

The Condition of Probation

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Functional Family Therapy Site Certification in the PORTAL Program

By Jeana Reynolds

PORTAL (Programs of Responsive Treatment and Linkages) recently received formal certification from the California Institute of Mental Health as a provider of Functional Family Therapy (FFT). This is the culmination of several years of hard work by the staff and Department in implementing an evidence-based family therapy program for youth and families.

The PORTAL program was developed in the early part of 2007 utilizing grant funds from Mentally Ill Offender Crime Reduction (MIOCR). AB 1811 established the MIOCR grant program and directed the Corrections Standards Authority (CSA) to award grants for projects designed to reduce recidivism among adult and juvenile mentally ill offenders. A stipulation of this grant was the implementation of evidence-based practices. FFT was the practice chosen for the PORTAL program. Due to state budget cuts, the grant funding for the MIOCR program was terminated after only two years. However, the Department was able to re-allocate resources to main-

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The Chief's Corner

By Michael Daly

Since our last newsletter and with all the dreariness about the upcoming budget, the Marin County Probation Department put together the best Holiday/Employee Appreciation party ever! We had almost 100 people in attendance with everyone dressed up and looking good. The Department really wanted to put on something nice and the staff did an incredible job putting it all together. The setting took place at Stone Tree in Novato, and we all had a wonderful dinner together. Each Director addressed their staff and thanked them all for the wonderful work they do everyday. We also had raffle prizes, and then we moved on to the dance floor. Everyone agreed it was the best Holiday party the Probation Department ever had. It truly lifted our spirits. I want to personally thank the Management Team for their personal contributions as well as the contribution they made as a union. Additionally, I would

like to thank the staff (specifically Rosie Alvarez, Jeana Reynolds, Michele Boyer, Susana Tabunut, and Jessica Fort), who set up this entire event and made it go so smoothly. Can't wait for next year!

This year has brought an incredible amount of change for different reasons. A positive aspect of this adjustment is that when people leave, promotional



Nicki Kuhn, Steve Blair, Mariano Zamudio, Teresa Torrence-Tillman, and Michael Daly at the Holiday party

opportunities arise. We have had several retirements in this past year, and opportunities for employment and promotions are surfacing. We are conducting an internal promotion for a Deputy Probation Officer II level, an external promotional opportunity for Deputy Probation Officer I fixed term courtesy of SB 678, a part-time Accounting Assistant position and an Administrative Services Officer. Director Nicki Kuhn will also be retiring in July of 2010 so a promotion to Director from the Supervisory position will occur and the subsequent promotions down the line will happen in the months to follow.

I try to stay positive, but I would be remiss if I didn't include something about our budget situation. From a state budget standpoint, our usual funding sources have not (so far) been identified as being in danger of total reduction. It is probably a safe bet that some percentage of reductions will occur, and

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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.



The Marin County Probation has recently experienced some noteworthy changes. A few examples of these changes include: Appointment of a new Chief and a new Chief Deputy; significant re-organization of both the Juvenile and Adult Divisions brought about by the long-term re-structuring issue; efforts to improve and increase our work in the field; and the increasing use of cognitive behavioral approaches with probationers.

Academic literature supporting evidence-based practices indicate that cognitive behavioral approaches are more effective in achieving the desired behavior changes than others that have been typically applied. For example, counseling is often included as a mandated condition of probation, yet it is rarely clarified beyond that. While it is established that any treatment is better than no treatment, it is becoming increasingly clear that certain forms are more effective than others. As a result, the Department intends to work with treatment programs that offer a cognitive behavioral component in their services. The Department will also seek to train its own staff in the use of this approach. Generally, this means including at least some of the following activities in an intervention:

- Providing reinforcement
- Development of awareness of thinking and decision-making processes
- Role-- playing
- Modeling
- Using cost-benefit analysis
- Providing feedback
- Having clients create positive, internal self-talk
- Developing problem solving skills
- Being future-oriented

Programs that have incorporated these activities in their interventions are more effective if they also include a strong component of “homework.” The desired behavior change needs to be reinforced through practice and repetition; having participants use the newly acquired skills outside of the intervention is a key element. It is also very important that facilitators of these programs practice “fidelity to the model,” so they can be sure to replicate the level of effectiveness achieved in research studies. The impulse to divert away from even one element of the program could risk its effectiveness.

