

The Condition of Probation

Probation Looks to Invest in Youth Development

By Kevin Lynch

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Probation Looks to Invest in Youth Development	1
New Hires	2
FTO Program	3
Probation Leads Update	5
Inny Award	6
Steve Blair Retires	7
Today's Draw	8

The passage of Proposition 30 in this past year's election provided just the sort of funding certainty the field of community corrections needed. After years of budget uncertainty at the State level, probation departments such as Marin County were very cautious in how we dedicated funds, not certain whether funding would be continued from one year to the next, or at what level. It meant that the prudent fiscal path was to only commit funds to the most basic and core services, for fear that overextending would result in having to make cuts and retrenching services. Enactment of Proposition 30 in last November's election means that the State's budget will be much more stable than it has been since 2006, and that funding streams that support juvenile probation programming can be counted on for several years into the future. As a result, the Marin County Probation Department now has the capacity to fund additional programming to improve services to youth in the juvenile justice system. After years of investing in the use of evidence-based services, both for treatment and for probation supervision, the Department is now looking to support a variety of programs that help youth find opportunities which will ideally help to divert them from delinquency. These efforts will have their focus on the Canal and Marin City neighborhoods, which are two of the communities most impacted by juvenile justice issues in Marin County. Some examples of these efforts are described below.

Continued on pg. 4

Chief's Corner

By Michael Daly

The value of having Emotional Intelligence

The County of Marin recently offered a class on Emotional Intelligence for County employees. I felt this was a very generous commitment and I feel very strongly about what this class offers and how helpful it can be as we navigate ourselves throughout our career.

Emotional Intelligence consists of the abilities to perceive and manage emotions for oneself; and to accurately perceive and understand the emotional expressions of others in order to effectively connect, communicate and collaborate.

I have hired many people and interviewed even more. I tell a story to prospective employees that is factual yet a little scary. It goes like this. Generally speaking, we as County employees spend more waking time together than we do with our own spouses/significant others. I do a little morning time calculations and add in an evening calculation (I go to bed early) of actual time I spend with my wife and it usually comes out to about half the hours of a normal working day. So I proceed to tell them that theoretically if I hire this person, he or she will be spending more waking hours

with me and other co-workers than their own spouse/significant other. And here is where it gets funny because I always enjoy the looks on their faces. I state to them the above facts and then I say to them after a brief pause, "I didn't marry you." After we both laugh and they too come to that scary mathematical realization, I then say that I place a huge value on people who have emotional intelligence, who have the ability to navigate the hallways, read people, know when to act, when to speak, when to walk away etc. We as probation

Continued on pg. 8

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.

New Hires

Sandra Mancilla graduated from UC Davis in 2007 with a B.A. degree in Sociology- Law and Society emphasis. She started working for San Mateo County as an Office Assistant for the Human Services Agency, and was promoted several months after that to a Community Worker in the Employment Unit. Her primary duties were to assist under-employed clients on government assistance programs gain self-sufficiency through employment. In September of 2008, Sandra was hired by San Mateo County's Probation Department as a Group Supervisor II for the Institutions Services Division. She held various assignments in the Special Management Unit in Juvenile Hall, Margaret J. Kemp camp for girls, and Camp Glenwood (boys' camp). In her last assignment, she worked for the Court Services Division as a Pre-Trial Services Officer, supervising defendants on pre-trial release.

Sandra's present assignment is with the Intake Unit of the Juvenile Division.



Massa Washington was born in Monrovia Liberia, raised in various states in the US, and currently resides in the beautiful San Francisco Bay Area. Massa received a bachelor degree in Psychology from Clark Atlanta University, and a master of Criminal Justice from Boston University. With strong interest in the welfare of juveniles and justice, Massa began her career in criminal justice at the City and County of San Francisco Juvenile Probation Department Juvenile Hall as a Probation Counselor. After 4 years of working extra hire for San Francisco, Massa was recently hired full time as a Group Counselor for the Marin County Probation Department. Furthering her knowledge of public services and leadership in human services, Massa is currently taking online courses at Capella University with hopes of attaining a PhD in Multidisciplinary Human Services. Outside of work and education, Massa enjoys spending time with her loved ones, traveling, cooking, volunteering, and exploring new activities. Massa is very happy to join the Marin County Probation family, and looks forward to years of serving Marin County and its residents.

