

The Condition of Probation

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How the County Budget Has Affected the Probation Department

By Kevin Lynch

Due to the nationwide recession, the County of Marin is experiencing its most severe financial difficulty in decades. The Probation Department has had to absorb cuts over the past few years, and this fiscal year will be no different. Until this year, the Department has had the ability to use retirements to avoid layoffs of existing staff and comply with budget cuts. This year, however, the cuts required were too deep to be able to maintain core services without layoffs. The result was the elimination of Mediation Services, a program operated under the auspices of the Probation Department. The District Attorney's Office will assume provision of some of the most important services offered through this program, and 1.6 full-time equivalent (FTE) of Probation staff were laid off as a result of this move.

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Chief's Corner

By Michael Daly

The Marin County Board of Supervisors approved the budget for this upcoming fiscal year. Balancing this year's budget was particularly grueling given the magnitude of the national and our state's economy. All Department Heads were instructed by the CAO's office to examine all programs offered and to break them into two groups, mandated or non-mandated. Once that occurred, we were to examine if the service or program was discretionary and/or if it supported a mandated program. This was a helpful critical path to make some very difficult decisions. In the end, the Probation Department laid off 1.6 FTE positions in our Mediation Unit. Thanks to the District Attorney's Office, almost all of the services provided by that unit will be absorbed by the District Attorney's office at no additional cost out of the general fund. We all must wait and see how the state will finalize their budget and what impacts that will have on our County. Although the budget hits may be harder in certain areas of service, all departments will feel the pain as we must all continue to provide service with declining

resources. Our Probation Department is committed to fulfilling our mandates and providing excellent customer service. We have been doing that and we will continue to do so.

Speaking of being committed to doing things well, our Department has long been committed to evidence based practices. The Department applied for a grant called Best Practices Approach Initiative (BPAI). The grant was interested in giving counties more opportunities to implement evidence based practices in their departments. What was unusual about this grant was that the exact amount of the grant was undetermined and it did not require the usual, lengthy narrative to apply. In place of the long, written application, participants were required to interview in front of the Corrections Standard Authority's Executive Steering Board in Sacramento. Agencies were encouraged to bring their partners from the Juvenile Court that could speak to collaboration and have policy setting authority. So on a recent Friday morning, I loaded into my car County Supervisor Susan Adams, Commissioner Harvey Goldfine, Court Execu-

tive Officer Kim Turner and Probation Supervisor Jeana Reynolds and myself for our interview in Sacramento. We all walked out after interviewing feeling really good about our chances. We were all in the car together for a few hours and had a great time talking about EBP's and providing service in Marin. In the end, we fell just short. The feedback I received from the Corrections Standards Authority staff is that they were extremely impressed with our work, our collaboration and commitment in moving forward in the right direction. Our Department is moving in this direction in any case; not being awarded the BPAI grant will not change our commitment to implementing evidence-based practices. We are committed to applying to any future grant opportunities to help us do that, and have a great team ready to go for the next time!

As you will see in other areas of the newsletter, our Department has been quite busy. After almost one full year, we have finally promoted all of our Management Team into place. In the last year, we have

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Mission Statement

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

Personnel Changes in the Probation Department

By Kevin Lynch



Please join us in congratulating Chris, Tori, Alisha, and Darnell for their well-deserved promotion !

Darnell C. Roary was recently promoted to Director of Probation Services. Darnell began his career with Probation in 1996 as an extra-hire group counselor in Juvenile Hall. He later became a probation officer working various assignments in both the Juvenile and Adult Divisions, until he was promoted as Probation Supervisor in 2007. As Director of Juvenile Services, he will oversee the daily programs and operations of the entire Juvenile Division.

Darnell grew up in Marin City, earning an AA degree in Physical Education at College of Marin in 1993. Darnell went on to receive a double major Bachelor's Degree in Administration of Justice and Social Science from the University of Wyoming in 1995, where he attended on a football scholarship.