To a certain extent, some of this is already established in our Department. In the Juvenile Division, some staff at both Juvenile Hall and the County Community School site are already conducting Aggression Replacement Training (ART) programming, an excellent example of applying cognitive behavioral approaches. In the Adult Division, some probationers are referred to a program called “Decisions,” which is also a cognitive behavioral program. In addition, several deputy probation officers in the Adult Division have already been trained in this approach, and we expect to initiate our own cognitive behavioral groups for adult offenders in the coming year. Over the next few months, the Department will look to expand its pool of facilitators trained and certified to conduct ART groups in the Juvenile Division, and cognitive behavioral groups in the Adult Division. After those programs are implemented in Adult and expanded in Juvenile, we will begin to refer more probationers to these programs, and hopefully, experience similar results to those promised in the research.

Today's Draw: Kevin Coleman

By Michele Boyer



Kevin Coleman

Kevin Coleman, a group counselor at the Marin County Juvenile Hall. Born in San Francisco and raised in Marin City, Kevin is a California native. He attended Tamalpais High School, where he played football and baseball. Kevin continued his education at Saint Mary's, College of Marin, and finally UC Berkeley. During his college education, he earned his Bachelor's Degree in Sociology and an Associate's Degree in Physical Education.

Following college, Kevin worked briefly as a group counselor in Sonoma County. After learning from Jeff

Virzi, who was a Group Counselor at that time, that a position was available in the Marin County Juvenile Hall, Kevin applied, and was hired.

Kevin considers the most rewarding aspect of his job to be his ability to engage in relationship building with the kids he works with. He enjoys providing the kids with a positive role model.

When Kevin isn't working, he enjoys spending time with his wife and two beautiful daughters. He is extremely happy that he made the career move to Marin eight years ago, and so are we!!!

Deputy Leadership Institute: A Future Trend for the Department

By Grant Beatty

“Leadership and learning are indispensable to each other.”

- John F. Kennedy

In December 2009, Deputy Probation Officer Carmen Vance and Group Counselor Grant Beatty attended the Los Angeles Sheriff's Office (LASO) Deputy Leadership Institute (DLI), a week long course to become certified as facilitators in DLI for the Department. The DLI is a groundbreaking leadership development philosophy that has set the standard for all law enforcement agencies. It was founded on the principle that leadership is intrinsic in the profession of law enforcement and can be developed in each of us. It is designed to enhance our leadership abilities and recognize our leadership responsibilities,

both personally and professionally. The DLI is not a management class. Leadership expert Warren Bennis wrote, "Managers are people who do things right, while leaders are people who do the right thing." Management training focuses on efficiency, while leadership training focuses on effectiveness. In the coming months, Carmen and Grant will be leading a pilot class for DLI with a full rollout of the program starting in the next fiscal year.

The training itself was an opportunity to participate in the entire curriculum of DLI, while also building a foundation to become facilitators. The training was composed of mostly LASO deputies and non-sworn staff, along with law enforcement personnel from various agencies. Carmen and Grant, the only

probation employees to attend this session, were impressed with course content, instructors, and the camaraderie between all the participants.

The LASO offered numerous resources to assist the Probation Department in establishing our own DLI classes and expressed the potential benefit of continued collaborations between the diverse law enforcement agencies of California. Carmen and Grant, who both had previously attended the Marin County Sheriff's DLI course, plan to collaborate with the MCSO in future DLI training opportunities.

"...the final forming of a person's character lies in their own hands."