Nesrin Misif was raised in Marin County (born in Jordan, moved to US at age 2) and attended San Rafael High School. She received her AA in Sociology at Santa Rosa Junior College and went on to earn her Bachelor of Science at Sacramento State University. During these years she held several positions at work to get her through college. She also volunteered with the American Criminal Justice Association at Sac State that participated in a wide variety of community service, fundraising and competitions. She also held a Board Member position as a Membership Coordinator. Concurrently, she was commuting back to Marin to volunteer with the Juvenile Probation department, working on the Admin Caseload in 2011. She enjoyed taking what she learned in school and applying it to her internship and now at the Juvenile Hall as a Group Counselor. During her leisure time she enjoys staying fit with a variety of dance classes including Zumba, which she is now a certified instructor. She enjoys cooking, traveling often, spending time with family and being involved in her job through extra trainings and volunteering to help within the community. She's excited to excel within the Probation Department and further her education to receive her Masters within the next couple years.



Onboarding Update

By Matt Perry

How do you transfer knowledge as an organization? How do you ensure staff at different work sites understands each other's unique jobs? How do you orient new staff to your entire organizational structure? One way is to create an onboarding program.

Onboarding could be simply defined as an orientation program. The department has begun the process of an employee orientation program in an effort to create a formal mechanism in the transfer of job knowledge and understanding of the workings of the entire organization. Also, it provides a formal orientation to the entire department.

For newly hired staff it means meeting with different people identified within the organization as being experts in their field of work within the Department. It also means that veteran staff are willing to share job knowledge with those new staff and others interested in participating in the process.

New staff are able to go to the different work sites to which they may not normally be assigned. It provides them with a better sense of where their job fits within the entire organization. They get to meet with other staff that they may not normally interact with on a day-to-day basis. Also it spreads out

the responsibility for orientation beyond the immediate supervisor.

Selfishly, I have enjoyed sharing the Department's philosophy and perspective of some of our changing initiatives over the years with fresh faces. Also, with new staff come a different perspective and some really good questions about how we do business. As a result of the feedback from participants, we have modified certain areas that are covered and added additional material. I look to seeing this continue in the Department for many years into the future.

Field Training Officer (FTO) Program Kicks Off

By Matt Perry

What is the FTO program ?

The Marin County Probation Department is initiating its FTO program in June of this year. This is a crucial step in the ongoing process of increasing our Department's operations in the community in a manner that is both effective in increasing accountability of probationers and ensures safety for staff. FTO programs have long been a staple of police agencies, and are used to ensure that officers learn and then demonstrate proficiency in key tasks and procedures.

A typical FTO program works by assigning an experienced officer to a trainee. The experienced officer first explains the tasks, and then demonstrates it to the trainee. After the period of instruction is completed, the trainee is expected to demonstrate their understanding and proficiency in each task. As those are completed, the trainer "signs off," thereby attesting to the fact that the trainee has demonstrated sufficient skill in a particular task or skill, and they move on to the next one until all are completed.

Why does the Department need it ?

Over the last several years, both the number of Probation staff, and the

amount of time they spend working in the field, has grown substantially. That growth in contacts made in the community brings a corresponding increase in liability, as the tasks performed in the field require a new set of skills, safety equipment, and procedures which are more complex, and potentially have more serious consequences than those typically performed in an office setting.

In order to ensure that those skills, equipment and procedures are acquired, managed and conducted appropriately, the Department has chosen to initiate this program. An FTO program not only provides the Department with the confidence that staff is skilled enough to perform high liability tasks such as arrests, searches and contacts in the community, it also provides added protection to staff. Through careful one-on-one attention, staff is assured they understand and are capable of performing these assignments within Department policy. While this idea is relatively new to probation departments in California, it is one that many are scrambling to piece together. Working with a high risk population such as the offenders supervised under AB109 (realignment) demands an even greater emphasis on officer safety in the field.

How will it be done ?

Some of the Department's most experienced field staff were selected to participate in a week long FTO training course. Soon after that training, the group met with myself and Chief Deputy Mariano Zamudio to discuss how to apply the principles learned in that program to a probation department setting. The end result of those discussions, the FTO school training, and a great deal of research on the efforts of comparable probation agencies, was the "Field Training Guide," which articulates 14 domains that are covered in training:

- *Department policies and procedures*
- *Required basic training courses*
- *Field performance (non-stress)*
- *Field performance (stress)*
- *Vehicle operation*
- *Radio communication*
- *Officer safety*
- *Relationships/interview skills*
- *Decision making*
- *Conducting probation searches*
- *Relationships with co-workers*
- *Use of evidence-based practices*
- *Attitude towards probation work*
- *Acceptance of feedback*

Continued on pg. 6

Probation Looks to Invest in Youth Development **(from pg. 1)...**

Academic counseling for junior college enrollment

Robert Flynn, a retired academic counselor from the College of Marin, continues to work with probation youth who might benefit from a junior college experience. The breadth of academic and vocational opportunities offered at junior colleges, along with financial aid, can be a perfect opportunity for many youth who have not been successful in traditional academic environments. Robert provides an intensive and personal introduction to what the College of Marin can offer.

