

# The Condition of Probation

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### Organizational Development Process Revived

By Kevin Lynch

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After taking a one year hiatus from conducting Organizational Development (OD) sessions, the Department revived the practice in July 2011. For those readers unfamiliar with the concept, Bill Burke, our Chief's predecessor, introduced this novel idea and used it as a means to ensure a healthy, positive, and effective Department. The rationale is that organizations are like any living organism; they are born, they grow, they can become ill, and they can die. Organizations that tend to their development, similar to gardeners who care for their plants, or even people who see their doctors, tend to be healthier, live longer, and be more productive than those that do not. OD sessions are an opportunity for us to pause in our daily routines and activities and reflect on what we are doing, how well are doing it, and what we should be mindful of as we work.

Many of us new to the OD process were initially befuddled as Bill started began its implementation. "We're going to do what?" and "I don't have to hug anyone, do I?" were frequently asked questions from staff trying to understand the concept that first year. However, as we did it each

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### Chief's Corner: AB109 Realignment

By Michael Daly

As I write this article, the County of Marin is quickly closing in on a plan to effect the largest criminal justice shift in several decades. Not since our current Governor Brown did away with indeterminate sentencing in the late 1970's has there been such a shift in the California criminal justice field. This shift will affect county jails, courts, the supervision of people and the treatment offered. The County of Marin and our Executive Committee that will formulate the Community Corrections Partnership plan all believe that alternatives to incarceration, employing evidence practices and working with our community resources will be the best plan moving forward.

As Chair of the Executive Committee, one of the first orders of business was to get all partners to agree on guiding

principles moving forward. The top priority was to emphasize and ensure public safety. The next was to embrace evidence based practices whenever possible. The next two go hand in hand and that is to be collaborative and data driven. We will make our decisions based on facts and data collection. Lastly, we all agreed that changing one's behavior is our ultimate goal because a rehabilitated person is no longer a threat to public safety. Relying on science and research telling us what really works with people is the direction we will be going.

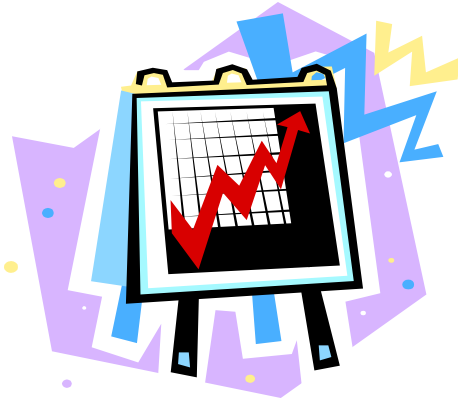
After fully explaining the new law to everyone, we all quickly realized that breaking into subcommittees to address the multitude of issues would be the most efficient and effective way to put together a comprehensive plan for the

Board of Supervisors to consider for approval. The Honorable Judge Andrew Sweet has convened the Court subcommittee, Teresa Tillman, Probation's Adult Division Director, convened Probation's subcommittee, Captain Dave Augustus chairs the Sheriff's Office and DJ Pierce from Alcohol and Drug chairs the treatment subcommittee (this subcommittee is a large group that covers, employment, housing, mental health and drug and alcohol treatment). Each respective subcommittee has met several times and a healthy participation level from across all the disciplines has really enhanced the problem solving. I anticipate that most of these subcommittees will meet into the future as more clean up language is added to the realignment bill as well as when more

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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.*



One of the many things that I appreciate about my job is that I have the ability to periodically stop and see whether our efforts, initiatives, practices and programs are making changes in outcomes. One of the things I have been noticing lately has been the low population at our Juvenile Hall. Sure enough, when I look at the statistics on a graph, we can see a steady drop in the total average daily population (ADP) of the Hall in Marin County over the last six years. Before discussing what might be accounting for this trend, let's look at the graph (on the next page) closely and make sure we are clear what it is saying.

The graph has four lines, each representing a different portion of what constitutes the Juvenile Hall population. The top line is the average daily population by year of all youth detained in the facility, and it is the sum of the three lines below it. The next line below that is those youth detained under an order of the Juvenile Court. The two lines at the bottom of the graph are those populations that are detained in Juvenile Hall under laws and programs other than Juvenile Court. One is Proposition 21 cases, which involve youth who have been detained under order of the adult court. Another line is "O.R.R.," which refers to a now-defunct program in which the County of Marin contracted with the Department of Homeland Security to provide space in the facility for youth under consideration for deportation (these cases were not connected to

ment or "I.C.E.," but rather Office of Refugee Resettlement, or "O.R.R.").