- Anne Frank

Functional Family Therapy Site

(from pg. 1)...

tain a scaled-down version of PORTAL, which now provides a variety of mental health services to youth entering the juvenile justice system in Marin County.

The process of site certification as an FFT provider began when a team of three Mental Health Practitioners (MHP) and the Mental Health Unit Supervisor attended an initial three day training in August 2007. After the training, the three clinicians implemented the model by providing family therapy sessions to probation youth and their families. The most critical aspect of FFT success is adherence. The following are actions that each MHP must abide by in order to maintain Model Fidelity:

Documentation

- Completes progress notes
- Completes contact notes
- Completes pre and post assessment measures and inputs information
- Completes surveys that family

members fill out indicating their opinion of the therapy progress two-three times in the course of therapy

Consultation

- Maintains average caseload (Approximately 10 families)
- Attends weekly consultation with team and FFT consultant
- Discusses own cases during consultation

Service Delivery

- Provides services consistent with family needs, risk, and protective factors in the home or community setting
- Flexible when scheduling sessions
- Responsive to contacts from community partners (i.e., probation officers, child welfare, school, and a variety of other community resources)

The team also received three additional in-house trainings provided by the FFT

consultants and participated in two outside trainings that focused on the intricacies of utilizing this model as a treatment intervention. Additionally, the clinicians have been and are continually evaluated by the FFT site to ensure they are following protocols. All of these efforts led to PORTAL receiving site certification.

The three MHP's that are certified to provide FFT are John Dury, MFT, Mike Ertz, MSW, and Rebecca Leacock, MFT. Their commitment and endurance with the multiple layers of implementing this form of therapy are to be commended. Their presence and expertise provide an advantage to the Juvenile Services Division of having an in-house, evidence-based therapy program for families who are struggling with a multitude of mental health, behavioral, sociological, and other stressors.

The PORTAL team is proud of its work, and this site verification achievement confirms the program is on track to achieving the positive outcomes that were indicated in research.

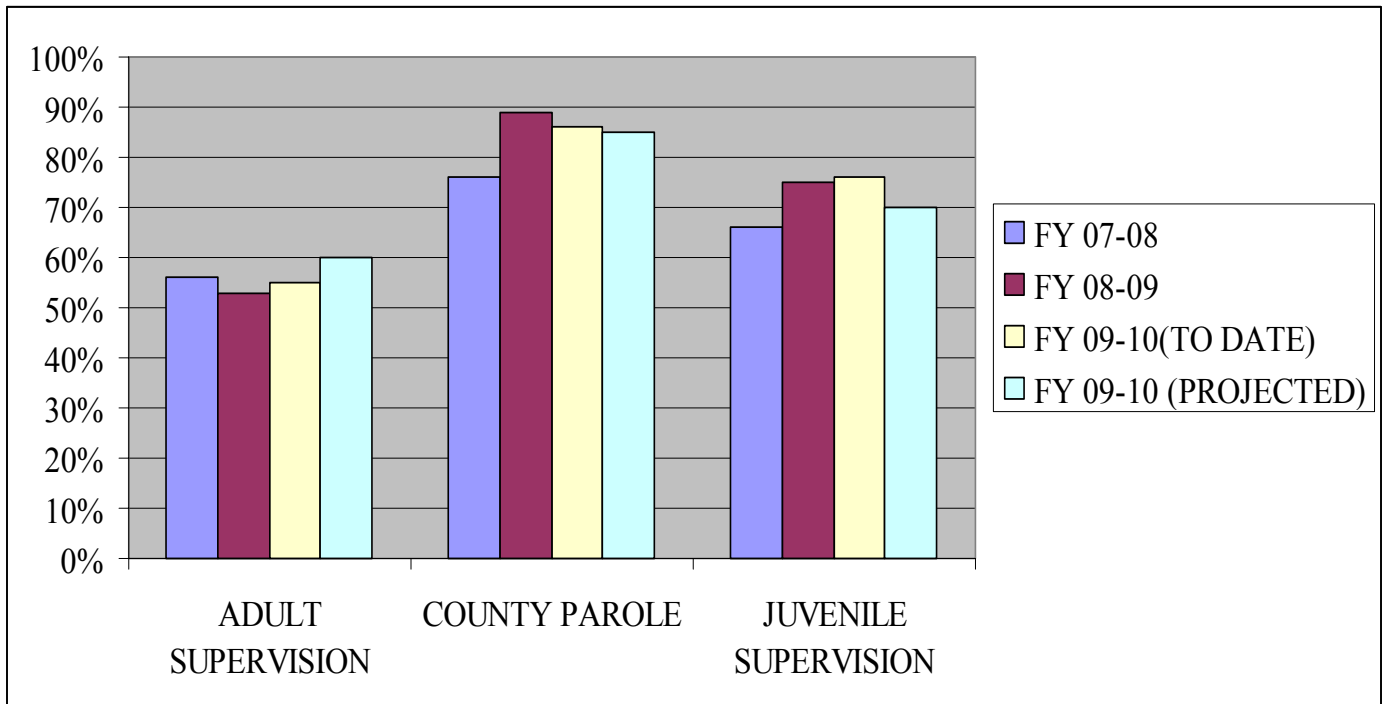
Mid Year Managing for Results Information