Maintaining his love of sports and connecting with young people, Darnell has coached football at San Rafael High, Tam High, and College of Marin, and is currently coaching football at Rodriguez High in Fairfield.

Darnell has dedicated his life to helping young people and improving conditions in the community and continues to be a mentor and inspiration to young men in Marin City.

He is actively involved in the Phoenix Project of Marin, a program in Marin City dedicated to providing young men with resources for education, employment, housing, and life skills.

Darnell credits his faith, beautiful wife, daughter, extended family and friends for their continued support.



Chris Perine was promoted to Probation Supervisor, and has been assigned to the night shift at Juvenile Hall. Chris began his career as a Group Counselor in 1991 and was promoted to a Probation Officer in 2000, and has experience in the Adult and Juvenile Divisions.

Chris also said that being at the Hall "feels like coming back home." As a supervisor, he would like to be consistent and maintain a constant positive attitude, focusing on empowering those who will eventually inherit his place, while accepting the advice of those who came before him.



Alisha Krupinsky has been promoted to Probation Supervisor. Alisha began her career with the Department as a Group Counselor in Juvenile Hall in 2000. She has worked in both the Intake and Supervision Units of the Juvenile Division as a Deputy Probation Officer. Alisha's assignment as a Probation Supervisor will be with the Intake Unit of Juvenile Services.



Tori began her career with the Probation Department in 1998 as a Group Counselor at Juvenile Hall. She excelled there and soon became a Deputy Probation Officer in the Juvenile Services, Intake Unit. After several years with Juvenile Services, she was transferred to the Adult Division, Felony Investigation Unit. Tori now has returned to her old haunt at Juvenile Hall as a Supervisor. Along with her bulldog, Millhaus, Tori enjoys rooting for the Department softball team, The Violators, and keeping a positive attitude with co-workers.

Personnel Moves in the Department

- Jeff White has moved from Adult Division to the Juvenile Division, where he now supervises the Juvenile Drug Court caseload.
- Rosie Alvarez has been assigned to represent the Probation Department on the COPE team. She had been in the Supervision Unit of the Adult Division.
- Hugo Araica has moved from Adult Division to the Juvenile Division, where he supervises a caseload of juvenile offenders.

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How the County Budget Has Affected the Probation Department **(from pg. 1)...**

The remainder of this article will explain how the restructuring has affected each Division of the Probation Department.

Adult Division

The Adult Division has undergone significant restructuring, due to a reduction in the numbers of positions, both sworn and non-sworn. These are some of the major changes to the Division:

Reducing staff in the Investigations Unit

The Investigations Unit will no longer conduct investigations for misdemeanor offenses, with the exception of violent and sex offenses. Staffing has been reduced to 6.0 FTE positions. The Department will draw on extra-hire staff in the event of unexpected increases in referrals.

Reducing Staff in County Parole

County Parole has improved its technology with "global positioning systems," which significantly reduces the need for as much face to face supervision. In addition, portions of the program such as supervision of defendants have been assumed by Linda Connelly and Associates.

The Department has also relinquished Room 248, the long-time home of the County Parole Unit, and all Adult Division staff are now housed in the main office at Room 259. The cost savings to the County in reduced need for leasing office space is estimated to be approximately equal to the cost of one full time job.

Elimination of the Administrative Division

Due to reductions in the number of non-sworn staff, the Administrative Division has been disbanded and the remaining staff re-assigned to the Adult Division probation units. The administrative support functions these staff perform are being re-engineered and re-evaluated.

Consolidation of Intensive Supervision

The restructuring in Adult Services has provided the opportunity to organize all Deputy Probation Officers who supervise high risk offenders under one unit. In addition, the Department has collaborated with the Marin County Sheriff's Office to create a COPE (Coordination of Probation Enforcement) position, which will enhance the Department's growing coordination with police agencies.

Juvenile Division

The Juvenile Division has been operating for the last few years with an 11% reduction in the number of probation officer positions. In order to maximize staff resources, the Division restructured caseloads in the fall of 2009, so that deputy probation officers have been supervising only medium high, high, and very high risk probationers. An administrative caseload was created for all the low risk cases. With the elimination of low risk cases, deputy probation officers can now concentrate on providing supervision to those minors who pose the greatest risk to public safety and who are most in need of probation services.