There are three block arrows included in the graph that indicate when certain policies, programs and initiatives were implemented. The intent of this graphic is to illustrate how the implementation of these efforts contributed to (not necessarily caused) the following drop in average daily population in the facility. In 2006, the Department began to use structured decision making (SDM), including such tools as risk assessments for classifying juvenile offenders and a scale for determining whether detention in Juvenile Hall is appropriate. Prior to that date, the level of supervision provided to juvenile offenders was determined primarily by the type of probation imposed by the Juvenile Court, and did not consider the likelihood to recidivate. Detention decisions were made at the individual discretion of probation officers, and often varied widely depending on each officer's orientation. In 2007, the Department received grant funding to implement two evidence based treatment programs (EBP), one which employs Multi-Dimensional Family Therapy (MDFT) and the other Functional Family Therapy (FFT). Both of these programs remain in effect today. Finally, in 2009, the Department began its effort to address Disproportionate Minority Contact (DMC), which has encouraged the Juvenile Division staff to reconsider its use of detention as a response to technical violations of probation.

While the rather precipitous decline in this trend line is impressive, it is important to make a few cautionary remarks. First, one could express concern that a reduction in ADP is not necessarily a good outcome, as some believe that less detention could lead to an increase in crime.

## Trends in Juvenile Hall

By Kevin Lynch

That has not been the experience of the Marin County, where the crime rate continues to remain low. In addition, there is an increasing amount of evidence indicating that the use of detention on inappropriate youth (in other words, those who do not represent a threat to public safety or a risk for failure to appear) actually has the potential for worse outcomes for both the youth and the community as a whole in the long run.

A second caution is that while this downward trend in ADP is impressive, it is no way unique to Marin County. Rates of juvenile detention are reducing across the State of California, for a variety of reasons, not the least of which is the overall reduction in crime that is occurring across the country. Although statistics beyond 2009 are not yet available on a state-wide basis, my guess is that our 22% reduction in ADP for detention of youth detained by Juvenile Court between 2006 and today is better than most other jurisdictions.

The third note of caution is that the line at the bottom of this graph shows the near-double increase in ADP for Prop 21 cases, which is nothing to cheer about. We will need to watch this line carefully, because if it continues to go up, and the other one goes down, we will not want to be crowing about that.

I would like to take a moment to express appreciation of the now-retired staff who took the lead in implementing best practices in community corrections and assisted in reducing our reliance on the need for detention. Mike Robak, our Chief at the time, was primarily responsible for introducing and implementing risk assessment and decision making tools in 2006. Bill Burke, who succeeded Mike Robak and preceded our current Chief, was the driver who put our Department in a position to compete for the grants that established FFT and MDFT programs in Marin County. And, while Bill also gets the credit for

