

# The Condition of Probation

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<b>Chief's Corner</b>	1	T4C stands for Thinking For Change. Lucie Brown and Melissa Davis, both Deputy Probation Officers, are offering this program to their clients. They are currently facilitating a group of participants that are out of custody. We asked Melissa some questions about the program she has helped to lead. The premise of the program is that the way we think leads to the way we act or behave. Melissa said, "That's the key, if we change our thinking then we can change our behavior. Also, it helps to identify attitudes and beliefs and put a name to emotions. It is a lot harder than it sounds for some of these individuals with some of their social skills." Below are some of her impressions of T4C.
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## What is T4C?

By Matt Perry

### How does it work?

We introduce a skill in the program and the class has time outside of the classroom to commit to practice the skill. An example of a skill to work on may be conflict resolution. The class will then

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## Chief's Corner

By Michael Daly

### AB 109 Criminal Justice Realignment News

At the very beginning of Realignment in late 2011, Bob Doyle, the Marin County Sheriff, promised that our jurisdiction "will be a model" for other counties to follow." Well, Bob definitely called it right! The Community Corrections Partnership (CCP) recently gave a one year report to both the Criminal Justice Behavioral Health (CJBH) Committee, chaired by Supervisor Susan Adams, as well as the entire Board of Supervisors at a scheduled workshop meeting on November 16, 2012. The following are the highlights from those meetings that meant the most to me.

#### Cooperation

The CCP consists of the District Attorney, Public Defender, Sheriff, Director of Health and Human Services, a local Police Chief, Marin Superior Court representative and it is chaired by the

Chief Probation Officer. I am happy to report that because Marin's leaders have a shared vision of what is the best way to achieve public safety, our planning and allocation of resources have been without internal strife. Considering the challenges that have occurred in other jurisdictions, where the relationships, philosophies and priorities are not as well aligned, Marin's Partnership is doing about as well as one could expect.

#### Five Guiding Principles

The CCP established a set of common principles early on in our start up process that were designed to steer decision making. These have been very useful to screen ideas, programs and concerns as they appear before the Partnership group. These principles are:

- ensure public safety
- use evidence based practices
- seek to assist in behavior change

- be collaborative
- employ data to drive decisions

#### Budgetary

Counties throughout California have developed different strategies for how to deploy the funds from the state. Some jurisdictions have applied the funds to invest in more jail bed space, and others in treatment options, and others in a combination. Some have resorted to dividing up the funds on a percentage formula and spending every penny issued. Marin County's CCP chose to allocate funding based on needs which are expressed and approved through an application process. All budgetary requests are screened prior to going to the full body for vote, and the funding requests must meet specific criteria, developed primarily on the five guiding principles indicated above. This strict adherence and disci-

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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.*

## **All in a Day's Work**

**By Steve Blair**

On April 28, 2012, a 17-year old boy was arrested and booked into the Marin County Juvenile Hall for two counts of attempted murder and auto theft. While driving a motorcycle in Mill Valley, he allegedly stopped and fired five shots into an occupied pickup truck. Miraculously, the victims were not hit but did sustain minor injuries from flying glass. Through excellent detective work, this young man was identified and later followed to a storage unit in Richmond. When arrested, he attempted to draw a loaded weapon. Inside the storage unit police discovered a Lamborghini that had been stolen from an auto dealership in San Francisco over a year ago. In this auto theft, the suspect climbed onto the roof and rappelled down. Also found in the storage unit were automatic weapons, the motorcycle used in the above mentioned shooting, a complete police uniform including a badge, police radio and a cell phone jammer. Our District Attorney did a direct file to the adult court.

Group Counselor Josh Lowery worked the overnight shift on August 9<sup>th</sup> and

was scheduled to be off duty at 6:00 AM on August 10<sup>th</sup>. Around 4:30 AM on August 10<sup>th</sup>, Josh heard banging sounds in the South hallway. He immediately thought of our high-profile young man knowing that he was scheduled to be transferred to the County Jail later that morning. As Josh looked into the window of the room, he saw something striking the outer glass window with what later turned out to be a sledge hammer and immediately opened the door to the room. This outer window, while broken, was still intact. Josh grabbed the minor from his bed, pulling him out of the room and yelled to other staff to call 911. Josh immediately locked the door behind him so that if the window was broken through, those breaking in would not be able to proceed further. Josh quickly escorted the minor to the observation room which he secured. Josh then raced back to the South hallway where he and other staff quickly moved the other minors to another hallway. He then locked the door to the South hallway to preserve the crime scene.