The Intake/Investigations Unit has had its staffing reduced from 6.0 to 5.0 FTE.

In an effort to avoid layoffs of staff supporting core functions, the Department has chosen to eliminate two of the four administrative support functions of the Juvenile Division (these positions became vacant after two employees retired). This situation forced the Division to consolidate clerical support functions with those of 2.0 full time equivalent clerical staff who remain. Some efforts at eliminating or consolidating tasks have been accomplished, such as having the District Attorney's Office assume the filing of petitions when a juvenile has committed a law violation. Additional efforts will be made to absorb the loss of these staff members

by re-engineering some assignments and seeking efficiencies through technology. The end result, however, is that there is an increased burden on all staff in the Juvenile Division to perform additional tasks.

Juvenile Hall

The greatest impact on Juvenile Hall has been the conversion of two line level Group Counselor positions to Probation Supervisors. The State oversight agency responsible for certifying the County's Juvenile Hall facility mandated that the Department provide a supervisor for all shifts at the Hall, forcing this move (see the Promotions section of this edition). The Hall is attempting to identify efficiencies in staffing wherever possible, and to minimize the need for extra hire staffing.





Improvements in Management Information Systems

By Kevin Lynch

The Probation Department will soon begin seeing a variety of improvements in its management information systems. Using grants specifically designed for this purpose, the Probation Department will upgrade systems in both the Adult and Juvenile Divisions.

Juvenile Division Improvements

ODYSSEY

The Juvenile Division has been using a management information system known as Phoenix since 1996, which for the computer age was a millennium ago. Information systems at that time did not contemplate the need for data to report on outcomes, which became vital soon after Phoenix was implemented. As the demands for data increased beyond Phoenix's capacity to deliver it, the Juvenile Division has resorted to a variety of alternative methods to answer the need to capture information necessary for tracking our Department's effectiveness. Some of those methods were not particularly sophisticated, such as scribbling notes in "little black books," while others were rudimentary databases created in Excel and Access. These systems have become

too difficult to maintain and operate, and the demand for data is increasing.

As a result, the Probation and the Information Services and Technology Departments are collaborating to create a new system which will combine the best of Phoenix along with the best of the "home-grown" databases the Division has created over the last several years. This system will be known as Odyssey, and it will provide the Division with the ability to improve on more than simply data collection capacity. Many common, day to day tasks now performed in Microsoft Word will become centralized in this database, and it will make completing these tasks much more efficient. Chrono entries, notes for Juvenile Court hearings, and summaries of vital case information will all be captured and maintained in the same location, rather than being spread out over a variety of sources, as they are now. It will take some effort and retraining on the part of DPO staff in adjusting to this new system. However, it is expected to be much more efficient compared to the labyrinth of systems that has been used to complete these tasks. IST estimates that Odyssey will be completed and launched in early 2011.

PACT

Another IT improvement in the Juvenile Division will be the introduction of PACT, also known as the Positive Achievement Change Tool, which is an automated risk/needs assessment instrument for juveniles. This instrument is marketed by Assessments.Com, (ADC), which is making an aggressive effort to become a leader in the field of evidence-based practices in community corrections. The PACT is a 126-item, multiple choice in-depth assessment instrument, which produces research-validated risk level scores measuring a juvenile's risk of re-offending. The PACT identifies not only the areas (domains) in which the juvenile is most at risk, but just as importantly, those in which he or she has strengths (protective factors) which can be built upon to help turn the youth's life around. This instrument will replace the Model Risk Assessment, which the Juvenile Division has been using for almost 8 years. The benefits of the PACT over the Model Risk Assessment instrument are many; it is fully automated, it creates a case plan document for deputy probation

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Personnel Changes in the Probation Department (from pg. 2)...