Recreational activities with Lift for Teens

The Juvenile Division has collaborated with Lift for Teens to provide a recreational activity program for youth on probation. Life for Teens is a local non-profit organization which promotes healthy choices by educating youth on diet issues, and providing fun, engaging activities that encourage exercise. Lift for Teens staff work with probation youth one day per week and provide recreational programming at the Novato Hamilton complex.

Job development through Youth Working for a Change

A collaborative effort of the Probation Department and Health and Human Services, this program provides a variety of vocational opportunities for youth referred to the juvenile justice system. Job training, job readiness, internships and employment placement assistance are some of the important services offered through this program. Since its inception in May of 2012, the program has served 85 youth, 46 of whom have obtained some form of paid employment.

Youth leadership with Canal Welcome Center

The Probation Department has collaborated with the Canal Welcome Center to develop a "youth leadership" initiative designed to entice youth on probation to consider taking steps to change their behaviors. Staff from the Canal Welcome Center (primarily from the "Partners for Success" program, which is a collaborative effort of the Probation Department and Canal Welcome Center to encourage youth to complete probation successfully) will recruit youth on probation to take part in a program that will involve three parts:

- Taking part in outdoor recreational activities such as backpacking and river rafting
- Assuming responsibility for completing community service projects in their community
- Discussing and developing strategies to regain autonomy in their lives

Youth for Justice Academy

Alcohol Justice is a nationally-renowned advocacy organization that monitors and calls attention to the proliferation of alcohol sales and marketing across the country. The organization is increasing its focus on providing opportunities to youth in the Canal neighborhood of San Rafael, where the organization headquarters are located. An example of this has been their campaign to protest at liquor stores that market "alco-pops," which act as gateway products to hard liquor. The Probation Department will provide support to their "Alcohol Justice Academy," a summer program that will combine recreational activities with educational opportunities for youth to expand their understanding of the power and impacts of the alcohol industry.

Prevention programming in Marin City

Although in very early stages of discussion, the Juvenile Division is involved in discussion with Marin City leaders on ways to create a coordinated system of services for youth designed to reduce the numbers that enter the juvenile justice system each year. The consolidation of schools in the local school district means that the vast majority of elementary school students will attend Martin Luther King Academy. The centralization of students on one school will bring both challenges and opportunities for the community, and the Probation Department expects to be a part of addressing them.

Due to funding limitations that have prevented investments in youth development programming like those described above, most community corrections agencies have had to limit themselves to the role of setting limits for youth on probation. The primary role has been to first warn probationers of consequences for failures to abide by their conditions, and then determine which sanction was most appropriate for a given violation. This approach only goes so far for those youth who do not have as much support, motivation or help in making changes in their lives. Making the decision to break off from a gang, stop using drugs, and desist from victimizing others, can be very difficult, particularly when youth have seen few examples of alternatives to those lifestyles. Staff in the Juvenile Division of the Marin County Probation Department can now offer youth the opportunity to see what their lives could be like without resorting to delinquency. Employment, recreational and educational opportunities such as those described above will help to offer most youth a vision of what their lives could be like without engaging in high risk behaviors that can result in arrest, detention, or worse.

Probation Leads Update

By Kevin Lynch



As was discussed in a previous edition of *The Condition of Probation*, the Marin County Probation Department created a leadership initiative called “Probation Leads” in 2011. The purpose of this effort has been to continue the conversation among staff about the topic of leadership. The primary hypothesis of the group is that leadership is a responsibility of all staff within the Department, not simply managers. Since the initiative began, there have been a variety of activities designed to promote that message.