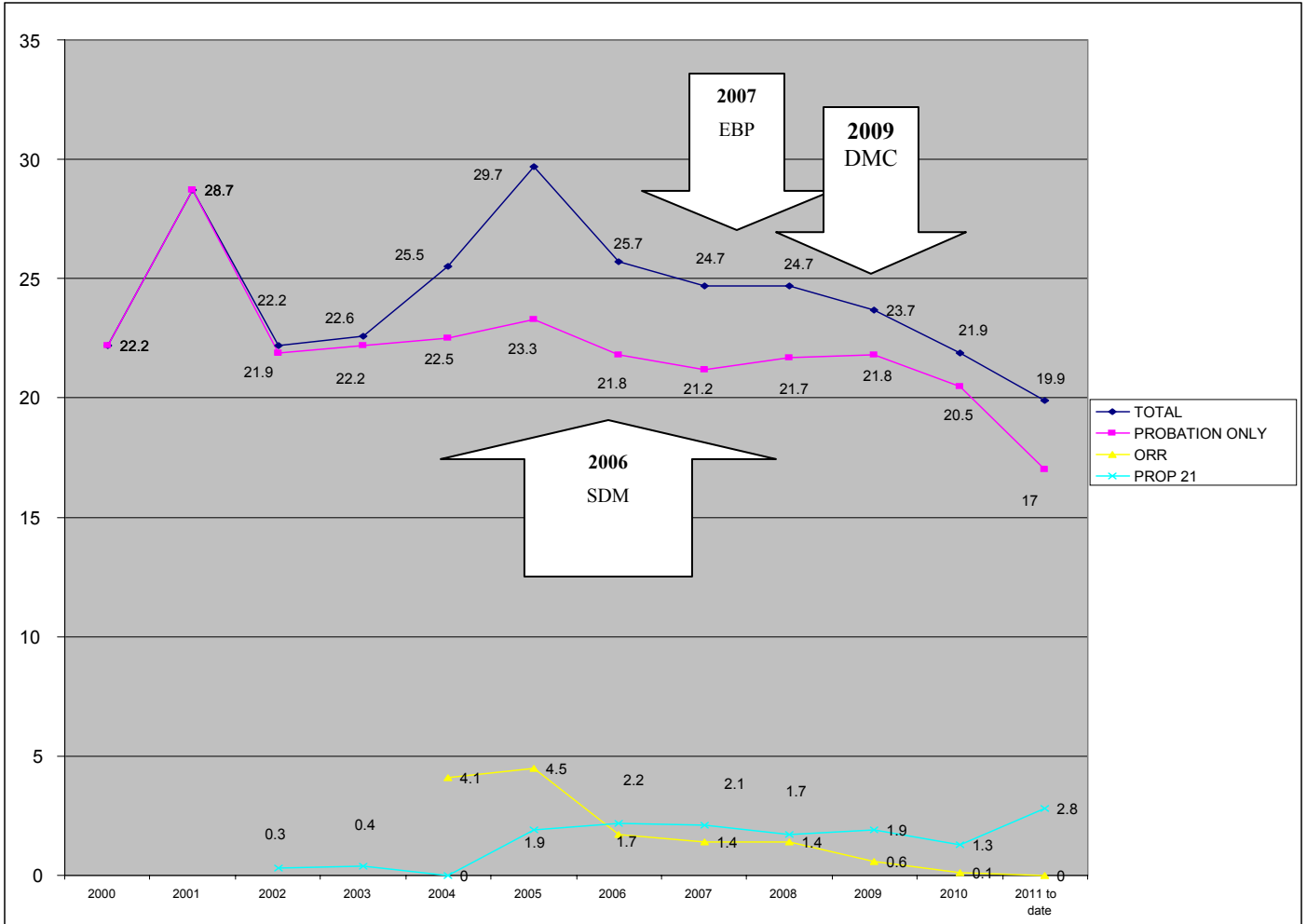
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### Trend in Juvenile Hall (from pg. 2)...

introducing our Department to the concept and importance of DMC, the recognition for actually integrating it and

championing it in the Department goes to Nicki Kuhn, the Juvenile Division's recently retired director. Without the

efforts of these folks, our ADP lines might still have been lower, but I doubt they would be as low as they are in this graph!



### Thrive Across America

By Selina Johnson

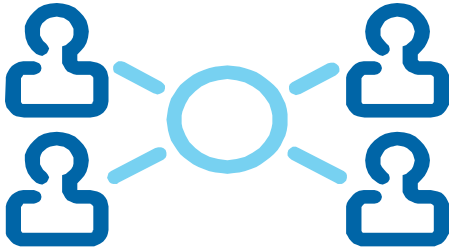
Marin County, in collaboration with Kaiser Permanente, introduced the "Thrive Across America" program in May of this year. "Thrive Across America" was an incentive exercise program where County employees could form teams and engage in friendly competition with other teams throughout the County. Each team consisted of 2-10 members that recorded their daily physical activities by log-

ging exercise minutes into a website. The website was well-done, as it shared diet and exercise tips, overall team rankings, and individual progress moving along a virtual trail from east to west across America.