Personnel Moves

- My Tran has returned to Adult Division Felony Investigations, after spending time with the Juvenile Division.
- Don Carmona has moved to the Adult Division ISU, after being on the Juvenile Drug Court caseload.
- Abby Dennett has switched positions with Melissa Davis. Abby will take over the Family Violence program in the Adult Division, while Melissa will transfer to the Intake Unit of the Juvenile Division.
- Michele Boyer has transferred from her position as Supervisor in the Juvenile Division Intake Unit in Adult Division to Supervisor of Special Programs in the Adult Division.



Lucie Brown was selected as a fixed-term Deputy Probation Officer I for the Adult Division. Lucie has worked for the Probation Department as an extra-hire Deputy Probation Officer since 2009, and has had different assignments within the Adult Division in that time. She has a Bachelor of Arts degree in Criminal Justice from Sonoma State University, and prior work experience as a dispatcher for the University of San Francisco. Lucie has been assigned a medium risk caseload in the Supervision Unit of the Adult Division.

David Fahy (pronounced "Fay") was hired as a fixed-term Deputy Probation Officer I for the Juvenile Division. David has worked as an extra-hire Group Counselor at Marin County Juvenile Hall since 2008. He was born and raised in Marin County, and is a graduate of University of California at Davis. David's assignment is with a supervision caseload in the Juvenile Division.



Chief's Corner (from pg. 2)...

a new Chief, Chief Deputy, Juvenile Division Director, Business Manager and four new Supervisors. We have done all of this while restructuring our Divisions (again) to keep up with the continuing fiscal crisis which is really developing into a twelve month exercise. We are meeting our mandates and doing what we are supposed to be doing well. All staff continue to do an incredible job working during these difficult times. My hat is off

to them.

The other two big initiatives that are in full swing are the communications initiative and the second phase of workload analysis. Most of us are in the midst of completing our "360 assessment" forms (we are using Skillscope, an instrument offered through the Center For Creative Leadership) to either assess ourselves, a peer, or a supervisor for this effort. We will compile the

strengths and needs for improvement for each of us and consider this information at our upcoming management retreat in October. In that same month, we will also meet again with Brad Bogue, our primary EBP consultant, to discuss how our staff can better engage with probationers to improve our outcomes. We'll be sure to cover these two events in the next edition of our newsletter.

Violators Win the Marin County Softball League

We are pleased to announce that the Marin County Softball trophy is off being engraved and will soon be displayed at the Marin County Juvenile Hall lobby in the trophy case. The Violators, the Probation Department team, were the underdogs entering into the championship game against the Marin County Sheriff's Department. The Violators walked away victorious with a final score of 17 to 13! Congratulations Violators!



Back row: Don Carmona, Gary Trent, Mike Daly, Al Charmatz, Darnell Roary, and Dave Cole
Front Row: Steve Marthinsen, Hugo Araica, Cate McDonough, Jennifer Saldana, Lindsey Lara, Melissa Davis, and Nick Petrucela

Vacation Photos



Kevin Lynch headed into the water while cliff jumping.



Got Fish??? Melissa's son turned out to be quite the fisherman this summer!



Jay Everidge scuba diving in Hawaii.



Cate McDonough and a friend picking out their lobsters while visiting Maine.



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Vacation Photos (from pg. 6)...



Heather Damato, Cate McDonough, Wardell Anderson and friends completed a three day back county camping trip at Pt. Reyes National Seashore in July. They started out with a 2.5 mile hike to Bass Lake for some swimming then a 3 mile hike to Wildcat Camp for two nights of camping. A 2 mile hike on the beach to Alamere Falls made for a beautiful stroll. The 5.5 mile return trip made for a memorable adventure. 13 miles overall with a 60 pound backpack!



Abby D. went on two exciting adventures this past summer. She took a trip to Washington D.C. for the Apple Blossom Festival and took the beautiful photograph to the right. On a stay at Fort Mason Abby was able to capture this perfect view of the Golden Gate Bridge.



