BS in Public Administration, a USAF graduate in Military Sci-

ence Officer's School, Law Clerk certification, and an Advance POST certificate. He is also a recent graduate of the CPOC Command College. Among his varied professional endeavors he has successfully served as a Police Officer, Deputy Sheriff, DA Investigator, Personnel Analyst and Adjunct Faculty at the Public Safety Training Center.

His primary responsibilities with the Marin County Probation Department include:

- budget development and monitoring
- modernizing and improving business practices
- contract monitoring
- oversight and development of personnel policies and procedures, recruitment, and Human Relations liaison
- labor/management relations

Additional highlights include agency trainer in weaponless defense, department leader in the implementation of SAP (a County-wide accounting software program that alters how departments conduct financial transactions),

coach and mentor in project management, Spanish language translator and tester of bilingual skills for employee candidates, and background investigations. Other than that we're not quite sure of what he does with all of his time.

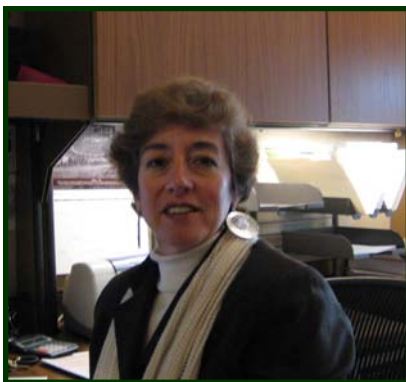
Seriously, Mariano is a valued change agent, leader, role model and mentor to peers and subordinates. He builds relationships and is a systems thinker. Although quiet and unassuming by nature, his natural curiosity, enthusiasm and ability to move in and out of various cultures makes him a key figure in supporting change and modernization within our agency and profession.



Mariano Zamudio

Welcome to the Department

By Cynthia Fix



On January 12, 2009, Giuliana Ferrer joined the Probation Department staff as a Senior Secretary. Along with assisting our Chief, Bill Burke, in administrative duties, Giuliana will be working with Kevin Lynch, Probation Analyst, in support of the Department training program.

Giuliana emigrated from Peru to the United States seven years ago and settled in Marin County. Giuliana has past ex-

perience as an executive assistant and with the US Embassy in Peru. Prior to her employment with Marin County, she was employed with Bank of Marin.

Giuliana loves to read, play volleyball and spend time with her children. She and her husband have three children, one of which is still at home.

Welcome to the Department Giuliana!

Employment Taskforce's First Workshop (from pg. 1)...

Early last fall Racy Ming, Program Manager for Marin Health and Human Services, Marin Employment Connection (MEC), contacted me and shared information about the "Re-entry - Pre-release" services MEC offers inmates at San Quentin prison. Only a few of the inmates they served were Marin County residents and Racy was interested in exploring how MEC could work with our Probation Department to provide re-entry services to local probationers.

MEC is a public and private partnership of non-profit and governmental agencies operated by the Marin County Department of Health & Human Services and supported by the Workforce Investment Board of Marin County. It is Marin County's one-stop center for employment and training services. It serves job seekers and employers. Anyone who is looking for work, whether full-time, part-time, or temporary can use the Career Resource Center for free. It offers computers, faxes, phones, copiers, and Internet access to online job listings, unemployment insurance

information, job referrals, career planning, employer on-site recruitments, and a library of books, videos, and CDs on career related issues, as well as information on childcare and transportation. The center offers many services and assistive technology devices for those with disabilities who are seeking employment. There are counselors on staff who speak Spanish and Vietnamese, among other languages. One-on-one assistance from career counselors, job search workshops, and training funds are also available. There is a free shuttle that stops at the Marin Employment Connection, the Civic Center and the transportation hub on 4th Street in San Rafael. More information can be found at their website: <http://www.marinemployment.org>.

This conversation with Racy Ming presented a compelling opportunity to pursue the County's stated goal of "providing excellent public service" through community and departmental collaboration. I suggested we form a committee of interested employees and staff from Racy's office to determine what the perceived needs of our proba-

tioners were. Melissa Davis, Cynthia Fix, Kathy Paulsen, Lynda Triplett and Jeff White responded to my request for committee members. With the first meeting of Probation staff and MEC staff, the "Probation Employment Taskforce" was born.

After the first two meetings committee membership steadily increased as word got out to county, state and private agencies about what we were doing. It was decided to conduct a workshop for probationers who were Marin County residents, that would inform them of employment services available to them within the county. The workshop was a great success. 89 probationers attended the event; 83 were current probationers, two from Sonoma County, one on conditional sentence and three with no criminal record at all. Although the workshop was originally intended for Marin County probationers only, we did not turn anyone away. Probationers were signed in upon their arrival and signed out when they left. Each of them got their letters signed and were instructed to give them to their probation officers at their next probation contact.

