

The Condition of Probation

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Department's Ambitious "Communication Initiative" Gets Underway

By Kevin Lynch

The topic of communication has been a big one for our Department for several years. As with most organizations the size of our Department or larger, the Marin County Probation Department could stand to improve in its communication. Many of us use the word "communication" frequently and without much concern about whether it is commonly understood. Perhaps because of that, I decided to look the word up on Wikipedia and found this definition:

Communication is commonly defined as "the imparting or interchange of thoughts, opinions, or information by speech, writing, or signs". Although there is such a thing as one-way communication, communication can be perceived better as a two-way process in which there is an exchange and progression of thoughts, feelings or ideas (energy) towards a mutually accepted goal or direction (information)

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Chief's Corner

By Michael Daly

The Governor's May Revise came out recently and there could be some potentially significant changes in criminal justice. The Governor's first proposal is reducing the state prison population in an effort to drive down the costs in the state corrections budget. Part of this proposal involves having persons who have been sentenced to state prison for less than 36 months for non-violent, non-serious and non sex offenses would in turn serve their sentence locally in the County jail. In exchange, the counties would receive local block grant funding which would be allocated for probation programming, drug courts and alternative custody. The money is not intended to recover the costs associated with housing a defendant rather to address the needs of the defendants. The amount per inmate will be subject to further negotiations.

The second proposal that affects our Department is the transfer of responsibility for persons on parole from De-

partment of Juvenile Justice (DJJ) to county probation departments. The state is willing to give county probation departments \$15,000 per person where the supervision responsibility is assumed locally. This will also produce a significant savings at the state corrections level because the state spends significantly more money to supervise and incarcerate these people.

The third proposal by the Governor involves the vehicle license fees, which supports some of our state funding such as the Citizens' Option for Public Safety (COPS), the Juvenile Justice Crime Prevention Act (JJCPA) and the Juvenile Probation and Camps Funding (JCPF) sunsets in fiscal year 2010-11. The Marin County Probation Department relies on over 1.5 million dollars from these programs. The Governor has proposed in the new budget a continuous appropriation of 502.9 million, beginning in fiscal year 2011-12 and going forward, from the state general fund for

local programs which would effectively bring funding levels back to 2008-09 levels. This is good news if it sticks.

The theme with this budget as it relates to probation services is that the state wants us to start doing their work and are willing to pay us to do it; however the price needs to be negotiated so counties aren't left shortchanged. The probation departments across the state have an opportunity to show that the evidence based practices need to start working and produce the results. I am confident that despite a cutback in our own local budget, we can still provide excellent service. We will be concentrating on core services. This department feels strongly about public safety and my motto is "a rehabilitated person is no longer a public safety issue". It is our job to ensure that effective rehabilitative practices and programs take place to see that this happens. I am confident in our staff, proud of our staff and I know we will rise to this challenge.

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.



Grant Beatty:

Prior to working for the Probation Department, Grant worked as a case manager and team leader for Buckelew Programs. He was also Program Director of Mill Street Shelter for Homeward Bound and a counselor for Full Circle Marin. Grant worked as a Group Counselor at Juvenile Hall since November 2002. Grant will be assigned a medium risk caseload in the Adult Division Supervision Unit.



Personnel Changes in the Probation Department

By Kevin Lynch

Yuliana Valenzuela:

While attending Sonoma State University, Yuliana began her internship with this Department in Juvenile Services. She worked as an intern for a year and a half until she was hired on as an extra-hire Group Counselor. While working as extra-hire, she was also asked to help with different caseloads while Deputy Probation Officer staff were on extended vacations. In October 2007, Yuliana was hired full time as a Group Counselor, where she worked until this promotion. Yuliana will be assigned to the Intake Unit of Juvenile Services.



Yolanda Hylkema:

Prior to working with the Probation Department as an extra-hire staff person assigned to the Fiscal Unit, Yolanda worked first in the restaurant business. After selling that business, she spent three years traveling around the world. Upon her return, she worked as a self-employed bookkeeper, and then as extra-hire staff for the County of Marin. She worked first for the Registrar of Voters, and then for the Probation Department. Yolanda had been extra hire with our Department for about two years before becoming regular hire.



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ART Expansion Pilot

By Sheridan Gold

In September's 2009 edition of *The Condition of Probation*, it was reported that the Aggression Replacement Training (ART) Program would be expanding its pool of certified facilitators, thanks to a federally funded grant coordinated by Corrections Standard Authority. This grant enabled the Department to train additional probation staff as ART facilitators, in the hopes of being able to provide the program to a broader group of youth. ART teaches probationers alternative ways to manage challenging situations, to develop anger management techniques and to build social skills. One of the greatest advantages of this

program, aside from the fact that there exists evidence to support its effectiveness, is that it can be provided at very little cost.

