

The Condition of Probation

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Special points of interest:

- Expansion of Teaching Pro Social Skills
- Vacation Photos
- Phoenix Project of Marin

Probation Community Outreach

Phoenix Project of Marin – A Community Resource Center

By **Darnell Roary**

The Probation Department has been in collaboration with the Performing Stars of Marin, The Marin Housing Authority, Public Defender's Office, District Attorney's Office, Sheriff's Department, Board of Supervisors, California Mentor Program, and various community leaders, to develop a resource center for Marin City youth called the Phoenix Project. The current program is designed to help provide employment, educational resources, and general life skills to high risk young men, ages 13 – 25. A major goal of the program is to engage these young men in positive activities that are fun, educational, and inspirational.

The first of these events took place in May 2009, when 14 young men from the program went to the Marin Jewish Community Center to hear the inspira-



tional story of Chris Gardner, promoting his second book, Start Where You Are: Life Lessons in Getting From Where You Are to Where You Want to Be. Mr. Gardner's first book was is the author of

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The Chief's Corner

By **Michael Daly**

Having been born and raised in this County, my appointment as Chief Probation Officer of the Marin County Probation Department is especially important to me and my family. After graduating high school, I attended Cal Poly San Luis Obispo, and returned to Marin with a B.A. degree in Social Sciences with a concentration in Criminal Justice. I began my career as a Deputy Probation Officer in 1990 as an extra hire in the County Parole Unit, a jail alternative program. I have had assignments in both Adult and Juvenile Divisions, completed a Master's Degree in Public Administration in 1999, and I was promoted to Chief Deputy Probation Officer in 2005. One of my most gratifying experiences as Chief Deputy

was to work closely with Steve Blair and the rest of the Juvenile Hall staff on developing a policy and procedures manual and a security upgrade for Juvenile Hall.



Michael Daly our newly appointed Chief Probation Officer

Although the Juvenile Hall has been operated with few major problems for many years, there was no documentation of how that was accomplished until recently. The opportunity to complete that project has solidified my knowledge and understanding of the major operations of our Department.

Although my growing up in Marin County, my education and my various assignments in the Department have all helped to prepare me to become Chief, I owe the greatest debt to the people I have worked with over my career. I would like to extend my gratitude to some of the former Chiefs of this Department, including Ron Baylo, Ann

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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.

Expansion of the Teaching Pro-Social Skills-A.R.T. (Aggression Replacement Training)

By Jeana Reynolds

One of the conundrums that occur in challenging economic times is how to provide services for youth with limited or no funding. Fortunately, Corrections Standards Authority (CSA) is coordinating a federally funded grant that will allow our Department to expand the pre-existing TPS program (formerly referred to as A.R.T.).

Teaching Pro-social Skills (TPS) is a multi-component, cognitive-behavioral approach to promote pro-social behavior. This addresses factors that contribute to aggression in children and adolescents, including limited interpersonal social and coping skills, impulsiveness, over-reliance on aggression to meet daily needs, and egocentric and concrete values.

A cost benefit analysis by the **Washington State Institute for Public Policy** finds this program results in reduced criminal behavior and significant cost savings. TPS utilizes Aggression Replacement Training (developed by Arnold Goldstein) curriculum and has consistently shown positive outcomes across

a number of quasi-experimental studies including:

- Reduced criminal behavior
- Decreased conduct problem behaviors
- Increased pro-social behaviors
- Improved anger control

TPS consists of three components, each of which is conducted with a group of 6-8 youth including Skillstreaming, Anger Control Training, and Moral Reasoning Training.

Initial TPS training resulted in the following facilitators:

Sheridan Gold (CCS), Mike Herrera (Phoenix Academy), Latoris Brickley (CCS), Mike Ertz (Juvenile Probation), Dave Cole (Juvenile Hall), Sandy Jacobson (JH), Grant Beatty (JH), Michelle Pitts (JH), and Marsha Leonard (MHP-PORTAL/JH).

Currently, TPS classes are being conducted at Juvenile Hall by Marsha Leo-

nard, Dave Cole, and Sandy Jacobson. They also were conducted at County Community School and Phoenix Academy during the prior academic year by Mike Ertz, Mike Herrera, and Sheridan Gold.