The agencies that participated were:

- Counselor-Cal Works Employment Services of Marin H&HS
- Manager- Marin Job's and Career Services of Community Action Marin
- Vice-President-Center Point
- Deputy Director- Conservation Corps North Bay
- Counselor- High School Outreach of College of Marin
- Representative-Employment Program of the State's Employment Development Department
- Marin County Employment Programs
- Coordinator- Goodwill Industries of San Francisco, San Mateo & Marin

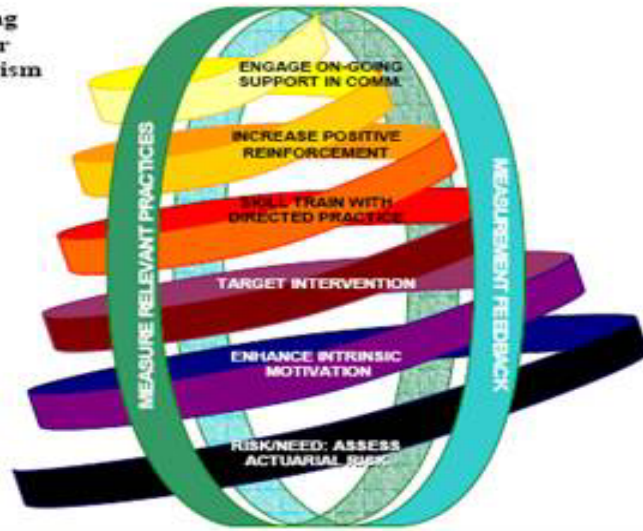


Workshop in action

Continued on pg. 5

Employment Task Force's First Workshop (from pg. 4)...

Eight Guiding Principles for Risk/Recidivism Reduction



The Eight Principles as a Guiding Framework

The eight principles (*see left*) are organized in a developmental sequence and can be applied at three fundamentally different levels:

- 1) the individual case;
- 2) the agency; and
- 3) the system.

Given the logic of each different principle, an overarching logic can be inferred which suggests a sequence for operationalizing the full eight principles.

- Executive Director- Homeward Bound of Marin
- Employment Specialist- Integrated Community Services
- Workforce Services Coordinator- Marin City Community Development Cooperation, Employment Development Counselor- Marin County H&HS Marin Employment Connection
- Supervisor- General Assistance Program- Marin H& HS
- Program Administrator- Henry Ohloff House
- Instructor- Regional Occupational Program- Marin County Office of Education
- Director- One Stop Center- Good Will Industries of San Francisco, San Mateo & Marin, Executive Director- Tamalpais Adult & Community Education
- Employment Specialist- Buckelew Employment Services
- Project Coordinator- Bay Area Community Resources
- Representative - Wells Fargo Bank

ing success stories. One speaker shared how he started working with Goodwill Industries as a volunteer and is now a full time employee. Another speaker told of how he obtained his first job at the age of 53 after a life of substance abuse and incarceration. He is now a drug and alcohol counselor with Bay Area Community Resources (a local non-profit that provides drug and alcohol treatment in the community) and works with the Probation Department and County Jail. Another speaker told of how he went from being on five grants of felony probation in five different counties to becoming an area manager for a large retail chain. The speakers expressed to the probationers present that it is never too late to turn one's life around and to become self-sufficient. The attendees were very attentive to the presentations, and it appeared that the probationers took advantage of what the agencies that were present had to offer. Many of the agencies present have since reported encouraging follow-up by the probationers. The workshop was truly a success.

The Task Force members, along with Monique De Sousa (administrative services providing

Spanish translations) and David Cooper (student intern providing clerical support) worked diligently to help the event.

I encourage DPOs to direct those probationers on their caseloads that are unemployed or underemployed to go to one of the participating agencies and actively begin a work search program as part of their supervision case plan.

With the success of this collaborative workshop under our belts, we know we can work effectively with other county/community agencies to help probationers make positive changes. The beauty of this recent workshop event is that it coincides nicely with our recent training experiences with Brad Bogue from Justice Systems and Training (JSAT). JSAT has been working with our Department to move forward with the use of an integrated model of organizational development, evidence-based principles and collaboration with natural partners. Supporting and encouraging probationers to pursue employment opportunities is just one example of how our Department is definitely on the path of utilizing the Eight Guiding Principles for Risk/Recidivism Reduction (shown in the above chart).

The Probation Employment Task Force's next workshop is planned for June 2009. Let's keep the momentum growing.