In the Probation Department, two teams were formed; the "Team Endorphins" whose members included: Yuliana Valenzuela, Melissa Davis, Nuvia Urizar, Dave Fahy, Jeff White and Eric

Olson. The other team was "The Living Legends" whose members included Angela Arenas, Jenifer Saldana, Janene Conner, Michele Boyer, Kevin Lynch, Jeana Reynolds, Kate McDonough, Steve Shapiro, Alisha Krupinsky and myself. For every 30 minutes or more of exercise per day, each member earned a star. For ten weeks, both teams worked hard to keep up their daily exercises and

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year, with themes such as “building capacity,” and “managing change,” it became clearer how this could benefit the Department. In 2009-2010, however, Chief Mike Daly made the decision to suspend the process for two major reasons:

The uncertainty of the budget situation made choosing a theme for the OD process challenging. The impending budget cuts forced us to suspend the process so we could figure out what would be left of the Department to “develop.” Fortunately, we ultimately did not have the amount of budget cuts we were expecting.

Turnover among the management team was substantial, and Chief Daly wanted to utilize the time to coalesce as a management group. The year was dedicated to the “communications initiative,” which included 360 evaluations of managers, absorbing results from a focus group of employees, and a management retreat that gave the team an opportunity to create a set of goals for the Department.

Now that the budget picture has been clarified (to the degree that we have at least some certainty for this fiscal year), and our management team is solidified,

## Organizational Development Process Revived (from pg. 1)...

we are prepared to re-initiate the OD process. The theme selected for this year is “strategic planning,” which has been an anticipated goal for our Department for several years. Until we identify what kind of organization we want to be, and then map out a path for how to get there, we are not likely to achieve all the things we want to accomplish.

Prior to the first OD meeting in July, the Department created a list of staff to form the team. This group is a mix of line and management staff, some with many years in and others with less, from all across the Department. Suzie Cohen, a corrections consultant who has helped our Department in many endeavors, facilitated the meeting and assisted the group in developing a list

of steps to take in creating a strategic plan. One of the first steps will be for the group to re-evaluate the Department’s mission statement, (last revised at one of the first OD sessions Bill led when he came on board as our Chief) to ensure it is still relevant and current with our organizational needs today. Future meetings will involve developing goals for each Division and paths to achieving them. We anticipate meeting at least three times this year and creating a written document by the end of the fiscal year.

If anyone has more questions about “organizational development,” please contact me. Having once been befuddled myself, I am now a big fan of it!



Participants working on division goals within their divisions.

## Chief’s Corner (from pg. 1)...

data and information directly related to services offered becomes available.

We have one more meeting prior to submitting our plan to the Board of Supervisors on October 11<sup>th</sup>. I am really proud of the level of participation from the Probation Department, par-

ticularly the Adult Division. It is also a pleasure to work with my colleagues in Marin on the AB 109 Executive Team. We will post our Community Corrections Plan on our website for everyone to see once it is finalized.

**Save the date**

**Saturday December 3, 2011**

**Marin County Probation Department**  
**2011 Employee Recognition Holiday**  
**Party**

**The festivities will be held at**

**Stonetree Golf Club**

**Novato, CA**



## Today's Draw....Cynthia Fix

By Michele Boyer

Cynthia was born in Southern California. At the age of 10, she and her family moved to Incline Village in North Lake Tahoe, where she resided until her high school graduation. Cynthia loved Incline Village and she has many fond memories of skiing and hiking around the Sierras. Even today when she goes back to visit, she continues to enjoy these same activities.

After high school, Cynthia went on to college, graduating from Arizona State with a Bachelor's of Science in Sociology and Psychology. She then went on to take a job in a group home located on a farm in Santa Ynez, CA. In addition to working with the kids, she milked cows and made butter. Several years later, Cynthia moved to the Bay Area where she landed a job at Fisherman's Wharf working as a deck hand for commercial salmon and rock fishing boats. She also found work on some of the sport fishing boats. Cynthia worked as a deck hand for almost seven years and loved it. She then went on to get married and have two beautiful children.

Cynthia first joined the Marin County Probation Department in 1995. Initially employed in a clerical position, she transitioned to an internship working with status offenders in the Juvenile Division of our Department. Cynthia moved on to work in Adult Probation and then in County Parole as a Deputy Probation Officer. Between 1998 and 2001, Cynthia worked in the

Marin County Court system as a clerk for Judge Taylor. When she returned to the Probation Department as a Deputy Probation Officer, she was assigned to the Supervision Unit, where she was responsible for the Domestic Violence caseload. For the past ten years, Cynthia has served in a variety of positions in both the Supervision and Investigations Units, but her heart is ultimately in the training of other staff and in supervising defendants on probation.