Through the TPS expansion, the following individuals will be trained to facilitate groups: Michele Boyer (Juvenile Probation), John Dury (Juvenile Probation-PORTAL), Alisha Krupinsky (Juvenile Probation), Matt Murphy (Juvenile Probation), Wardell Anderson (Juvenile Probation), and Rebecca Leacock (Juvenile Probation-PORTAL).

Marsha Leonard and Sheridan Gold will become certified trainers in order to certify other individuals, when the need arrives. This action reinforces how our Department is focused on creative ways to augment pre-existing programs that have demonstrated success as a mechanism for supplying the youth and families we serve with access to these essential services.

Today's Draw: Michele Boyer

By Cynthia Fix

Michele was born and raised in Marin County. As a young girl she spent a lot of time riding her horse, Melicka, who was kept at Muir Beach at the dairy. In order to pay for her horse, Michele worked as a dishwasher in a Chinese restaurant and babysat at 13 years old, and at 15 she began working at the Redwoods Retirement Home in Mill Valley.

Michele graduated from Tamalpais High School, where she was on the track and cross country teams. In track she participated in 400 meter, high jump, and mile relay. Michele attended University of Oregon, where she received a degree in

Speech Pathology and Audiology.

After graduation, she traveled to Cordova, Alaska, where she worked in a cannery for the summer. For the first three weeks she had to camp outdoors because there were no openings at the cannery. All she had was a sleeping bag and a small stove. She said it was hard work; cleaning salmon and packing it into cans, but she made friends and earned "lots of money." At the end of the summer, she hitched a ride with four other people that lived in Washington, traveling the Alaskan Highway and then took the bus back to Marin.

She loved this experience!

For her next adventure Michele took a year off and traveled to Paris. While there, she worked as an au pair for an amazing family who treated her like their own child. She also saw the "Tour de France," which she says "flew by me," and she travelled throughout Europe.

Upon her return from Europe, Michele was accepted into graduate school; however, she fell in love instead, got married, and began working at the

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Today's Draw: Michele Boyer (from pg. 2)...



Michele Boyer

Marin County District Attorney's Office. She worked for the DA's office for ten years, including eight years as Coordinator of the Victim Witness Program. During this time, she worked closely with Probation staff Fredi Bloom, Bill Bruemmer, and Jess Johnson, who convinced her to apply for a position as a probation officer, "and the rest is history."

Michele's teen-aged daughter, "the love of my husband's and my life," was only four months old when Michele came to the Probation Department. Michele is very athletic and loves to do activities such as swimming, hiking, running on the beach, biking, camping, and reading. Michele's extended family also includes their pets, Eddie the dog and Lilly the cat.

Michele has been with the Probation Department for 13½ years, with ten years in the Adult Division and the past three and a half years as a Supervisor in the Juvenile Division. Her assignments in the Adult Division included Investigations, supervision of domestic violence offenders, the STAR Program (for offenders with mental health issues), Proposition 36 (for offenders with substance abuse issues), and the Adult Drug Court program. Michele has supervised all three units in the Juvenile Division and is currently the Supervisor for the Intake unit.

Michele is a wonderful person to work with and the Probation Department is extremely fortunate to have her with us.



Personnel Changes in the Probation Department

By Kevin Lynch

<u>STAFF</u>	<u>FROM</u>	<u>TO</u>
Jay Everidge	Juvenile Supervision	Adult Investigations
Christian Walker	Adult Supervision	Juvenile Supervision
My Tran	Adult Investigations	Juvenile Intensive Case Management
Chris Perine	County Parole	Juvenile Supervision
Jeff Virzi	Juvenile Placement	Adult Intensive Unit
Mike Vargas	Juvenile Supervision	Juvenile Placement
Charlene Brown	Juvenile Intake	Adult Investigations
Ulises Ramirez	Juvenile Intensive Case Management	Juvenile Intake
Tim Farrell	Adult Supervision	Adult Investigations

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Probation Community Outreach

Phoenix Project of Marin – A Community Resource Center (from pg. 1)...