In addition to the presentations on employment assistance program, we had three individuals with personal experience in the criminal justice system present their inspir-

Family Violence

By Melissa Davis

In recognition of the fact that domestic violence is the leading crime of violence perpetrated in Marin County, representatives from various departments within the County met to develop a program to confront this issue in a systematic manner. Staff from the offices of the District Attorney, Public Defender, Probation Department, and Social Services convened at the direction of the Superior Court, led by Judge Verna Adams, to create the Family Violence Court Program (FVC).

Family Violence Court was started as a pilot program in March 2008. Currently the cap is twenty five participants who meet the program eligibility criteria. This program is for individuals convicted of a family violence offense, including domestic violence and/or child abuse. It is a structured, multi-phased program designed to increase awareness and understanding of the causes and consequences of family violence and is reserved for individuals determined to be at a high risk for reoffending. FVC requires regular court appearances and focuses on ensuring

that defendants participate in batterers' programs; pay fines, fees and restitution; perform community service work; attend alcohol and drug treatment as needed; and comply with all other terms and conditions of probation. Goals of the Family Violence Court include:

- Ending the cycle of violence within a family
- Protecting the children within the family from victimization
- Coordinating with organizations and agencies that address family violence issues
- Promoting effective prevention, intervention and treatment plans.

Staffing of the FVC Team includes Judge Verna Adams, Deputy Probation Officer Melissa Davis, Deputy District Attorney Chuck Cacciatore, Deputy Defense Public Defender George Shea and may include treatment providers. The team approach is collaborative and involves the monitoring of court ordered compliance and rehabilitation of participants. Participants of the program get

positive feedback from the judge and are often applauded for their efforts.

Since inception FVC has enjoyed support from the DA Office, the PD Office, Probation, Judges and community-based organizations. To date, there have been no reported incidents of recidivism involving violence for any of the participants in the court. At the end of the pilot project period, the Steering Committee will review the outcomes of the program and consider its value and impact.

For further details on how this program operates, the Superior Court has an excellent and informative weblink which provides this information:

http://www.marincourt.org/therapeutic_fam_violence.htm

CAPSA CONFERENCE

By Nicki Kuhn

The California Association of Probation Service Administrators (CAPSA) is a professional association developed to support the work of CPOC (Chief Probation Officers of California) in advancing the goals in the field of probation. CAPSA provides excellent training opportunities, conducts periodic meetings to discuss state-wide issues and is a forum for the development of future leaders. While originally designed for Assistant Chiefs and Directors, our Department has chosen to include front-line Supervisors in opportunities available through CAPSA, in order to enhance their knowledge and understanding of issues at a state-wide level.

The annual CAPSA Conference was held February third through February sixth, at the Cliffs Hotel in Shell Beach, California. The theme of this year's conference was "Twenty years of Leadership Development." Representing the Marin County Probation Department at the event were Mike Daly, Teresa Torrence-Tillman, Darnell Roary, Tim Farrell, Mariano Zamudio and Nicki Kuhn.

On Tuesday, the featured speaker was Contra Costa Chief Lionel Chatman, who has had a thirty year career with the Contra Costa Probation Department. He provided his unique perspective on the challenges in running a large department, particularly given the budget problems currently facing all

counties. He is still a firm believer in rehabilitation and in making certain his department has enough resources to protect the Contra Costa community by properly supervising high risk offenders.

Wednesday's speaker was Brad Bogue, the director of Justice Systems and Training (JSAT) and JSAT which conducted our Workload Analysis last year. Brad talked about how to make evidence-based practices really work in our organizations. He spent time reviewing Motivational Interviewing techniques and the spirit of using this practice.

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

Separate but not entirely unconnected, County departments are currently developing FY 2009-2010 Performance Plans, budget proposals and conducting other budget related activities under the parameters approved by the Board of Supervisors. Readers will recall all departments will be submitting budgets prepared at the 5% and 10% General Fund reduction levels. Budget hearings will take place in the latter part of March with implementation on July 1, 2009.

I would offer a few words of caution on the budgeting process. The economic downturn on global, national, state, and local levels coupled with pre-existing unfunded liabilities creates a moving target. I would be surprised if the budget proposals will be adopted exactly as submitted. There are simply too many factors in play in too many interdependent arenas. I encourage everyone

to think of budget adoption as a process with numerous stages. As is our practice, staff will be kept abreast of developments at key milestones both through internal written communication, individual conversations and meetings.