By his actions, Josh prevented the es-

cape of a very dangerous young man into the community, protecting the other young men from any possible harm and minimized the threat risk to the other staff on duty. Josh was calm and made all the right decisions in a major crisis situation. When Josh returned to work at 6:00 PM on August 10<sup>th</sup>, his attitude was that the preceding shift's event was "all in a day's work" and that he could not have done it without his teammates.

The Department is very proud of Josh, his actions and outstanding judgment in a crisis and his attitude and performance in general. The Department nominated Josh for the "line staff of the year" award offered by California Association of Probation Institution Administrators (CAPIA). Josh was selected as the award recipient and members of the Department accompanied him for the celebration held at the CAPIA meeting in San Luis Obispo on Wednesday, September 6, 2012.



**Pictured from left to right: Chief Probation Officer Michael Daly, Deputy Chief Probation Officer Mariano Zamudio, Sonja Lowery, Josh Lowery, Juvenile Hall Superintendent Steve Blair and Juvenile Hall Supervisors Gary Trent and Tori Lemos.**

## **What is EVOC Training?**

**By Matt Perry**

EVOC stands for Emergency Vehicle Operations Control training. Recently, several groups of our field staff attended this important training. It is eighteen hours of training focused on defensive driving, precision driving, collision avoidance, vehicular control, emergency lane change, skid recovery and controlled braking. It involves classroom training and valuable behind-the-wheel exercises as well.



**Scott Dumont picked up a "hitchhiking cone" along the way.**

**Staff practiced maneuvering cars through the "slick track."**

As we find ourselves out in the field more working with the community, our time behind the wheel has increased. It makes good sense to provide staff this valuable safety training to match the need. (Also from a risk management perspective it doesn't hurt either!)

Staff found that they really enjoyed the training as well. The feedback from staff was along the lines of, "...that was the best training ever!" and "When can we do that again?"



## **What is T4C? (from pg. 1)...**

role play the skill before the next session. One participant will identify in class another participant to role play with in a scenario. After class, the participant will then practice the skill with a situation they have identified. They will return to class and report how it went. The group will provide positive reinforcement through direct feedback with each participant.

### **How do participants respond to it?**

The response from the participants has been positive because the opportunity in real life to use these skills is readily available. This is real life. It is about choices and "in your face" situations. The clients are able to utilize skills every day and come back and really talk about how it went. The role playing is powerful and they are able to work out issues on the role play.

We are able to get people to feel safe by telling their story in the group format where they feel comfortable and it

empowers the group. They set the rules and what they should look like. For some participants, it takes longer but usually by week three, everyone is sharing. They are all forced to role play in class which is a requirement of the course. Everyone is vulnerable and there is a sense of community. They end up being proud of each other and themselves.

### **What are the major topics covered?**

While doing the last group of in-custody participants, it was quite interesting. It was a learning experience for us in their limited environment. For example, topics such as roommate interactions, visitation and authority interaction were discussed. They could practice the skill with their roommate or in the custodial environment. The opportunities were limited to the environment where they were and to watch their progression was very eye opening.

With the out-of-custody group, it is usually about relationships and dealing with a co-worker or boss.

### **Is it successful? Why?**

Yes, it is successful because participants clearly identify their thinking and change it. They have stated that before they would have reacted and had never been able to identify their thinking or how they felt. Now they have time to think and judge an "in your face moment" or time to think moment. Stopping to think is a large part.

### **Below are some comments from participants:**

"I think that T4C is an amazing class that should be taught in schools as part of every child's curriculum."

"Wen [sic] I took this class I started to see a dramatic change with in."

"I hope this class is continued and taught to other people on probation."



## **Today's Draw: Marsha Leonard**

**By Michele Boyer**

Marsha Leonard was born in Ft. Smith, Arkansas and raised in Iowa City, Iowa through high school. She attended Iowa State University where she met her husband Mike, with whom she has been married 45 years. They have two daughters; Kaitlyn, who lives at home, and Jessica, who lives right outside of Portland, Oregon. Jessica and her husband have a 15 month old son, who is the "light of Marsha's life."

Marsha's first career was in the arts. During and soon after college, she choreographed and performed in several musicals at Iowa State including *Music Man*, *Kiss Me Kate* and *Okla-homa*. After graduation, Marsha obtained an MFA in Dance and Theatre and then moved to New York, where she danced and Mike worked as a Creative Director and Copywriter for advertising agencies. Marsha's dance career was curtailed by a serious injury, during which she could not dance for 9 months. During that time, she and her husband began their family, and Marsha also started her second career. She went back to school in Early Childhood Education at Erick Erickson's Institute for Early Child-

hood and developed a parent-child center in a teaching university based on child development, parent support, music and movement. She also started working at Chicago Children's Hospital as a Child Life Specialist with children who were oncology patients and their families.