The Probation Department believes strongly in this effort, so much so that it has dedicated additional funds to hiring me as a program coordinator. What has been lacking in the past has been administrative support to the ART effort; the tasks were distributed among a variety of staff within the Department. As one of the first ART facilitators trained, I have had the opportunity to be involved in ART for

several years. In my "real" job as a teacher at the County Community School site, I recognize how much value ART has for this population. I have enjoyed my role as a source of support for the new facilitators, and I have learned a great more about how the Probation Department operates now that I spend several hours a day at the Juvenile Division helping to administer the ART effort.

Since certification of the latest round of facilitators, the Department has implemented new ART classes in several

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Department's Ambitious "Communication Initiative" Gets Underway **(from pg. 1)...**

Although this definition did not provide me with any surprises, it did give me a very nice picture of what our Department is expecting to accomplish with its ambitious "communication initiative." Getting the right information to the right people at the right time will always be a challenge, but one of the keys to overcoming that challenge is developing forums for communication. *The Condition of Probation* newsletter is one example of a forum created to improve communication, but it is primarily "one-way" communication. The Safety, Communication, Diversity, and Workforce Planning Work Groups, and the Department's periodic "brown bag" lunch events with the Chief, are other examples of efforts to improve communication, and to allow for an exchange of information and ideas.

The latest effort, which will have begun by the time this newsletter is published, is perhaps the most ambitious effort yet. The Department intends to embark on an initiative designed to create forums for improved, two-way communication. The five parts of this initiative are, in rough order of implementation, as follows:

On-line Surveys of staff

Many staff in the Department participated in a similar survey effort when the Department underwent its workload analysis. The confidential surveys are conducted via the internet, and provide staff with an opportunity to give input on important issues. The previous effort at surveys was confined to those divisions of the Department directly impacted by the workload analysis; however, this effort will include surveying all employees of the Department. There will be different surveys applied, according to assignment. Sworn staff will be polled regarding their orientation towards community corrections work, and all staff will an-

swer questions related to their perceptions of the organization.

360 evaluations for managers

The performance evaluation process has traditionally been a top-down exercise in which a supervisor informs their subordinate of all the things the staff person needs to do to improve their performance. However, such "one-way" communication precludes an opportunity for another forum for "two-way" communication.

All managers in the Department will undergo a "360" evaluation process in which they will get feedback both from their supervisors and the staff who report to them. This will be accomplished using an online service, which will then produce a report for each manager on the feedback they receive from both their supervisor and the line staff. While the Department will not likely be able to produce 360 evaluations every year due to the cost, it will provide a valuable learning opportunity for managers.

Focus groups for survey results

Often times, survey results illustrated in charts and graphs do not tell the whole story. In an effort to get at the story that lies behind the numbers represented in those graphics, the Department will conduct focus groups for line staff to provide explanations for any results that beg further analysis. If a significant percentage of the Department expresses a strong and surprising sentiment about the Department, this focus group will provide an opportunity to better explain it. This event will be monitored by an outside consultant, and will be conducted without management staff present. In addition to a group setting, the consultant will make efforts to meet with individual staff, either in person or by phone, depending on how many ask to take part.

Management retreat

The management team will take two days in the fall to absorb all of the information gleaned from the 360 evaluations, surveys, and focus group discussions. The main purpose of the retreat will be to review and discuss the major challenges that face the organization, and to analyze the results of the communications initiative to date.

Probationer surveys

Our Department has traditionally measured its impact on probationers by tracking data related to successful completion of probation, recidivism, and risk reduction. Until now, we have not taken on the obvious and easy answer to the question of "how well are we doing what we want to accomplish?" We need to ask the people whose behavior we are attempting to change. I am particularly interested in this effort, as I believe we will get a great deal of feedback from probationers that will help us improve our work. Although not entirely resolved yet, we will likely establish certain and periodic days in which all visitors to the Department will be encouraged to take part in a brief survey asking them how well they believe they are being served by staff and services offered through the Probation Department.

Our Department does not pretend to believe that this initiative will completely resolve the issue we have with improving communication. However, we do expect it will go a long way in demonstrating our commitment to becoming a transparent organization that will be capable of learning from a two-way exchange of information.