When an organization is faced with short and long term funding and service threats it is important to recognize the strengths of the organization that will guide it through the challenges. At the County level, we have known and have been preparing for some of these challenges for quite awhile. The Board of Supervisors has wisely committed to a variety of steps including a county wide long term (three to five year) restructuring process, set aside contingency funds, and has presented opportunities for community and employee input. These strategies and tactics fall under the umbrella of, and are consistent with, the Strategic Plan and Managing for Results.

At the Department level we have expanded our capacity to manage change, improved internal and external practices, aggressively adopted a "what works" commitment, held ourselves accountable for results, and generally created a foundation for continued success. These strategies and tactics are consistent with the core values, operating principles, and Department Mission Statement developed by staff in 2007. On a personal level, it has been a privilege to observe the leadership and participation throughout the organization that can successfully take on challenges and move into the future.

Finally, I want to thank each and every one of you for the opportunity to work with and for you for the past three and a half years. As I exit into retirement, I want to acknowledge what an honor and pleasure it has been to serve Marin County.

Today's Draw: Kathleen Paulsen

By My Tran

Kathleen Paulsen started her career with the Marin County Probation Department as an extra-hire Group Counselor and Deputy Probation Officer in May 1989. She currently works as a Supervision Deputy in Adult Services. During her career, she has worked in a variety of positions including Investigations, Supervision, Parole, Diversion, Own Recognizance, Monitored OR, Work Furlough, Administrative Caseload and Alternative Sentencing Program.

Kathy is determined and works hard to collect restitution from the probationers. As an example of her dedication to her caseload, she developed a financial survey which is found in the California District Attorney Restitution Guide. The survey has been shared with the F.B.I., Nevada State, and various counties in California.

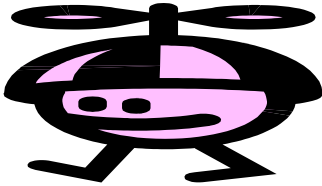
Through her knowledge and experience, Kathy has trained fellow staff in a variety of areas, including restitution, computer skills and orientations for new probation officers. She works closely with the District Attorney's Office and the Court system in developing and imple-

menting appropriate court procedures for restitution. In her spare time, Kathy obtained a Private Investigator's License and Notary Public License. She has also developed and implemented Crime Prevention, Assault, and Rape Prevention and Rape Sensitivity Programs during her earlier public service career. Additionally, Kathleen has participated in media program to promote safety

Not only is she talented at work, she has also won awards for her bread, cakes, cookies, flowers and photography at local fairs. Kathleen also has a love for all animals. She loves to garden, walk in the forest and relax at the river.



Kathleen Paulsen



MANAGING FOR RESULTS **aka "NEWS FOR PROPELLOR HEADS"**

By Kevin Lynch

It is February, so that means it is time for the Department to update its Managing for Results (MFR) plan. Managing for Results is an approach to public service that stresses each departments accountability, as it involves a detailed effort to establish goals for a particular program or service, develop mechanisms of tracking progress towards completion of those goals, and a review of that progress. As discussed in previous editions of *The Condition*, the County has adopted the MFR framework in order to:

Develop and accomplish county-wide priorities

Identify and communicate the results of County services and use this information to improve those services

This process takes on even greater meaning given the long term restructuring the County is undergoing. Having data to support the impact, effectiveness and efficiency of a particular service will be critical to support the value, and thus need for continued funding, of a particular program. The County is to be commended for having developed a framework for assessing programs and services. Having this system in place will create a more logical method of evaluation of programs' worth and impact.

For the Probation Department, the February MFR process is really about three things:

1. Reviewing our progress on meeting MFR goals established a year ago

One year ago, the Probation Department submitted an MFR plan for the present fiscal year, which included specific goals for some of our programs. The Department has identified supervision services in both the Adult and Juvenile Divisions as the areas in which we want to focus our initial efforts to track outcomes. Below is an example of an objective and our progress towards meeting them from each Division.

Adult Division Objective: *Increase the number of clients successfully completing probation*

Effectiveness Measures	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Estimate	FY 2008-09 Mid-Year	FY 2008-09 Revised Estimate
Percent of clients successfully	55%	56%	60%	52%	60%

The Department has indicated to the County that we expect to have 60% of our cases in the Adult Division Supervision caseloads (including Prop 36, ISU, general supervision and specialty caseloads combined) to complete successfully, according to criteria established by staff working in these programs. The chart above shows that we are falling short of accomplishing this goal, which means that we need to review what is preventing us from accomplishing this goal. For example, it is possible that one of the programs within Adult Supervision is exceeding this goal of 60%, and another is falling far short of it.