San Francisco 49ers and the Phoenix Project football camp

the book, The Pursuit of Happiness, which inspired the 2006 movie starring Will Smith. In short, the story is about a homeless single father from Oakland who became a multi-millionaire after seizing an opportunity to work in the stock market. Although many of us see his story as a rags to riches situation, Mr. Gardner sees it very differently. He shared with the audience that “the movie has nothing to do with rags to riches or success or money. The whole thing was a love story between a father and his son. It’s about a father who never knew his own father and made the decision that his son would never be able to say that.”

Each of the young men in attendance had previously seen the movie and were very aware of this story. They each sat quietly in awe as Mr. Gardner, an extremely powerful speaker, discussed what his story meant to him and should mean to others. Through the generosity of the Marin Housing Authority, each young man was given an autographed copy of Mr. Gardner’s new book. They were also able to take photos and speak to him briefly in private. What a great experience for these young men!

Afterwards, Phoenix Project staff discussed with the young men what they took from the experience. Many said that they learned that anything is possible, and that you can do whatever you want to do, or be whomever you want to be, if you work hard and are respon-

sible.....A great lesson learned!

A second event took place in June, when the Phoenix Project sponsored a 49er football camp in Sausalito. Kids of all ages throughout Marin County were in attendance as all 19 members of the NFL team’s rookie class showed up for the event. The players brought footballs and pylons to run the kids through training drills and competitions. The team also handed out eye-black stickers, T-shirts, autographs, and tons of goodwill. This was the first time the 49ers had come to Marin for a youth camp and we look forward to making this an annual event. A special thank you to Deputy Probation Officers Isreal Jones and Jeff White, who made an appearance in support of the event.

A third special event took place in July, as the partners of the Phoenix Project, along with community volunteers, braved the heat and came together to do a clean up of the 200 lot parking area in Marin City. This is a well known area for illegal activity and disruptive behav-

ior, and the future site of the new resource center. This was a great event to bring the Marin City community together to help continue to instill pride in the community and their living conditions.

Additional help came from staff from the Marin Conservation Corps, who provided workers and equipment; the Sheriff’s Office, who helped clear rubbish and old furniture from yards; the Fire Department, who hosed down the area; and Probation staff Supervisor Tim Farrell and his children, Probation Officer Terry Wright and Group Counselor Lee Lancaster, who scrubbed walkways and parking spaces and dumped trash. The community really came together as a whole and proved that if each of us can do a little, no one person has to do a lot! A GREAT JOB BY ALL who persevered through the heat to help make a community shine!

The Phoenix Project resource center is scheduled to open in October. More details to come.....



Snapshots of the clean-up event

Busy Month Of May

By Kevin Lynch

The month of May was a busy one for most of the Department. In addition to the *Motivational Interviewing for Managers* training that was discussed in our last newsletter, the Department also conducted two other important events. One was the Workload Analysis meeting and the other was the latest in the series of Organizational Development events.

Brad Bogue, of Justice System Assessment and Training, came to meet with the Adult, Administrative and Juvenile Divisions to discuss results from the workload analysis report. This project began in 2007 with a time study designed to capture the amount of time it takes to conduct common tasks. Preparing a pre-sentence investigation report, meeting with a probationer, entering case notes into a file, are all examples of core tasks our Department performs routinely. This study quantified these tasks, and the results will allow the Department to identify where efficiencies can be achieved in the present era of restructuring.

The Department expects the time study results to guide our Department towards more efficient resource allocation, as we now know how many hours, on average, it takes to supervise a probation case according to its risk level. Another important goal of the workload analysis project is to seek ways to incorporate evidence-based practices into our day-to-day work. In both the Adult and Juvenile Divisions, there has been considerable progress in implementing a system that allocates resources ac-

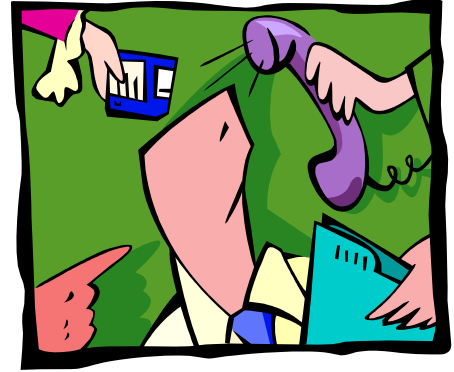
ording to risk levels.