Cynthia is a certified trainer in COLORS, Motivational Interviewing, Cognitive Behavioral Treatment, and in administering the LS/CMI. She is also an excellent trainer of new officers, and enjoys taking time out of her day to help her fellow staff. Cynthia's current position is with the high-risk offenders in a specialized caseload funded through SB678. She also is training to work extra-hire on an as-needed basis in the Juvenile Hall. She finds working with the detainees very rewarding. Cynthia has proven herself to be a well-rounded and dedicated Deputy Probation Officer, who has become a very valuable asset for the Department.

Even though Cynthia grew up in the mountains and worked on a fishing boat; she really identifies herself as a "city girl." She likes nothing better than going to San Francisco sev-



**Cynthia Fix**

eral times a month to visit museums, listen to music and walk the Farmer's Market at the Ferry Building. Cynthia also loves to travel and especially loves New York City, where she often travels with her adult children. She enjoys walking through the neighborhoods of the city and taking in all of the different cultures. Besides traveling and snowboarding, Cynthia also spends as much time as she can with her five-year-old bulldog, which she says the dog considers to be her "third child."

After talking with Cynthia to prepare this article, it is clear that she has a true passion for the work she does in the field of probation. She looks forward to coming to work, to seeing her clients and co-workers, and to being successful in helping people turn their lives around. We are so lucky to have such a passionate employee !



## Welcome Heather Donoho

By Alisha Krupinsky

Heather obtained her Bachelor's Degree from California State University San Marcos (near San Diego!). She earned a double major in Criminal Justice and Spanish. Heather grew up in the San Diego area and the Spanish language was a part of her daily life. She wants to further her education and has plans to earn her Master of Social Work.

Heather previously worked as a case manager for the San Diego Probation Department . She was a part of the WINGS (Working to Insure and Nurture Girls Success) program. She worked with high risk girls who were at risk for placement. Heather is currently assigned to the Intake Unit of the Juvenile Services Division.



**Mike Daly fishing at Lake Almanor**



**“What did I do on my summer vacation???  
I got married!”**

**- Fredi Bloom**



**Honolulu sunset taken by Nuvia Urizar**



**Nancy Hillman’s shot of the Golden Gate Bridge from the top of a double-decker bus.**



**Gettysburg Museum in Los Angeles by Nancy Hillman**





Photos taken by Abby on her adventures through the Southwest.



Kevin Lynch's photos of Old Faithful, the Grand Tetons and a grizzly bear at Yellowstone National Park



# Marin City Community Annual Labor Day Jazz and Blues Festival

By Darnell Roary

Once again, several probation staff came out to support the Marin City community for the Annual Labor Day Jazz and Blues Festival. A great time was had by all as the perfect weather, various food selections, and incredible music filled the air. I huge THANK YOU to Fredi Bloom, Melissa Davis, Heather Damato, Wardell Anderson, Kuo Lew, and Kevin Coleman who came out to represent Probation at this event. Another thank you goes to Chief Daly and his lovely wife, as well as Supervisor Isreal Jones who stopped by to enjoy the event.

As expected, both members of the community and other agencies in attendance gave very positive feedback about our presence and support. I also received several very positive compliments from current and ex-probationers about the great work that Fredi and Kuo did with them to help turn their lives around!!! GREAT JOB Fredi and Kuo!!!! There were also several County Community School students doing community service hours under the supervision of CCS Campus Supervisor and Phoenix Project Outreach Worker Darrell Roary (my uncle!). This has always been a great opportunity to get up close and personal with community members as well as get to know our probationers in a fun and relaxed atmosphere.

Stay tuned for more information about the 3<sup>rd</sup> Annual Veteran's Day Parade in November as the Southern Marin Community continues to celebrate our war heroes known as the Tuskegee Airmen in preparation of the soon to be released Lucasfilm's movie "Red Tails" in January of 2012.



DPO's Heather Damato, Kuo Lew and Melissa Davis



The stage for the Jazz and Blues performances



Amazing food was enjoyed by all





The returning Marin County Softball League Champions, The Violators found themselves back in the Championship game this year. The Violators started off a little shaky this season, only to find their stride early on and continued to gain momentum throughout the regular season. The Violators completed the season with an impressive seven game winning streak, in a three way tie for second place with the Sherriff's and the Assessors Depart-

ments. The Department of Public Works (DPW) came in first. The Violators headed off to the playoffs with their winning defense and won the first two playoff games, moving them in to the Championship game against DPW.

