

The Condition of Probation

Leading, Educating And Developing (LEAD)

By Mariano Zamudio

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Beginning in 2010, the Marin County Probation Department embarked on an ambitious journey of organizational change. This journey was motivated by Chief Michael Daly's immersion in the University of Virginia's LEAD executive leadership program and its High Performance Organization philosophy. Since we began following the core principles of that program, the Probation Department has seen the flattening of hierarchical structures, the fostering of inclusive decision making at all levels, robust employee engagement, and an emphasis on true Servant Leadership being demonstrated by everyone in the organization. The benefits of these efforts have been borne out in the positive results illustrated in frequent surveys of staff, our relatively low rate of staff turnover, and the general high regard our Department is held among our partners.



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Chief's Corner

By Michael Daly

I hope everyone had a wonderful Thanksgiving with family and friends. We now gear up for the Holiday Season which adds more pressure and time constraints on our employees. Our management team is having active discussions on work/life balance and how we can make Marin County Probation Department the best place to work. This is a struggle because most of our employees have commute times of over one hour each way.

After some thorough discussion, the management team decided that we should allow a 4/10 schedule to occur.

We already allow for a 9/80 schedule which has been working well. We also relaxed our start times that begin at 6:30am or as late as 10:00 AM. This is all in a pilot stage and the management team reports no issues so far.

Sometimes you have to gamble or stretch yourself. I was never a fan of 4/10's but the time has come. We have a strong management team. We have solid objective measurements to determine performance levels in our evaluations. We incorporated a "buddy" system whereby you rely on a co-worker to respond to any such emergencies on

your regular day off. Most importantly, we were all committed to a common premise. Our customer service and serving the public could not be compromised. So far, so good.

Taking care of yourself is not just being in good physical shape. We need to be mentally and spiritually strong too. Tinkering with our schedules so we have less stress, less commute and more family time will make us more effective as county employees. It will also help us retain our most treasured asset, a happy and productive employee.

Happy Holidays everyone.

Mission Statement

The mission of the Marin County Probation Department is to further justice and community safety, and to hold offenders accountable while promoting their rehabilitation.

Juvenile Services Center Plays the “Amazing Race”

By Kevin Lynch

The Probation Department has supported and encouraged work groups to take part in periodic team building activities. These are events in which staff are able to take time away from their normal tasks and assignment and spend time together with the goal of getting to know one another better in order to improve effectiveness. It also provides creative minds to come up with different ways to accomplish this. In the Juvenile Division, we decided to play the “Amazing Race,” a television show which combines a race with a treasure hunt with skill ... and some luck.

Staff were divided into teams and given

clues that told them where they had to go to continue in the competition. Some of the clues were “this is the coldest place in the building” (the freezer in the kitchen), and “the center of an eight” (a nearby pathway which has a figure eight configuration). Once they arrived at the right destination, team members had to perform a variety of tasks (make free throws at a basketball hoop, beat me in blackjack, list dynamic criminogenic factors, define stages of change. etc) in order to move on in the race. It was a good deal of fun, and also a reminder of how competitive our staff is!

Our work depends a great deal on teamwork, and our Department hopes that these



types of creative, fun and unique efforts help to promote and foster that concept. Our work is too demanding, too stressful and too complex to manage on our own; it takes a team to do it effectively and to be healthy. Activities like the Amazing Race help ensure we accomplish that.

Probation Department Introduces “Rotation Program”

By Kevin Lynch

Up until the last four to five years, our Department’s tradition had been that staff would remain in their assignment and/or division for an extended period of time, sometimes for the entirety of their careers. There were benefits to that approach, as stability in assignment ensured expertise and competence in a given function. However, there are also drawbacks to having staff remain in one division or assignment for most of their career. Sometimes staff become too set in their ways, and the organization does not have a cross-trained workforce that is prepared to be easily deployed where they are required.

Since Chief Daly assumed responsibility for the Department in 2009, the walls between the Department’s divisions have been crumbling. More and more staff are taking a “leap of faith” and trying out a different assignment across divisions. More than one-third of the staff have had some level of experience in multiple divisions of our Department. Most staff who have taken such a step do so with trepidation and preconceived

notions of what it will be like in a different division. Almost without exception, everyone who has made the move has grown from it, and come to appreciate it.