Bon Voyage to Christian Walker

By Cynthia Fix

On Friday, May 14, 2010, the Probation Department said their farewells to Christian Walker. Christian and her



family have embarked upon a new venture; they are moving to France to make wine! Her future plans are to make their new house in France their home, immerse herself in French culture and language, relish the quantity and quality of time that she will have with her daughter and husband, and make wine! They are looking forward to this year's harvest and creating a wonderful 2010 vintage. They will be living in the Burgundy region of France, where they will be making traditional Burgogne/Pinot Noir. Christian and her husband started the winery in 2009 which is called Maison Ilan. Their website is www.maison-ilan.com and they are taking orders!

Although she states this transition is

bittersweet

because she will be leaving a great job and many loved ones, she is excited to be embarking upon such a great opportunity and journey. This is a dream come true for Christian and her family. Christian joined the Marin County Probation Department in June 2005. Her first assignment was the mental health caseload in the Adult Division and more recently she transferred to the high risk bilingual caseload in the Juvenile Division. She feels very lucky to have worked at the Marin County Probation Department, and is grateful to have had the pleasure and experience to have worked in both Divisions.

Good luck Christian, we will miss you!



The Diversity Committee and DMC Grant

By Nuvia Urizar

In 2007, the Marin County Probation Department formed a committee to work on issues of diversity. Although the Diversity Committee's intended focus was on diversity issues throughout the Probation Department, our primary focus became the overrepresentation of the youth of color at every point within the juvenile justice system. This issue is known as Disproportionate Minority Contact (DMC). The members of the Diversity Committee could see the racial disparity in our detention facility and we read and discussed research on the topic. Our data showed that as minority youth moved further into the probation system, the greater the DMC became apparent.

In October 2008, the Juvenile Division hosted a training from the W. Hayward Burns Institute, nationally recognized experts in looking at DMC in juvenile justice systems. We looked at the data for Marin County's system and began to focus on this issue. The Diversity Committee set the ground work for our Department to be able to move further

in addressing the issue of overrepresentation of youth of color.

In June 2009, the Department became aware of a competitive grant that was to be awarded to those counties who were prepared and willing to work on DMC. Because our Department had already made some efforts through the Diversity Committee, we felt prepared and enthusiastic about being part of this grant. In November 2009, the Marin County Juvenile Probation Division, along with seven other county probation departments, was awarded a \$125,000 DMC Technical Assistance Project II Grant (also known as "TAP II"). The grant requires that agencies address the DMC issue in a three year plan with clear phases. The first year is a process of self-examination of our own Department's data, policies, procedures, and practices, as they relate to DMC. The second year is designed to invite and include collaborative partners to the project, such as schools, the Court, District Attorney, Public Defender, and law enforcement agencies.

The final year is devoted to the development of a plan for addressing DMC issues in Marin County.

Nicki Kuhn, Director of Juvenile Services, will be the Project Coordinator and will be responsible for directing the Juvenile Division's efforts to consider how we can mitigate issues of overrepresentation. She will also guide the development of the vision and mission, and will set short/long term goals for the committee.

The first year will include the DMC infrastructure and education within our Department. We have already started this phase. On March 25, 2010, the Burns Institute put on training for the Juvenile Services and Juvenile Hall staff. A DMC Workgroup has been convened and so far, we have met twice and will continue meeting throughout the year. The committee members are Nicki Kuhn, Kevin Lynch, Michele Boyer, Steve Shapiro, Selina Johnson, Steve Blair, Israel Jones, Gary Trent,

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In Memory of Thomas Watson

Whisper to me..

Call me to your distant shore;

Speak softly of where I need to be

**Pull my soul to where it was once
before.....**

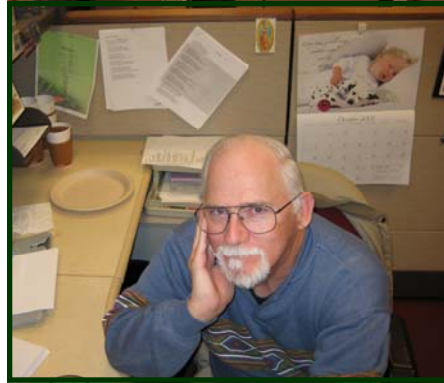
-Tom Watson

Thomas Ray Watson passed away peacefully on March 12, 2010. Born on September 5, 1943, Tom grew up in Bakersfield, CA. He was predeceased by his wife Mikoyo (Mickey) Watson. He is survived by his sister Betty Broumas of Vancouver, WA; step-daughter Midori (Judy) Demazure and her husband, Robert Demazure, both of Pasadena, MD; two granddaughters Christine Demazure and Jennifer Demazure; four great grandchildren; and his beloved dog, Tippie.

A career in the Air Force took him to many places around the world including England and Japan and eventually to Marin County where he met and married his wife, Mickey. After retiring from the military, Tom went to work at the Marin County Probation Department.