By Kevin Lynch



It is February, which means it is time to “talk turkey” with the County Administrator’s Office. At the beginning of each fiscal year, all Marin County Departments are required to submit a performance plan that includes goals that each department believes it will accomplish. At the mid point of the fiscal year, department representatives meet with County Administrator staff to see how close they are to meeting their goals, and/or determine what needs to be done to reach them. In the case of the Probation Department, we routinely report on the rates of successful completion of probation, in both Adult and Juvenile Divisions. This is the first year we have extended this report to include the County Parole program.

The chart below shows results for all three programs for the past three fiscal years. The best way to read this is to see the light green column at the far right of each program’s section as the target goal for each year. The Juvenile Division and County Parole programs actually exceeded their intended targets rates of successful completion of the programs, while the Adult Division’s Supervision program fell short of its goal of having 60% of probationers successfully complete probation supervision.



Given the significant upheaval the Department has undergone of late, we are actually pleased with these outcomes. In the Adult Division, staffing for deputy probation officers has been substantially reduced due to retirements and budget restructuring, yet we were within sight of our goal of 60%. In the past, County Parole had four full-time deputy probation officers, but the introduction of GPS monitoring has allowed the Department to reduce staff to one full-time and one half-time position with only a moderate reduction in effectiveness. These outcomes reflect the work of our staff, who are either exceeding or nearly accomplishing the goals the Department had set seven to eight months ago in the Managing for Results process. The fact that they have been able to accomplish this, in the face of reduced staffing and the uncertainty of budget restructuring, is a testament to our staff’s commitment and hard work.

After the mid-year review with the County Administrator, the Department will need to begin to develop a performance plan for FY 2010-2011. This will be particularly challenging, given that we will not know the complete budget picture prior to writing the document. We expect to be able to protect our core, mandated services, and will focus our measurement efforts on tracking those programs that provide them. One year from now, we will again “talk turkey” as we renew discussions of our Department’s performance with the County Administrator.

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

the Department and our partners are preparing for that.

I do worry, and so should the general public, about the release of prisoners from our state prisons and into our communities. These folks have significant medical and psychiatric issues and our local hospitals will have to treat them upon their release. Essentially, this is transference of responsibility from a medical/financial standpoint by the state to the counties. Counties across California are already reeling from increased medical and pension costs, so this will be an additional burden. If these medical/psychiatric needs are not met, a visit to the psych emergency ward or the county jail is highly likely. Our leaders in the County Mental Health Department, in addition to law enforcement officials, are doing their best to prepare. The California Department of Corrections and Rehabilitation (CDCR) is also cutting back on rehabilitative programs in state institutions as well. CDCR's 70% recidivism rate is actually in danger of in-

creasing if these programs continue being cut. Without any opportunities to better themselves by way of education, drug and alcohol programs, or other vocational skills, individuals exiting the state prison system will arguably be no better off adjusting to society than they were prior to entering prison. This hardly makes any sense.