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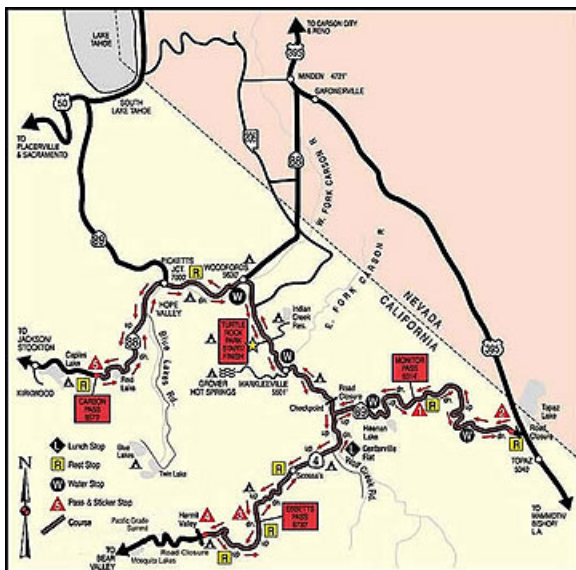
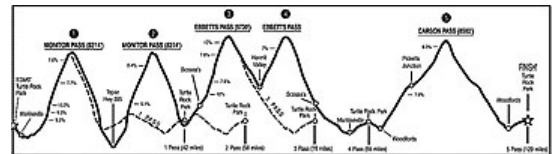
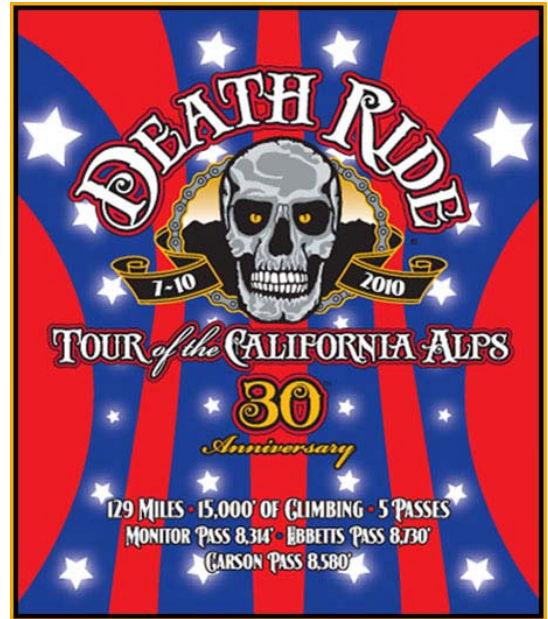
Death Ride

By Alisha Krupinsky

Every Year for the past thirty years, Markleeville, CA. has played host to the "Death Ride®, Tour of the California Alps." The "Death Ride®" is an organized bicycle ride through the beautiful California Alps. The course covers five mountain passes for a total of 129 miles in distance and 15,000 feet of elevation gain. The very challenging course includes climbing both sides of Monitor Pass, both sides of Ebbetts Pass, and the final climb up the east side of Carson Pass. An event of this magnitude is challenging even for experienced cyclists. You have to have done your training and put your miles in on the bike or there is no way you'll make it through all 5 passes. Many people opt to not complete the whole ride; in fact more than 1000 riders didn't complete all 5 passes this year.

This year's ride took place on July 10th and the Probation Department had two of their own participating. Eric Olson, one of our Probation Officers in the Placement Unit, signed up in November of 2009 (it fills up quickly) for his second go-round with the Death Ride and found out in June of this year that Marcus D., a minor placed at ROP's Qualifying House Program in Markleeville, CA. would be riding with his housemates and staff from ROP. How'd they do?? Well, both Marcus and Eric completed all five passes and earned the coveted 5 pass pin that is awarded to all who complete the ride. As far as total time to complete the ride, Eric completed it in almost 10 hours exactly and Marcus completed it in around 11 hours.