Last September, a cross-section of staff from all levels and Divisions, met at St. Mary’s College to spend a half day discussing leadership issues and how they affect our Department. Dr. Ken Otter, Director of St. Mary’s College’s Leadership Studies Program, accommodated the Department’s request to host our group for this event, providing the beautiful facilities of their campus, and a brief lecture on the notion of leadership in public institutions. As a result of that day, several staff assumed responsibility for an individual exercise in leadership, and began several important initiatives, including:

- Exploring the idea of conducting a “domestic violence summit” for Marin County
- Surveying youth and parents on their perspectives on services offered through the Juvenile Probation Division
- Creating both field training and new employee orientation programs
- Conducting 360 assessments of managers in the Department and extending the opportunity to line staff who request to participate
- Investigating a team building exercise to improve unit cohesion and performance

This past month, the Probation Leads group convened for a final session at St. Mary’s and reviewed the progress of each of the leadership efforts that had been borne out of the previous session. In addition, the group discussed how the idea of leadership throughout the organization could be further promulgated. This is particularly important, given the fact that more and more of the Department’s functions are taking place outside the confines of our offices, as we move ahead with an increased presence in the community and outside the view of managers and co-workers. It will be vitally important that all staff assume the mantle of being a leader, as increasingly the functions of deputy probation officer staff are occurring in the field, without the oversight of managers.

It was determined during the meeting at St. Mary’s that the topic of ethics would be a logical next step to consider in the topic of leadership. Dr. Otter led the group through an exercise in value clarification, which is a first step in discussing ethical considerations in an organization. A subset of the staff participating in the initiative will be meeting soon to pick up the conversation on how to introduce the notion of ethics to all staff in the Department.

Those staff participating in the Probation Leads effort at St. Mary’s included:

Michele Boyer	Supervisor, Juvenile Services
Janene Conner	Deputy Probation Officer, Juvenile Services
Michael Daly	Chief Probation Officer
Melissa Davis	Deputy Probation Officer, Adult Probation
Abby Dennett	Deputy Probation Officer, Juvenile Services
Giuliana Ferrer	Administrative Services Associate
Selina Johnson	Supervisor, Juvenile Services
Alisha Krupinsky	Supervisor, Adult Probation
Kevin Lynch	Director, Juvenile Services
Matt Murphy	Deputy Probation Officer, Adult Probation
Matt Perry	Probation Operations Specialist
Michelle Pitts	Group Counselor, Juvenile Hall
Jeana Reynolds	Mental Health Supervisor, Juvenile Services
Jennifer Saldana	Deputy Probation Officer, Adult Probation
Terry Wright	Deputy Probation Officer, Adult Probation

Field Training Officer (FTO) Program Kicks Off (from pg. 3)...

The staff who have been selected to perform the FTO role for the Department are:

- Frank Peterson
- Rosie Alvarez
- Jeff Virzi
- Wardell Anderson
- Terry Wright

Each trainee will have the opportunity to work with three different FTO staff, to ensure a variety of perspectives on the trainees' performance, and to expose them to different instructors. Trainees will have anywhere from 80 to 144 hours to complete all of the domains, which will provide plenty of opportunity for remediation should it be necessary. A fundamental concept in all FTO programs is that trainees are presumed at the outset to have no

proficiency in any of the domain tasks; it is safer and simpler to start at that point. Obviously, some staff will have little to no difficulty completing some of the assignments and move quickly through the steps from receiving instruction to demonstrating proficiency. Others may require more time and will be given multiple opportunities to acquire the necessary skills. The Department is absolutely committed to expending every possible effort into helping staff successfully complete the program.

While the ultimate goal of the FTO program is to have all staff complete the program, it is also going to take a long time to get all staff through the process. There may be some strategic exceptions made; however those staff with less than five years of experience

in the field who have not participated in the full range of training in many of the domains will likely be some of the first staff chosen first.

What will the Department be like after it is implemented ?

It is expected that a field certification program will be in place within 30 days of this article, if not sooner. While safety will remain the primary goal, additionally the practice of greater consistency in how tasks are performed will be a benefit as well.

Also it will increase flexibility for the Department to deploy staff to assignments in the field or investigations. This will further round out staff training to provide an even more diversely trained department.

Inny Award Given to the Girls Running Group

By Angela Arenas

On June 4, 2013, the Girls Running Group "Las Chicas Locas" received an honorable mention by the Marin County Board of Supervisors. The group was selected by the Marin County Innovation Team who created the Innovation Recognition Awards Program – The "Inny". The Inny was developed to honor the most innovative and effective programs or projects of 2012 developed by County individuals, teams or departments that represent an innovative and effective way of providing services to County residents, or internally among County departments.

The Innovation Recognition Award was received by Jeana Reynolds, Michele Boyer, Dr. Marisol Munoz-Kiehne and Angela Arenas who were recognized for their ongoing efforts to provide girls in the community a space to facilitate positive change, rehabilitation and prevention; creating an environment for girls to develop positive peer relationships that are related to

overall health and emotional well being.