A career move for her husband brought them back to the Bay Area, and Marsha eventually went to school in Clinical Psychology/Drama Therapy to become a licensed MFT and Drama Therapist. Marsha has either done internships and/or worked at Bay Area Community Resources in all the elementary schools in Ross Valley and at Miller Creek Middle, St. Vincent's School for Boys, and Oakland Children's Hospital. Marsha has been successful at combining her interests in the arts with her profession of mental health. She put together a play from the writings of 5<sup>th</sup> graders about loss, divorce and death and then turned it into a musical that toured the school district. She has also done a number of musicals with the kids including, *Wizard of Oz*, *Peter Pan*, *Free To Be You and Me*, et al.

In 2001, Marsha started to work with



Marin County at Community Mental Health as the therapist in the Blended Classrooms at Drake, Redwood and Talmalpais High Schools. She also developed our Transition Age Youth program (TAY) when CMH received their state money to provide services to this population. On January 1, 2008, Marsha came to work for the Probation Department, where she is the therapist in Juvenile Hall and part of the Portal Team.

Marsha has enjoyed the friendships she has made through the County and especially likes working with the kids and staff in the Hall. Marsha says "there have been a lot of changes over the past five years and the kids have benefited from all the hard work put in by everyone in the Department on their behalf."



## **Personnel Moves**

**By Kevin Lynch**

### **Monique Damroth**

Monique, a regular-hire Deputy Probation Officer in the Adult Division since 2010, left the Department in August of 2012 to explore other career opportunities.

### **Suzanne Ruby**

Suzanne Ruby, a very recent hire as a Group Counselor, decided to renounce her position in October.

## **Congratulations are in Order**

In September, Matt Perry was promoted to the Probation Operations Specialist position, a new job class which replaced the Probation Analyst position. Matt has an extensive career in probation which has led him to this new position. Prior to coming to Marin County, Matt worked for about three years in another smaller county probation department as a supervision deputy and on assignment to their Major Crimes Task Force. Matt's background in the Marin County Probation Department began as an extra-hire Group Counselor at the Juvenile Hall approximately 20 years ago. Matt has worked in all three divisions; Juvenile Hall, Juvenile Services and the Adult Division. As a Probation Supervisor, Matt managed the Field Services Unit, which was responsible for supervising high risk offenders, and which also included a deputy probation officer dedicated to the County's Coordination of Probation Enforcement (COPE) program. The Field Services Unit underwent significant changes during the time that Matt supervised it. The Department began to arm deputies during his tenure as a Supervisor, and this unit was at the forefront of that shift. Matt had the opportunity to help administer the arming project, and continue to train

staff in safe, effective field supervision practices as well.

Matt has a strong set of skills and experience that make him well qualified for his new assignment. Public service runs in his family, with a father who was in the United States Air Force and a mother recently retired from the Marin County Sheriff's Department after working over 26 years as support staff personnel. Matt recently received a Master's Degree in Public Administration from Golden Gate University in San Francisco. As part of graduate research project, Matt studied the use of Motivational Interviewing by Probation Officers on the high risk caseload population. This led the Department to implement a satisfaction survey with realignment AB109 clientele.

The responsibilities of the Probation Operations Specialist include monitoring the Department training program, tracking outcomes for the Adult Division as a function of the County's "Managing for Results" program, as well as implementing some newer operational components such as a field training program for staff. Matt will also serve as the range master for the Department's arming project, as well as a media liaison.



The Probation Department continues to make great strides in maintaining effective, field-based supervision, using strength and evidence-based practices whenever possible, and monitoring outcomes. Matt's assignment will ensure that these efforts are implemented well and help to achieve the Department's mission.

Grady Livingston began his career with the Marin County Probation De-



partment as an extra-hire Group Counselor in 1999. In 2000, he became a permanent hire Group Counselor. From 2001 until his promotion to a Probation Supervisor, Grady was a Group Counselor III.