In order to expand the pool of staff that experiences an assignment in a different division, the Department introduced the rotation program. This is an opportunity for Deputy Probation Officer staff to experience another division for a period of 3-4 months. It serves the dual purpose of giving staff the chance to see what other assignments are like, and to increase our agency’s capacity to meet workload needs when there are unexpected departures caused by turnover or extended leave of absences. So far, Deputy Probation Officers Yalile Cintron and Kevin Coleman, both of the Juvenile Division, have taken part and spent time in assignments in the Adult Division. It was such a positive experience for Yalile that she requested and has been granted a permanent transfer to this assignment.

In an era of increased turnover within our Department (caused largely by retirements), the rotation program is one way to have our



Department be prepared for the inevitable changes we face. It also provides an increased understanding across Divisions, as experiencing the work of other divisions can minimize misunderstandings between staff.

Probation Department Buys Turkeys for Thanksgiving

By Angela Arenas

I wanted to inform you that we had our most successful turkey drive this year, made possible by your generosity and support delivering the turkeys. In total, I collected \$918.20, and the money was spent as follows:

Paid for 50 turkeys at Safeway, yet somehow ended up with 56 which allowed more families to have turkeys this year.

Purchased five food bags at Safeway to be donated to the Marin County Food Bank (I made a deal to get some bags so they could give us the incredible discount we received for the turkeys).

Purchased one kosher turkey at Trader Joe's for an Orthodox Jewish family of seven living at the Domestic Violence



Happy Thanksgiving

Shelter.

In total, 57 families received turkeys, five food bags were donated to the food bank, and I still have \$175.00 to purchase seven \$25 Safeway food cards.

I would like to acknowledge Jeana Reynolds, Elizabeth Carranza, Melissa Davis, and Michele Boyer (Probation Department), Jeannine Curley (Opening the World), Juan Colonia, Diango Reyes and Adrian Aragon

(Canal Welcome Center), Alejandra Barajas, Elena Margarito and Alejandra Castro (Girls Stepping Up For Change), and the probation youth that volunteered their time to help deliver the turkeys. Thank you to Samantha Rodriguez, Juvenile Hall Office Assistant for your help creating the message that each family received with the turkeys, and to Elsa Alcalá (Youth and Family Services), and Victoria McIntosh for your help collecting the money in your divisions.

On behalf of each family, I would like to say THANK YOU for helping put a smile and a turkey on someone's table this year.

Happy Thanksgiving to each of you and your loved ones.

“Race Matters” Conversation

By Kevin Lynch

On October 3, 2017, I participated in a community organized event called “Race Matters.” This event was a series of dialogues and presentations about the impact of race on issues of education, housing, healthcare, the environment and criminal justice. I served on a panel of speakers who discussed the issue of criminal justice from a variety of perspectives, including several people whose personal lives were affected by the system. The overwhelming racial and ethnic disproportionality of the justice systems (both adult and juvenile) has made it ripe for this sort of conversation. Adding to the timeliness of this event has been the tone of the conversation at the national level, as events, politics and debates have reached a level of discord and tension I certainly did not think was possible.

I will admit to being nervous about my participation on the panel, as I was the closest thing to being a representative of the system which is under such scrutiny right now. However, the organizers had specifically asked for my participation in

order to reflect the work we have been doing to address disproportionality in the Juvenile Division. After working for several years with the Haywood Burns Institute, the Juvenile Division has developed the capacity to track data related to disparities, and we have created partnerships with organizations within the Latino community to address the issue. Participating in the panel was an interesting process for me, and a reminder of how the system in which I work has had a tremendous impact on communities of color in our society. I was able to share what we have been trying to do to offset that, which has been primarily offering services that go beyond just accountability, and include both treatment and what we call “opportunity.” Jobs, mentors, and support for education are a few examples of the services our system offers that falls under this “pathway” of probation.