Juvenile Division Objective: *Increase percentage of cases experiencing reduction in risk for recidivism*

Effectiveness Measures	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Estimate	FY 2008-09 Mid-Year	FY 2008-09 Revised Estimate
Percentage of assessments which indicated a reduction in risk level for recidivism	N/A	31.8%	31%	23%	31%

In this measure, the Department estimated that nearly one-third of all assessments of cases in the Intensive Case Management Unit of the Juvenile Division would result in a reduction of risk levels for a minor probationer. While one-third may not seem like a significant achievement, it is important to remember that this Unit works with the more challenging youth and families, and that a reduction in risk level equates to a substantial reduction in recidivism.

Managing for Results (from pg. 8)...

2. Establishing goals for MFR plans in FY 2009-2010

This task is always challenging, but will be particularly so this year immediate budget pressures and long term restructuring effort could impact the quality and quantity of resources necessary to accomplish our goals. Furthermore, at the time this plan is due, the Department is in the process of identifying those services that may be impacted by restructuring. An example of this is that the State continues its deliberations, both in regards to potential corrections reform and significant budget cuts in state funded programs. Either of these issues by themselves could have significant impact on our operations, but the combination of both occurring at the same time will most decisively change how we do our work.

Despite these challenges, each Department must develop estimates for what we expect to be able to accomplish. Part of the MFR process is to make these estimates and then explain the results; if there are obvious reasons why we did not achieve our expectations, those reasons are discussed and understood.

3. Deciding which program to add to MFR in FY 2009-2010

The ultimate goal of the County's MFR program is to have departments develop systems and mechanisms for tracking outcomes of all major programs. This means that each year, the Probation Department will add another program for which we will report outcomes. For FY 2009-2010, the Probation Department has selected County Parole as the next program that will be added to the MFR menu. In addition to tracking the numbers of cases released to the program, we will also look at what percentage of cases released to County Parole successfully complete the program.

It is imperative that all staff, and especially front-line Supervisors, are consciously aware of our Department's commitments in the MFR process as we complete our day to day tasks, so that we do not forget the connection between those goals and our obligation to provide excellent customer service to the community.

CAPSA CONFERENCE (from pg. 6)...

Later in the day, Joanne Fuller, Director of Multnomah County Oregon's Department of County Human Services spoke about the challenges of implementing evidence-based practices. Joanne's focus was on the implementation of evidence-based practices and tools to support program fidelity. She reviewed the Risk, Needs, Responsivity Principle, which includes assessing risk, targeting interventions based on criminogenic needs, and ensuring responsiveness to the offender's culture, gender, and learning style. She stressed the need for organizational change in order to implement new programs, the need for leadership in that process, and also the value of collaborating with relevant stakeholders.

Thursday morning was devoted to the topic of conducting internal affairs investigations. This was a refresher for many of us and a valuable review of Peace Officers Bill of Rights, which articulates the enhanced protections for all peace officers undergoing an administrative investigation.

We also spent Thursday afternoon and Friday morning with Gordon Graham, a national expert in Risk Management. I think all of us who attended this conference will say that it was the best eight hours of the week. Gordon presented the subject of managing risk, and made it so engaging for the audience, none of us wanted to miss a minute with him. It certainly helped that he is also one of the most hilarious story tellers we have ever heard. Gordon's message is to make certain you have good written policies in place and that you train all staff in those policies. He particularly stressed those situations which are "low frequency" but "high risk," such as arrests and searches.

Aside from the training sessions, the conference provided all of us with an excellent opportunity to meet and confer with our peers in other agencies. Talking with staff from other probation departments was very valuable, as it gave us a chance to see how we might improve in our efforts to implement significant changes in a time of great challenges. This conference was one of the best I have ever attended and it was good to hear that other counties are busily implementing the same exciting new evidence-based practices and programs as we are.

CAPSA mission statement

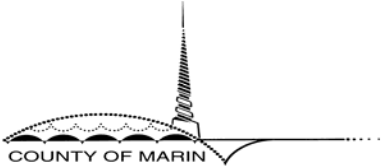
The mission of the California Association of Probation Services Administrators is to assist the Chief Probation Officers of California in developing correctional standards throughout the state; to assume a leadership role in the mobilization, coordination, and implementation of correctional programs that provide for public protection and the prevention of crime and delinquency; and in providing service to the courts.

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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 and Abby Dennett



**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 conven-

ient). 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.

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 anything else is welcome.



Goodbye to Aaron Tam (from pg. 2)...



France, Hawaii, New York and Las Vegas for 2009 New Years.

It is too soon to say goodbye; however, we are fortunate to have known Aaron for the time he was with us. Good luck Aaron, we will miss you.