Grady brings much enthusiasm, passion, experience and hard work to his new position and gains much respect from staff with whom he works. Grady was raised in Oakland, attending Bishop O'Dowd High School, and is a 1995 graduate of Howard University. In that same year, he began playing professional basketball for the New Jersey Nets. Prior to working at Marin Coun-

ty Juvenile Hall, Grady was employed at St. Vincent's School for Boys for three years both in residential homes and at Timothy Murphy School. Prior to that, Grady had worked with at-risk youth at Youth and Family Services in Solano County, Westside Mental Health in San Francisco and at EE'S Residential Group Homes in San Jose.

Grady said that he "is very excited about this new position and the opportunities it presents, welcomes the challenge and is willing to assist any member of our Department to achieve their goals."

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## **Chief's Corner (from pg. 1)...**

plined approach has netted Marin County a healthy reserve going into budget years 2012-2013. The CCP is committed to being cautious as the funding available for this programming may change in the future, depending on the State budget.

### ***Probation Report***

I am so proud of our Department's staff in managing this historic shift in criminal justice policy. This last year was just like in the words of our former Chief Mike Robak, "building a plane while already flying." This took a lot of hard work and problem solving at every imaginable level and our staff, including administrative support, deputy probation officer and managers, did an excellent job of developing a comprehensive, successful and impressive program.

### ***Sheriff***

The biggest impact for the Marin County Sheriff's Department has been the defendants who remain in custody for violations of State parole. Under Realignment, these defendants serve their parole revo-

cation time in the county jail, which is a major change and a new input into the jail census. Defendants who are accustomed to state prison and the culture of those institutions present a challenge for the Sheriff's staff to manage. The level of inmate sophistication and the dangers that they can present have had a significant impact on the jail staff. Due to efforts to relieve the jail census overall, the population has been consistently hovering around 290. That is probably attributed to our low crime rate, alternative to incarceration programs as well as our new Pretrial release program that has been very successful.

### ***Health and Human Services***

The services that are being allocated to better supervise and treat our offenders are likely unique in California counties. Not very many other counties have dedicated as high a percentage of Realignment funds towards treatment for offenders. Once again, our collective thoughts on the CCP include that you must rehabilitate an offender in order to achieve pub-

lic safety has led to this decision to invest in support and treatment services.

There remain challenges in the future for Marin's management of Realignment. Our Courts, District Attorney and Public Defender partners will have some challenges starting July 1<sup>st</sup> of 2013 when state parole hearings will begin to be heard in our Marin Superior Courts. While the Chiefs of the local police agencies are happy with the level of commitment to enforcement offered through our multi-jurisdictional COPE team, it only takes one incident of crime to raise the specter of concern for public safety that some of these offenders can represent. However, for the reasons that I explained at the beginning of this article, I am confident that our common vision, adherence to guiding principles, and positive working relationship among members of the CCP will mean that we can meet whatever challenges arise, and live up to Sheriff Doyle's promise of Marin being a model for successful implementation of Realignment.



The County of Marin's Leadership Academy, a collaborative effort between Dominican University and the County to foster the next set of leaders in government, dedicates one of its ten sessions to the notion of "coaching" as an important element of the employee-supervisor relationship. Coaching has been defined as "guiding a person to a goal that is visibly successful." Coaching is distinct from mentoring, as coaching is connected to performance in relation to a particular job assignment or task, while mentoring refers to an individual's professional development. Coaching is also considered separate from day to day supervision of employees, as coaching has a longer

term emphasis on removing barriers that impede a staff person from achieving excellence. The practice of coaching helps to "connect the dots" between a staff person's completion of their tasks and the agency's performance of its mission and goals. It seeks to develop the confidence and competence of the staff person to solve their own problems or challenges, and create greater capacity for the organization as a result. Coaching sessions occur on a regular basis, and require that staff meet with their supervisors in one-on-one sessions to review issues, situations and/or circumstances that interfere with achieving excellence in

the performance of their duties. Some of the benefits of coaching include:

- Increases Performance
- Increases Results
- Increases Confidence and Competence
- Increases Trust
- Increases Engagement and Cohesion
- Increases Bench Strength
- Frees Manager up to do their Job and focus on higher level work

Several staff from the Probation Department attended the Leadership Academy

## **Probation Department Streamlines Coaching Initiative**

**By Kevin Lynch**



## **Probation Department Streamlines Coaching Initiative (from pg. 6)...**

and were inspired by the idea of implementing coaching in our organization. Chief Mike Daly also liked the idea, and it turned out that several managers had started to practice with this idea approximately 18 months ago, even before the notion was discussed at the Leadership Academy. Managers began to meet in one on one sessions with their staff and discuss issues that relate to the performance of their assignments. As with many initiatives of this kind, response to it varied; some staff thought that managers had lost their minds, while others wondered what

had taken so long to adopt an obvious and necessary forum. Refining the practice of coaching, and making it more consistent from manager to manager, became easier in October after all staff from the Department underwent training in it from Kate Powers, the consultant who presented the material to the Leadership Academy.