He proved to be an invaluable asset during the introduction of computers to the Department. However, he is best known to many as the coordinator of the Community Service Work program.

Tom had a good sense of what was truly important; he knew that it is the simple pleasures in life that hold the most significance. He cherished his Christian faith, friendships, music, and sharing his stories and poetry with others. He was active in a local bowling league for many years. He was often found sup-



Tom Watson at his desk

porting the Probation Department Softball team, walking his dog Tippie, playing on-line computer games or watching the latest movies.

The author of short stories, a novel, and two books of poetry, Tom wrote of God's love of the spirit and our love of the heart. Many of his poems appear online and in books presented by Poetrypages.com. Tom was often writing poems for his friends. He was also an active member of Valley Baptist Church where he shared his Christian faith through his poetry. Tom showed an inordinate generosity of time and money to those who were ill, retiring or in need. He will be greatly missed by all who knew him. Donations in Tom's memory may be made to the American Cancer Society.

Words that are written...are as the rain upon the earth, the sun in the sky; always available to offer ... hope and promise of Love at the end of our days.
-Tom Watson

Today's Draw: Hugo Araica

By Cynthia Fix

Hugo was born in Nicaragua and immigrated to the United States in 1989. His family first settled in Orange County, California. Approximately seven months later, Hugo and his family relocated to San Francisco. Hugo graduated from San Francisco State University and received dual degrees in Social Work and Ethnic Studies. He began his career as a counselor with Second Chance Tattoo Removal Program. Hugo then began working for Youth Opportunity of San Francisco, a program which counseled youth in life skills, social skills, and interview skills for preparation into the workforce.

Hugo later completed an internship at Marin County Juvenile Services and began his career with Marin County

Probation Department in 2003. He worked as a Group Counselor in Juvenile Hall for three years until he was promoted to a Deputy Probation Officer in 2006. His first assignment was as a Deputy Probation Officer in the Adult Supervision Unit. Very recently, Hugo offered to be transferred to fill a bilingual position in the Supervision Unit of the Juvenile Division. Hugo is also one of our weaponless defense instructors who is responsible for training all of the Marin County Probation Officers and Juvenile Hall Group Counselors in arrest and control techniques. Hugo is a very dedicated probation officer as evidenced by his commitment to the clients we serve and to the Department. Hugo is *always* willing to help his co-workers

when ever asked.

Hugo is happily married with two children. In his spare time, he coaches T-ball and swimming. Marin County Probation Department is fortunate to have such a dedicated, warm, and caring person on our team!



Karen Willig Retires

By Michele Boyer

After more than 20 years of providing excellent service and good cheer to all who walked in the door, Karen Willig has retired from the County. Karen was a funny, helpful, and effervescent receptionist for the Juvenile Services Center, and her personality had a tremendously positive impact on the Juvenile Division.

Karen Willig was born and raised in Brooklyn, New York. At age 21, she moved to Manhattan where she met the love of her life and future husband Curtis. She and Curtis continued to live in Manhattan for another five years, where Karen worked as a hospital investigator. Karen and Curtis have remained happily married for 46 years. In 1972, she and Curtis relocated to Bolinas, California, where they have continued to reside for the past 38 years. Karen worked in Bolinas at an elementary school until her daughter went to high school “over the

hill” in San Rafael. That’s when she came to us at Juvenile Services. Karen met with retiree Cliff Dunn who told her she would love the commute. Karen later told Curtis after the first week, “I have found the perfect job and I hope I won’t ever need another.”

Karen has loved working at Juvenile Services. She has made numerous friends, whom she remains close with today. Karen was very hesitant to retire, and she has decided to stay on as a part-time volunteer. Karen also has two other volunteer jobs. The first is at Guide Dogs for the Blind. The second is at Jewish Family Services where she assists in providing company for an elderly woman. Karen is also exercising and has no problems keeping herself very busy. Karen absolutely loves retirement. She says her favorite day is Tuesday when she volunteers with us at Juvenile Services and sees all of her friends.

We all miss her very much but wish her the best. Happy retirement!!!!!!!!!!

Evelyn Li Retires

By Michele Boyer

Evelyn Li retired after almost nine years with the Juvenile Division as a Legal Process Specialist. Evelyn’s primary responsibility was filing Juvenile Court petitions in a timely manner and working closely with the District Attorney’s Office and the Courts to prepare for hearings.