The next step in this process is to seek a system for identifying criminogenic needs of offenders, and to create a case plan for supervising probationers that addresses those needs. Brad's presentation was enlightening in this regard, as he referred to research which indicates that as probation officers spend more time on terms and conditions of probation, rather than addressing criminogenic needs, recidivism actually *increases* ! This just underlines the importance of re-considering how probation officers interact with offenders. A group consensus resulted from this event, in which several important tasks were identified. Those tasks included the following, ranked in order of importance:

- *allocating positions and staff resources*
- *focusing on Risk-Need-Responsivity*
- *improving efficiencies*
- *DPO's learning to coach each other around cognitive-behavioral techniques training/coaching for clients*

Fortunately, we will be able to continue our work with Justice System Assessment and Training in this fiscal year, and we will focus on the tasks indicated above.

A second and related event that took place in May was the Department's spring *Organizational Development* (OD) training, which occurred the fol-



lowing week. The major theme of the day was to continue to "build capacity." Staff divided into groups and analyzed case scenarios to become practiced at changing how to manage probationers. Instead of simply considering terms and conditions of probation, staff were asked to view these cases in regards to criminogenic needs, risk level, and then create a case plan for supervising the probationer. In order to effectively implement evidence-based practices, and increase our effectiveness in improving outcomes for probationers, staff need to begin having these conversations around cases; the OD event provided an opportunity for staff to do that.

One thing that has become crystal clear is that implementing evidence-based practices is going to take time, patience, and perseverance. Even in the best of budget times, this endeavor would be trying. Under the budget pressures of restructuring, it becomes more challenging. However, it is often said that crisis creates opportunity. The restructuring that all county governments must undergo has forced our Department to take a hard look at practices once considered routine, required, and the norm. This Department is committed to continuing that practice, and to coming out of this restructuring era as a more efficient, effective, and resilient organization.



On the Look Out!

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. 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.



The training plan for FY 2009-2010 carries many of the usual suspects, including CPR/First Aid, Weaponless Defense, Determinant Sentencing, and Law Updates. Some new events have been added to the mix. Staff are already signing up for the following:

Organizational Skills for Peak Performance

Some days it feels like there is more information than can ever be organized and managed. The piles on one's desk can seem like they get higher instead of shorter. Increasingly, information needs to be well managed to be understood. There is only one solution to this daily stressor: developing the necessary skills needed to effectively manage time, information, and projects. In Organizational Skills for Peak Performance, participants identify their organizational weaknesses in a series of activities that are fun and engaging. The emphasis of the day is then focused on the area of the participants' identified need. Once specific needs are identified, specific tools to enable participants to turn their weaknesses into strengths are taught. This course is vital, and staff receive excellent, easy-to-use help which they can apply the next day.

Controlling Stress on the Job: Setting Goals and Choosing Change

What are the root causes of stress in your work life? This class affords the opportunity to examine stressors that lower productivity, affect job satisfaction, and impact health, professional, and personal relationships. The instructor imparts techniques to lower overall stress levels. Participants learn to deal effectively with stressful people and situations by examining the lifestyle choices they have made in the past. Participants gain exposure to and practice with relaxation exercises and draft a plan to implement more drastic lifestyle choices. The course demands honest scrutiny of physical fitness and eat-

ing choices as well as urges participants to take a closer look at how they communicate. The culmination of this training day is an Action Plan to put the learning to work. The individual stress control workbook is a continuing resource to use on the job and at home.

Writing It Right

This high-energy, fun-filled class lets Adult and Juvenile Division staff as well as Institutional Staff update their professional writing skills. The course invites the learner to self-assess their own individual skill level in the areas of basic grammar, sentence construction, punctuation and paragraph construction. With a self-assessment as direct feedback, individuals focus on self-identified areas that may need improvement. The practice materials are taken from "real life" probation court reports and use terms and language that pertain to the job. There are a number of writing opportunities that include examples with which to compare your writing. Each participant receives a Writing Resource Guide and a Community Resource Guide.