Despite our efforts to address racial and ethnic disparities, they persist (despite the fact that the overall number of arrests for all ethnic groups has dramatically reduced). As a result, a small group of staff concerned about the issue recently attended a confer-



ence in Washington DC on “reducing ethnic disparities in juvenile justice.” This group included myself, Deputy Probation Officers Sandra Mancilla and Yuliana Valenzuela, Douglas Mundo from the Canal Welcome Center, Judge Beverly Wood (who presides over the Juvenile Court), and Cesar Lagleva, Ethnic Services Manager for the County’s Health and Human Services Department. This conference provided our group with some tools and renewed enthusiasm for addressing this intractable issue. While we are pleased with the overall low numbers of youth entering the juvenile justice system, the rate of disproportionality is extraordinary and begs to be addressed. We will be meeting soon to re-initiate our Division’s work in this area.

Leading, Educating and Developing (LEAD) (from pg. 1)...

Prior to the implementation of the LEAD principles, decision making was perceived to be the purview of a select group of managers, and those most affected by a decision were often uninformed in its development. Our experience with the LEAD program helped to change that. Early on in this transformation, we started to develop new initiatives through the collaborative process of committees. Whether it was the acquisition of field equipment, the review of critical safety policies, or the creation of a very complex arming program, line staff drove the processes through committees and sub committees, always led by subject matter experts (who may or may not have been managers). A further great example of this process of line staff participating in if not outright driving decisions that affect them was the implementation of the 4/10 Alternative Work Schedules (See Chief Daly's article in this issue). This system has created an opportunity for staff to own the outcomes, and developed in them the critical thinking necessary to lead or manage in the workplace. While one result of this effort has been continuous staff development, workplace morale and employee satisfaction are other gems that also came from it.

In 2014, Juvenile Division Director Kevin

Lynch also undertook the leadership training in Virginia, and it revitalized his level of energy to our new way of operating. Consistent with the philosophy of the LEAD program, his passion in shepherding our Organizational Development initiatives ensured that we cycle through our organization's stages of learning. To maintain the living organism that a public service organization is (an agency is either growing or dying, and we as members of it have the potential to manage that process), we have purposed to educate and train other managers in the LEAD approach and philosophy. In addition to Chief Daly, Kevin and I, Adult Division Director Alisha Krupinsky and Administrative Services Director Samantha Klein, recently went to the University of Virginia and graduated from the LEAD program. Juvenile Hall Director Eric Olson is scheduled to attend in January of 2018.

While we have all been conversant in the processes and procedures of the management style, it has really been helpful to have the LEAD program display the entire system in a big picture. As a result of the training, we have all had our "aha moments" which we have brought back to the Department. For Samantha, it was realizing that the LEAD system is a long and arduous process that is continuous; evi-

denced by the many years we have employed it, ultimately resulting in positive change. Alisha found that to be complete, the system must focus on issues around personality styles and emotional intelligence. Understanding people, perceptions and underlying filters is critical to effective communication and forward momentum. Kevin was struck by the importance of including staff in decisions, both as a way to obtain buy in and to get better outcomes. As a result of my own participation in the LEAD training in Virginia, I realized that the hard work we have been doing as leaders of this organization, has not been random or haphazard; indeed, we have been living out the LEAD system of Leadership these many years, and our results have been gratifying.

As of this writing, the County of Marin is embracing this leadership system and has recently brought the LEAD program to our local campus. Department Heads and key initiative ambassadors have been trained and further countywide participation is forthcoming. I wholeheartedly encourage my counterparts in other departments to be open to this opportunity. The journey of organizational change for our Department has been arduous but ultimately rewarding.



An Honorable Send off to Senior Deputy Probation Officer Lonnie Morris

By My Tran

If you have not heard or have not seen Lonnie Morris at the Marin County Civic Center, it is because he finally retired his badge and started a new chapter in his life called retirement.

Lonnie worked for the Marin County Probation Department for thirty plus years. He spent most of his career in the Adult Division working every type of assignment a Probation Officer could be assigned to from Investigations, County Parole, Supervision of High Risk Offenders and the Restitution desk. Lonnie was also a mentor and provided advice to other new Probation Officers on job duties and how to create a mutual and respectful relationship between the offender and the Probation Officer. His effortless commitment, voice, advocacy, wisdom, and care he has provided to generations of families that have gone through the criminal justice system will never be forgotten. He assisted the offenders and their families to navigate probation and the justice system in order for them to make changes to better their lives.