From a County standpoint, our County Administrator has asked all Department Heads to submit reduction scenarios up to 20% of our net county cost. For our Department, that number is \$1,600,000. This was not a pleasant task. We carefully followed our instructions to review mandated and non-mandated aspects of our Department, in addition to potential cuts which would be least impactful to the public we serve. The Board of Supervisors will be conducting their budget workshops at the end of March 2010. This is going to be a difficult year for the County to balance the budget, but I do believe we will be able to continue to carry out our basic mission in a responsible manner that adheres to the best practices in the field of corrections.



Darnell Roary



Melissa Davis



Rosie Alvarez, Susana Tabunut, Charlene Brown, and their husbands enjoying the festivities



Kevin Lynch and Jeana Reynolds



Jeff Virzi and Jay Everidge



Nancy Boggs, Neva Smith and Kathy Paulsen



Heather Damato, Don Carmona, Rachel Virzi and Jeff Virzi

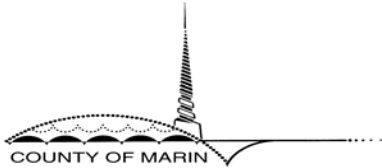
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The Condition of Probation

*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, Matt Perry, Abby Dennett, and Alisha Krupinsky

**The Spirit of Giving
Comes to the
Juvenile Hall**

By Cynthia Fix

The minors detained in the Juvenile Hall were able to benefit from the gift of giving.

Many of the minors in Juvenile Hall have brothers, sisters, nieces, nephews, and even children of their own with whom they were unable to share the holiday season.

This year, Deputy Probation Officer Melissa Davis, in conjunction with Dispatcher Jill Peeler of the Marin County Sheriff's Office and the Toys for Tots program graciously supplied the Juvenile Hall detainees with gifts to provide their loved ones.

Group Counselor Yuliana Valenzuela assisted the juveniles in wrapping and labeling their gifts. Many of the minors expressed gratitude for being able to give gifts to their loved ones, and stated that being in Juvenile Hall was not as difficult for them because they were able to give to their families.

We would like to thank Melissa, Jill, and Yuliana for organizing the wonderful gift giving project. Also, thank you to Deputy Probation Officer Chris Perine and Group Counselor David Cole in assisting in the delivery of the gifts to Juvenile Hall.

"I have found that among its other benefits, giving liberates the soul of the giver."

- Maya Angelou

**Recipe of the Quarter: Chicken and Rice
Casserole**

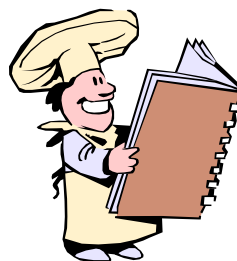
By Abby Dennett

Ingredients:

- 5 boneless, skinless chicken breasts
- 3 cups of white rice
- 16 oz. of sour cream
- ¾ pound of shredded cheddar
- 1 roll of crushed Ritz crackers

Directions:

- Cook the chicken breasts (I prefer to boil them)
- Chop or shred the chicken
- Cook the white rice as indicated on the packaging
- Once these two tasks are complete, grab a large bowl and mix each of the ingredients except the Ritz crackers and butter together
- Pour the contents into a greased casserole dish
- Crumble up the Ritz crackers and sprinkle across the dish
- Place dollops of butter randomly across the mixture
- Bake uncovered, at 350 degrees.



This is a true comfort food, courtesy of my grandmother Mary. It's very easy to make and a great leftover, too! I haven't tried it yet, but I'm sure there are a lot of variations on this recipe. I'm looking forward to trying this dish with green chilies, or even pepper jack cheese for an extra kick. Enjoy!