These courses are already scheduled on the Microsoft Outlook Training Calendar and staff can request that their Supervisors enroll them now.

In addition to these events, the Department recently concluded introductory training in the use of O.C. (Oleoresin Capsicum, commonly known as "pepper spray"). Deputy Probation Officers Wardell Anderson and Jeff Virzi were POST-certified as instructors in chemical agents, and have trained DPO and Probation Managers in the use of O.C. (see photo). The Department's policy on the use of O.C. is limited to deployment only in a crisis situation, in which no other remedy exists to avoid serious injury.

Additional courses in development, and soon to be finalized include:

Evidence Collection

Scenario-based Training for Field Work

Leadership

Staff will be notified as soon as these courses are added to the Outlook Calendar.



Trainers Jeff Virzi and Wardell Anderson demonstrate the use of O.C Spray

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

Wooliever, Mike Robak and Bill Burke, for preparing me for this challenge. I also want to express my appreciation to Bill Breummer, prior Adult Division Director, who helped me to understand not only how the Adult Division works, but also how to be an effective Supervisor. I want to thank the members of the Board of Supervisors, Matthew Hymel, the County Administrator, Judges, community based organizations that help serve our clients and my fellow Department Heads, for having trust and confidence in me and our staff. Finally, I would like to thank all of the staff of the Probation Department for their hard work, upbeat energy, support and patience as we continue what seems to be an endless period of adjusting to a new reality in our jobs.

Two things I am very encouraged and excited by are about to come to fruition.

The practice of adult probation is about to undergo a significant change, if Senate Bill (SB) 678 passes, as it is expected to do so. This legislation would finally provide additional funding to counties for supervision of adult offenders, many of whom go on to become inmates in State prisons. The intent behind the law would be to enhance both the quantity and quality of supervision given to these offenders, in the hopes that the probation departments' efforts will reduce the numbers of felons sentenced to prison. Essentially, the state seems to acknowledge that probation officers do play a critical role in our communities and they are willing to pay us to help offset a major financial drain on California's budget, the state prison system. Our Department is well-positioned for this opportunity, as the bill includes language that requires the use of evidence-based practices, and requires that we demonstrate results or lose potential funding.

I am confident that our Department will be effective in helping to reduce the numbers of prison commitments coming out of Marin County. Our goal is to achieve public safety through evidence based rehabilitative efforts. It's the smarter way to work.

A second issue that makes me confident about our Department's ability to confront the challenging road ahead is the well-balanced management team we have created in the Marin County Probation Department. Our Department's management team has an excellent combination of experience, knowledge, commitment and creativity that I will rely on during my tenure as Chief Probation Officer. I look forward to creating a strong sense of camaraderie with this group, which we will most surely need as we tackle the challenges that our coming our way.

Recipe of the Quarter: Sweet Potato Pie

By Carmen Vance

Ingredients:

- 1 ½ cup cooked yams or sweet potatoes – puree
- 1 ¼ cup sugar
- ½ cup butter or margarine – melted
- ¼ cup evaporated skim milk
- 3 eggs
- 1 teaspoon ground nutmeg
- 1 teaspoon vanilla extract
- ½ teaspoon ground cinnamon
- 1 unbaked deep-dish pie shell (9" size)

Directions:

- Boil sweet potato whole in skin for 40 to 50 minutes, or until done. Run cold water over the sweet potato, and remove the skin.
- Break apart sweet potato in a bowl. Add butter, and mix well with mixer. Stir in sugar, milk, eggs, nutmeg, and cinnamon. Beat on medium speed until mixture is smooth. Pour filling into an unbaked pie crust.
- Bake at 350 degrees F (175 degrees C) for 55 to 60 minutes, or until knife inserted in center comes out clean. Pie will puff up like a soufflé, and then will sink down as it cools.



This sweet potato pie is a family tradition that my grandmother makes every Thanksgiving and Christmas. Since everyone wants one for themselves, she makes at least twenty at a time. Needless, to say, she is a very busy woman! Hope you enjoy, Carmen.

Vacation Photos:

The Probation Department asked that staff submit photos of their vacation adventures. Here's what we came up with !