Despite a strong showing, a repeat was not to be had and the Violators relinquished the trophy to DPW with a score of 7 – 6.

This year The Violators' roster had returning players: Al Charmatz, Mike Daly, Melissa Davis, Tim Farrell, Lindsay Lara, Eric Olson, Nick Petrucela and Darnell Roary. They also

had some new faces on the roster: Scott Dumont, GC; Omar Padilla, GC; Nesrin Misif, JS; Katie Meseroll and Charlie Dresow, ADI.

Susana Tabunut, Mary from court security, Rob from the courts, Elizabeth Carranza and Samantha Klein made appearances during the regular season this year as well.

It was an outstanding season and says a lot about our team going to the Championships two years in a row. We are looking forward to next season when we can bring the trophy back home. Go Violators!



**Darnell Roary, Omar Padilla, Charlie Dresow, Al Charmatz, Mike Daly, Eric Olson, Nick Petrucela  
Katie Meseroll, Melissa Davis, Lindsay Lara  
(Missing Scott Dumont and Tim Farrell)**

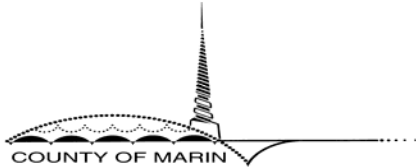
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*The Condition of Probation*

*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

Abby Dennett, Nancy Hillman, Alisha Krupinsky and Kevin Lynch

**Thrive Across America (from pg. 3)...**

encourage (pushed, coerced, threatened relentlessly) members of their team to work out and record their time.

What did some of the team members have to say about the experience?

“What I got out of participating was realizing that exercise and general well-being is not something that should be fit into my day only when there is free time, but it should be the priority. I have not kept up with it as well as I should, but I now carry that nagging thought there is no good excuse for not doing some kind of exercise activity every day ...” Kevin Lynch

“What I enjoyed the most about the Thrive Across America was working towards a common goal as a team and supporting each other in reaching that goal. Due to this feeling of mutual responsibility, it pushed me even further to get in those 60 minutes every day. The hike was a really great experience, seeing all of us come together to celebrate our achievement and being with your colleagues in another venue.” Jeana Reynolds

“Being part of this team was incredibly inspiring and fun. Once I made the commitment to participate, there were no excuses or reasons not to go out and have fun while I exercised. I often thought of my team members as I was out running or doing whatever it was to be healthy that day. I loved the e-mails shared on occasion and the laughter/smiles it gave me. This experience was

motivating, inspiring and fun.” Angela Arenas

“I liked the team because it kept me working out everyday; I think I even ran at 11pm one night with my dog to not miss the day of exercise. On a couple occasions I went out at 5am – normally on busy days I would just miss exercising altogether but with others counting on me I made a real effort.” Michele Boyer

“Usually it is a challenge to get such a large group of people who have busy work and personal schedules to commit on such a high level, but we did. I mean, it’s hard enough to plan a dinner party for six and coordinate dates! Thrive Across America was a success in the sense that our team communicated with and encouraged each other to be the best that we could be.” Janene Conner  
Personally, I explored activities that were absent from my daily routine. I am

not a runner, and I can only go to the gym so many times a week because I find it to be mundane. While participating with this challenge, I kayaked in the bay, tried water skiing, hiked Angel Island, camped, played croquet, and explored other fun things that surround us in the Bay area. We are so lucky to live in an area where we have such natural beauty in our “backyard”. I had fun, and I’ll be up for the challenge when it comes again!” Kate McDonough

For me, it was a great experience even when I found myself with just a ½ hour left in a day at 11:30 PM to try and squeeze my workout at the end of a very long day in order not to let my team members down. I appreciated everyone’s encouragement but the best part for me was the hike with our team at 6:00 AM on the last day of the competition on the Lucas Valley hills. It was just amazing!



**Living Legends team ; Kevin Lynch, Steve Shapiro, Selina Johnson, Jeana Reynolds, Michele Boyer, Kate McDonough, Janene Conner and Angela Arenas**