Evelyn immigrated to the United States from China with her father and brother when she was just 10 years old. Her mother had to stay in China until her father could demonstrate to the government that he was capable of supporting the entire family. Three years later Evelyn was reunited with her mother. They lived in Petaluma where her father, uncle and grandfather were in the grocery business. Evelyn learned English and graduated from Petaluma High School. After moving to San Francisco, she began her career working data entry before that term even existed, punching holes into IBM cards for the phone Company. Evelyn later married, had three children, moved to Pacifica, later relocating to Marin in 1988. Evelyn came to work for the County in 1999 and to the Probation Department in 2001.

After retiring in March, Evelyn has been able to spend time in Lake Tahoe, Yosemite and take a cruise to the Panama Canal, which she thoroughly enjoyed. Evelyn is also planning a trip to New York’s Niagara Falls in September. Evelyn loves being retired and is keeping very busy. She misses her friends in the Department, but says retirement is more exciting that she originally thought it would be.

Evelyn Li will be missed, and we will her all the best in her well-deserved retirement!



Karen Willig and Jay Shaw



Cate McDonough enjoying the party



Matt Murphy and Chris Perine



Michele Boyer and Darnell Roary



Evelyn Li



Teri Taketa-Graham

News from the Bleachers

The VIOLATORS have played two games so far this season, resulting in two amazing WINS!

We started off the season on the right foot with a BBQ and lots of spectators in the stands to cheer our team on to victory!

It means a great deal to the team to see the people they work with cheering on the sidelines and encouraging them to succeed. Please continue to make your presence known and support your co-workers! See y'all at the ballpark!



Grant Beatty



Gary Trent



Tori Creighton and Chris Perine at the ball field to support the team



Dave Cole

Violators Game Schedule:

Date	Day	Playing
June 3	Thursday	Sheriff
June 8	Tuesday	Department of Public Works
June 15	Tuesday	Community Dev. Agency
June 23	Wednesday	Public Defender
June 29	Tuesday	Parks Department
July 22	Thursday	Sheriff
July 27	Tuesday	Assessor
Aug. 3	Tuesday	Department of
Aug. 10	Tuesday	Community Dev. Agency



On the Look Out!



To all of those who will be enjoying vacation adventures this summer we need your stories! We will be compiling tales/photos of your journeys and explorations for the next newsletter.

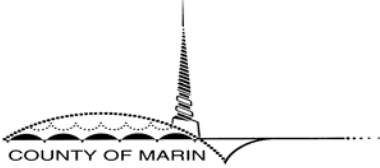
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The Condition of Probation

*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, Matt Murphy, Nancy Hillman, Abby Dennett, and Alisha Krupinsky

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

Samantha Klein:

Samantha joins the Probation Department with ten years of experience in the County. She began in Human Resources, transferring to the County Administrator's Office after two years, where she spent five years as an Analyst working on the budget, strategic planning, and the MERIT implementation. After five years, Samantha took a break from numbers and served as the Marin Superior Court's Training Coordinator for the past two and a half years. She returns to the County happy to be working with numbers again and proud to be a part of the Probation Department.



ART Expansion Pilot (from pg. 2)...

school sites around the County. Aside from the Juvenile Hall and continuation school, an ART group now exists at San Rafael High School. These new ART offerings will continue until the end of the school year, at which time the Department will consider how to best deploy ART in the Fall.

This work would not be possible without the significant effort being put in by staff who have taken on this added responsibility. A huge thank

you goes out to all of our ART facilitators who have invested their time and energy in promoting a practice that has proven successful. The Probation Department staff who have participated in this effort include: Dave Cole, Mike Ertz, Marsha Leonard, Sandy Jacobson, Sheridan Gold, Janene Conner, Heather Damato, John Dury, Rebecca Leacock, Alisha Krupinsky, Ulises Ramirez, and Michele Boyer.

**The Diversity Committee and DMC Grant
(from pg. 4)...**

Jeanne Reynolds, Alisha Krupinsky, Wardell Anderson, Yuliana Valenzuela, Lee Lancaster, and Nuvia Urizar. An intern, Jameka Rothchild, has also been chosen to provide administrative support to the DMC Work Group. James Bell and Laura John of the Burns Institute are coordinating the effort of the Work Group. Currently, we are focusing on three areas of our practices that might be contributing to DMC: remands, violations of probation, and detentions for new law violations. We believe that reviewing the data and our practices in these three decision points, we will have better insight in how DMC might be impacted.

Our Department realizes there are many other issues besides DMC to focus on, particularly given the significant budget problems we have. However, we are committed to the work we began in 2007 in addressing our youth of color in a fair, balanced, and equal manner at all points of our decision making. We are very proud to be part of this grant and are looking forward to the future and how this new challenge will help us in making our Juvenile Division a place where youth of color can be better served.