When asked about his experience of the Death Ride®, Marcus D. said, "I didn't know I could push myself that much...it was a real mental test. I was surprised that I still had energy at the end." Eric added, "It was very impressive to see those ROP students out there hammering for 10+ hours, especially when this was their first attempt at any organized event. The Death Ride® is comparable to a really hard day in the Tour De France and Marcus knocked it out of the park...15,000 feet of cumulative altitude gain over 129 miles is no joke and to know that the Marcus D. put in the time, training, and discipline to complete the ride, with something left in the tank, was inspiring." Marcus will be graduating from ROP next spring with his high school diploma and is looking at either going to Santa Rosa Junior College or joining the military.



Today's Draw: Mike Tito

By My Tran

Mike Tito was born and raised in San Francisco. Mike's passion to work with troubled youth in trouble led him to Sonoma State University, where he earned his Bachelor's Degree in Criminal Justice. Mike came to work for the Marin County Probation Department in March 2000 as a Group Counselor. He is currently assigned as a Group Counselor III, where he is the lead staff that assigns duties and supervises subordinate counselors. Mike's career goal is that he will be able to retire one day knowing he had an impact on the

juveniles that he has worked with. He loves his job and is known to be "Mr. Organized" and a "Clean Freak." Mike is a quiet and calm person, but when a situation arises in Juvenile Hall, he is the one to call to get things back in order. Mike also has his tactical skills down and his colleagues are impressed by his skills. Besides work, Mike is a BIG football fan and loves the 49ers! Mike is well respected by his co-workers as well as the youth he serves. He is a great asset to have in our department.



Recipe of the Quarter: Watergate Salad

By Martha Grigsby

A nice and simple summer treat:



Ingredients:

1 cup mini marshmallows
1 pk of Pistachio pudding mix
1 20 oz can crushed Pineapple w/
liquid
½ cup pecans pieces

Directions:

Combine 1st 4 ingredients; add Cool Whip and mix. Chill for 1 hour or overnight... Enjoy.

Optional ingredients: canned mandarin oranges; shredded coconut.

On the Look Out!



The Condition of Probation is always looking for scrumptious recipes that can shared.

Anything you want to know about? Send in article ideas or any suggestions on what you want to see in the newsletter.

Improvements in Management Information Systems (from pg. 4)...

officer staff to use, and it captures not just risk for recidivism, but also criminogenic needs.

Adult Division Improvements

The Adult Division will also see a change in its method of conducting risk/needs assessments for probationers. Our Department has been using both the LSI-SV (Level of Service Inventory – Screening Version) and the LSCMI (Level of Service Case Management Inventory) instruments, both of which are marketed through Multi-Health Systems (MHS). The difficulty with our use of these instruments has been that we have been employing the tools with "hard copies," which does not allow for much analysis of aggregated data. County IST has begun creating a program that will allow staff to input the LSCMI directly onto the computer, and which will produce a report indicating the areas of criminogenic need for offenders. This will also allow us to gather aggregate data and determine what the areas of greatest needs are for our high risk probationers. Once the LSCMI program has been tested and in place, we will ask IST to develop a similar capacity for conducting the LSI-Screening Version assessments.

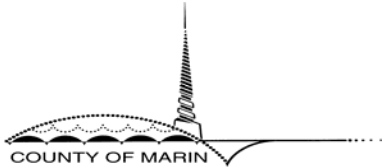
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The Condition of Probation

***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

Michael Daly, Kevin Lynch, Neva Smith, Nancy Hillman, Abby Dennett, and Alisha Krupinsky

Vacation Photos (from pg. 7)...



Jay Everidge, Jeff Virzi and Wardell Anderson hiked Mt. Whitney in August. The 22 mile hike (11 miles uphill) was quite an adventure. Mt. Whitney is the highest point in the Continental 48 states. At 14505 feet it is a hiking challenge, especially with backpacks weighing up to 45 pounds. The sore legs, worn out backs and burning lungs were well worth it.



“Finally to the top,” 14,505 feet above sea level! Yahooo!!



Wardell in front of the Smithsonian Shelter at the top of Mt. Whitney