Nuvia bonding with the local Zambian children

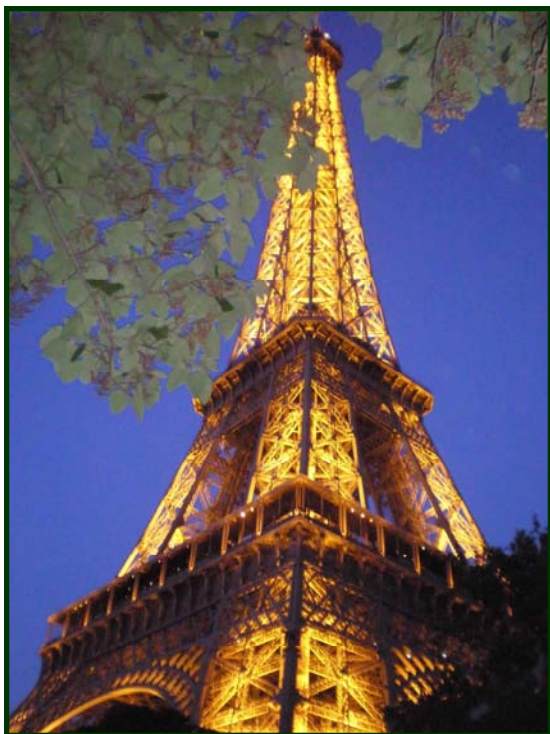
Nuvia Urizar's missionary adventure in Zambia, Africa



Baby Elephant at Botswana, Africa



Zambian children posing for the camera



Selina Johnson's magnificent photo of the Eiffel Tower - Paris, France



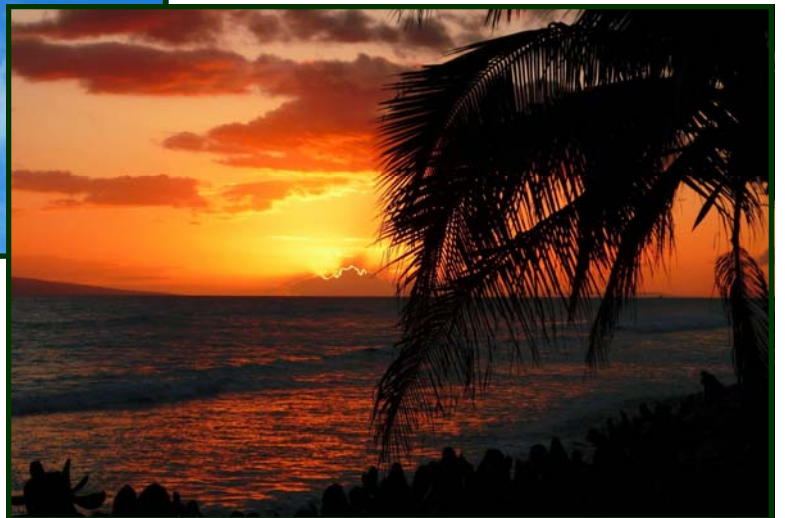
John Dury on a white water rafting adventure



Kevin, family, and friends hiking in Yosemite National Park



Some amazing photographs from Abby Dennett's trip to Maui, Hawaii in June of 2009



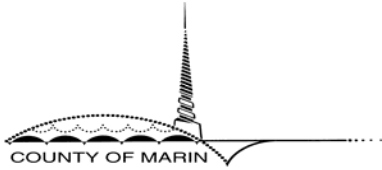
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The Condition of Probation

*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

Steve Blair, Kevin Lynch, Neva Smith Matt Perry, Carmen Vance, and Abby Dennett

Personnel Changes in the Probation Department (from pg. 3)...



- Selina Johnson was promoted to Supervisor and is assigned to Juvenile Placement/Intensive Case Management Unit
- Matt Perry was promoted to Supervisor and will be assigned to Adult Supervision Unit
- Isreal Jones was promoted to Supervisor and will be assigned to Juvenile Hall
- Michael Daly was appointed Chief Probation Officer



Sylvester Tracy, Rebecca Said, and John Graves all announced their retirements. More information about this news will be available in the next edition of the *Condition of Probation*.