While serving for the County, Lonnie was instrumental in supporting programs in Marin County with special attention to Marin City. He embraced programs like the Phoenix Project, Thinking 4 Change, and work programs amongst others. His passion in providing opportunities to young people resulted in the initiation and development of what would become the Lonnie Morris College Program in Marin City. He raised funds having leveraged relationships he had built within the community. Thirteen young folks from Marin City were provided with the opportunity to tour Historically Black Colleges and Universities. His goal was to expose these youths towards an expanded potential of challenge and achievement. Lonnie has relocated his program to Richmond, CA and continues to help young people broaden their hopes and dreams. In five years, six cohorts with up to 20 youth in a cohort; Lonnie was able to inspire hope, expand opportunities with 85% of the youth participating going to college. This will be Lonnie's passion to continue dur-



ing his retirement as well as establish a "Good Citizen Program" back in his hometown of Chester, Pennsylvania.

The knowledge and expertise Lonnie possesses will be missed with his retirement. His legacy will be the impact he has had on the many community members, officers, attorneys that he has mentored. We wish you the best of luck in her next chapter of life.



Mississippi Spiced Pecans



Cook
20 m

Ready In
20 m

Ingredients

- 1 pound pecan halves
- 1 tablespoon packed dark brown sugar
- 1½ teaspoons kosher salt
- 1 teaspoon chopped fresh thyme
- 1 teaspoon chopped fresh rosemary
- ½ teaspoon freshly ground pepper
- ½ teaspoon piment d'Espelette, or a pinch of cayenne pepper
- 2 tablespoons extra-virgin olive oil

Directions

Preheat oven to 350°F.

Spread pecans on a large baking sheet. Roast until fragrant, about 12 minutes. Watch carefully so they don't burn.

Combine brown sugar, salt, thyme, rosemary, pepper and piment d'Espelette (or cayenne) in a small bowl. Transfer the roasted pecans to a large bowl, drizzle with oil and toss well to coat completely.

Sprinkle with the spice mixture and toss again.

Serve warm or let cool completely and store in an airtight container.

Make Ahead Tip: Store in an airtight container for up to 2 weeks.

Today's Draw: Elizabeth Hafeman

By My Tran

Elizabeth Hafeman began her career in probation in 2014 while she was working for Leaders in Community Alternatives (LCA). LCA is contracted with the Marin County Probation Department to provide services to offenders who are on the electronic monitoring device or alcohol monitoring device. While working for LCA, Liz became interested in Probation work and became an extra-hire at Juvenile Hall as a Juvenile Correctional Officer.

Liz was sworn in as Deputy Probation Officer in 2015 and began her career as a Felony/Misdemeanor Investigator where she continues to be assigned. Liz is a quick learner and was able to learn the dynamics of being an investigator. After a few years, she was assigned to be a Court Officer for the Honorable James Chou. The work is challenging and she has learned tremendously by being in the courtroom which has enhanced her knowledge of the criminal justice system.

Liz was born in Los Angeles, California and grew up in Oceanside. In 2009, Liz ventured away from Southern California and came to the Bay Area to study Criminal Justice at San Francisco

State. Her parents and older sister remain in Southern California.

Liz is a food aficionada and loves going to a variety of different restaurants to try new food. Her most favorite thing to do is to spend time at the beach all day and have a barbecue afterwards with her best friend and family. Liz stated that hobby will never get old for her.

The most memorable place she traveled to was Yosemite Park in the winter. She said the scenery and trails were magnificent and were some of the most beautiful things she has ever seen in her life.

Liz was asked what inspired her. She stated her mother, sister, co-workers, as well as the defendants inspire her. She is taken away by others who have experienced hardship and are able to overcome his/her hardship to become a stronger and better person. Liz has learned from every single person that she has encountered with in her life as their stories inspired her to be a better person and motivated her to be who she is today.



Her career goal is to learn from her fellow teammates in Probation so that she can become a well-rounded deputy. She also has the inspiration to seek further education in mental health where she can specialize in the mental health caseload. Liz's hope is to be able to make a difference in the community and be a model probation officer for other staff.

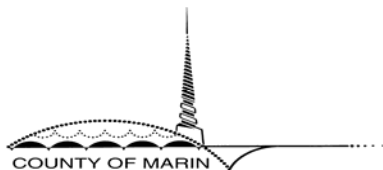
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Marin County Probation Department Newsletter Editorial Policy

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.

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