The County's Human Resources Department is encouraging all departments to adopt coaching in its manage-

ment practices, for a variety of reasons. The most compelling rationale to do so, however, is that coaching provides the opportunity for staff to be informed about how the performance of their assignment is affecting their organization's mission. When staff receive guidance, feedback and support from their supervisors in coaching sessions, they will know whether aspects of their job performance need to be improved, and how they can be part of the organization's overall success. The Probation Department is pleased and proud to be at the vanguard of implementing coaching in Marin County and is confident we

## **Congratulations are in Order from pg. 5)...**



Jeff Virzi was promoted to Probation Supervisor and assigned to the Field Services Unit.

Jeff has 15 years of Department experience starting with the Juvenile Hall as a group counselor and then promoted to a Deputy Probation Officer, assigned to Juvenile Services. While in Juvenile, Jeff worked in all of the various units, with his last assignment being placement. Jeff then transferred to

Adult Services resulting in Jeff having a wealth of knowledge of the entire Department. Jeff has almost 15 years working out in the field, so he brings substantial experience to the position.

Jeff says he is looking forward to the new challenges the position holds for him. He has enjoyed working with his clientele and community based organizations and is motivated to continue working with them on a different level.

## **Jeff Virzi, Kenyetta Wilson and Jeana Reynolds**

These three achieved the greatest improvement during the Department's summer fitness challenge.



## **Giuliana Ferrer**

Giuliana earned the County's Employee of the Month award for October. A well-deserved recognition of Giuliana's efforts! Giuliana was recognized at a Board Of Supervisors meeting. The Probation Department along with her husband and son showed up to applaud her!

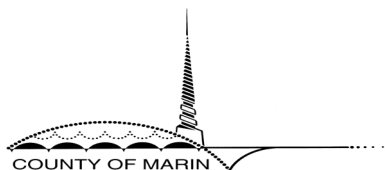
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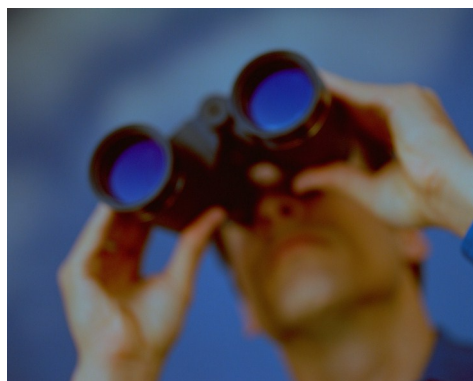
***The Condition of Probation***

***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 Perry, Nancy Hillman, Abby Dennett, and Alisha Krupinsky



**On the Look Out!**

Be on the look out for more personnel moves and new bios as we move forward with the hiring of Deputy Probation Officers and of Group Counselors.

Be watching for pictures from our Holiday Employee Recognition Party. The party is being held at the Sheraton in Petaluma on December 1, 2012.

We would love to know what you are up to. If you are interested in sharing what you are doing, we would like to include that in all future editions as a regular feature. Please contact us with pictures, adventures, news, or just catching up. Contact Alisha Krupinsky at [akrupinsky@marincounty.org](mailto:akrupinsky@marincounty.org)

**Recipe of the Quarter**

**Microwave Peanut Brittle**

**By Alisha Krupinsky**



It is really easy and doesn't require a candy thermometer! You make this brittle in the microwave! I made this peanut brittle, and everyone loved it. No one would ever know it was made in the microwave! You will have to play with the cooking times and adjust them to your microwave. It is also a good idea to have everything measured out before you start so the sugar doesn't harden prematurely.

**Ingredients:**

1 cup sugar  
1/2 cup light corn syrup (Karo)  
1 Tbsp butter  
1 tsp vanilla  
1 cup peanuts (I use lightly salted cocktail peanuts)  
1 tsp baking soda

**Directions:**

Combine sugar and syrup in a microwave safe bowl (I use a glass bowl), stir. Microwave on high for 5 minutes. Add butter, vanilla and peanuts; stir. Microwave on high for 1 minute 30 seconds. Remove bowl from microwave and quickly stir in baking soda. Immediately pour mixture onto parchment paper, or aluminum foil. Spread into a rectangle and let cool for 1 hour. Break into pieces and enjoy!