This recognition is received with great pride as the group leaders are there every week to support and enhance the lives of the girls that partici-

pate. Some of the girls in the group were former probation clients who completed their requirements yet they continue to participate and are now leaders within the group and positive role models for the younger girls.



FRONT ROW: Dr. Marisol Muñoz-Kiehne, Angela Arenas, three youth who have participated in the program

BACK ROW: Michael Daly, Dr. Larry Meredith, Jeana Reynolds, Michele Boyer

Steve Blair Retires

Steve Blair began working for the Probation Department in January 1974 as a group counselor. While attending graduate school at Dominican University, Steve became a probation officer and was assigned to a juvenile supervision caseload. Five years later, he was asked to take over as the placement officer. This was Steve's favorite assignment in the field. He did a lot of traveling, saw a number of new programs and was able to see "his kids" play football and graduate from challenging residential programs. As a placement officer, Steve was on the cutting edge of what was going on with residential treatment.

After ten years in placement, Steve returned home to Juvenile Hall where it all began. He initially returned to Juvenile Hall as a supervisor and was later promoted to Superintendent. Steve has

seen significant changes during his tenure related to security, remodeling, programs, and staffing. Steve says he is "fortunate to have four excellent supervisors and well-trained staff." He further noted he has "been around long enough to see new folks come in as rookies, become outstanding group counselors, probation officers and probation supervisors. It seems like just yesterday I was a rookie and today I am getting ready to retire."

What will Steve do when he grows up?

He says he will work two to three days a week "doing whatever I want to do," such as playing golf and learning to play the piano. He also would like to travel with his wife and spend a lot more time fishing.

Steve would like to thank all of you for sharing the last 39 years with him. "It has been a fabulous journey." His last

day with the Marin County Probation Department will be June 28th of 2013. He will be entering retirement with very special memories and will miss all of you.



Save the date!

Steve Blair's Retirement Party

When: Friday, June 28th

Time: 5:00 o'clock

Where: Embassy Suites Hotel
101 McInnis Parkway, San Rafael

Cost: \$20.00/person

Adult & Admin:

Tori Lemos

415-473-4132

tcreighton@marincounty.org

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Michele Boyer

415-473-6642

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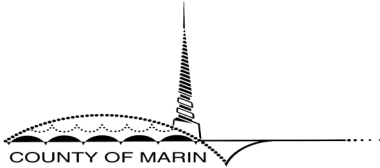
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The Condition of Probation

***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, and Ali-sha Krupinsky

Today's Draw: Brook Hermann

By My Tran

This edition of our newsletter I had the pleasure to learn and share the story about Brooke Hermann, Office Assistant III in the Adult Division. Brook was born in Vallejo, CA and spent her childhood in Sonoma, CA. The daughter of a nurse, Brook spent her youth being bandaged up after ravaging the fields of Sonoma with her twin brother (yes there is another one, just not as pretty). The majority of her youth was spent playing little league, swimming, riding horses, and playing hide and seek. After graduating high school, Brook began classes at Santa Rosa Junior College during which time she met her husband Jared. After a whirlwind romance and a motorcycle or two later, Brook and her husband packed up to chase a two wheeled dream, and moved to Arizona.

Upon returning to California, Brook spent the next few years working in accounting and hanging out in the pits of various tracks around the country.

After the birth of her daughter Hannah, Brook spent the next few years at home mastering the art of finger paint, and stain removal as well as honing her now ninja like reflexes. When her daughter became older, she decided to re-enter the workforce and began working for the Marin County Superior Court. After a few years with the Superior Court, in February of 2012, Brook began with Adult Probation as clerical support. Brook currently is the main support in processing and providing clerical assistance in the AB109 Unit and is the "to go" to person when one needs more office supplies.

When she walks into the office, she brings with her a load of energy and motivation to get through the day. Brook definitely can pick up your spirits if you are having a bad day. She is efficient in her work and always has an answer if you need it.



On her off time, Brook loves spending time with her family and friends. She enjoys bike riding, knitting, gardening, listening to music, and spending time with her friends.

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

officers are in the people business so we need to be really good at this not only with our clients but with each other. Since this is something that you really can't test for, we use the probationary period of employment to evaluate this critical skill amongst all the

other skills we are looking for.

I asked for our staff who have not taken this course to do so. In fact, the Probation Department had 72% of our staff attend this training. I applaud Human Resources for making this critical training available. I feel like

most people can eventually learn any job in the public or private sector but it is the person who has emotional intelligence in their pocket that will come out ahead.

The County should be applauded for this investment.