

**Probation
Final Performance Plan
FY 2008-09**

I. MISSION STATEMENT

The mission of the Marin County Probation Department is to further justice and community safety; to hold offenders accountable while promoting their rehabilitation; to reduce the impact of crime and conflict on victims and the community; and to employ best practices in providing balanced, effective services as directed by the Court and in collaboration with other agencies and the community.

II. DEPARTMENT OVERVIEW

Under the authority of law and the Marin County Courts, the Probation Department is organized into four divisions, as well as the Mediation Services Unit, and the Probation Analyst function:

- Adult Probation Services core functions are to assist the Courts in making decisions through the conducting of investigations and preparation of Court reports, as well as providing supervision and treatment to approximately 3,000 adults on Probation. In addition, the division operates a unit focusing on Jail Alternative Programs whose core function is to provide safe and effective alternatives to incarceration in County Jail. Services include intensive supervision and treatment through the County Parole program, placing selected offenders in community service in lieu of jail through the Adult Offender Work program, and the screening and preparation of Own Recognizance Reports to assist the Court in safely releasing arrestees who would otherwise be held in jail. The average daily census of jail alternative programs is 420 offenders.
- Juvenile Services core functions include the screening of all crimes and status offenses; assisting the Juvenile Court in making detention and sentencing decisions through conducting investigations and preparation of Court reports; and providing supervision and treatment to the 300 juveniles on probation at any given time.
- Juvenile Hall core functions include providing secure detention for youth arrested for crimes and awaiting disposition. Those specific services include housing, medical (provided by Public Health), mental health, education (provided by Marin County Office of Education), counseling, recreation, assessments and supervision. The average daily population of Juvenile Hall (for cases under the jurisdiction of either Juvenile or Adult Court) in 2007 was 23.6.
- Administrative Services Division core functions include budget development and management, accounting, personnel coordination and management, contract management, collections, and supervision of legal process staff and services for the Adult Services Division.
- Mediation Services Unit core functions include alternative dispute resolution services to divert litigants from traditional court proceedings. Additionally, Mediation operates a restorative justice program through the Victim Offender Reconciliation Program.
- Probation Analyst core functions include analysis of programs, services and outcomes; design and implementation of new initiatives; and management of the department training program.

The Probation Department serves to protect the community through its role in conducting investigations and working with the Courts on decisions pertaining to sentencing matters, and in providing alternatives to incarceration for qualified offenders. The department is charged with supervising adult and juvenile offenders in the community and works collaboratively with law enforcement agencies and community-based organizations to ensure that Court-ordered sanctions are enforced. The department provides services to victims of both adult and juvenile crimes and oversees the County's Juvenile Hall facility.

**Probation
Final Performance Plan
FY 2008-09**

III. ACCOMPLISHMENTS FY 2007-08

- Implemented a mental health program for juvenile offenders, Programs of Responsive Treatment and Linkages (PORTAL), funded through a Mentally Ill Offender Crime Reduction (MIOCR) grant in the amount of \$810,539 ,from the State of California. This program provides evidence-based family therapy to high risk families in the juvenile justice system.
- In conjunction with Bay Area Community Resources, implemented a substance abuse treatment program known as Family connections. This program was funded through a Title II grant in the amount of \$498,690. This program provides evidence based family therapy to high risk families in the juvenile justice system that are experiencing problems related to substance abuse.
- Deployed additional Adult Division staff in the field to conduct contacts and supervision of probationers in the community
- Trained all management staff in Project Management principles and protocols
- Moved into renovated Civic Center office space
- Conducted review of Marin's Local Action Plan for juvenile justice under AB 1913

IV. GOALS AND INITIATIVES FY 2008-09

GOAL 1: Reduce recidivism and increase the percentage of clients who successfully complete their conditions of probation

FY 2008-09 Initiatives

1. Increase the number of contacts with probationers in the community
2. Allocate supervision resources towards those cases at greatest risk for recidivism

GOAL 2: Improve the effectiveness and efficiency of Probation programs

FY 2008-09 Initiatives

1. Continue analysis of unsuccessful probation cases
2. Conduct workload analysis to ensure proper allocation of resources
3. Produce annual report on database statistics
4. Implement updated Local Action Plan (AB 1913) for juvenile justice

GOAL 3: Utilize training and staff development opportunities to ensure high level of employee performance

FY 2008-09 Initiatives

1. Manage organizational development process through periodic meetings and workgroups activity

**Probation
Final Performance Plan
FY 2008-09**

FY 2008-09 Initiatives

2. Develop an annual training plan
3. Update manuals throughout the department
4. Increase staff capacity through use of trained trainers

GOAL 4: Promote the values and principles of community justice

FY 2008-09 Initiatives

1. Assist in implementation of criminal justice strategic plan document

V. KEY CHALLENGES AND OUTSTANDING ISSUES

- The primary challenge will be how to maintain the significant strides accomplished over the last few years in the department's functioning in the face of severe budget cuts. A significant percentage of the department's annual budget is supported through State funding sources, including approximately \$810,000 in MIOCR grant funds, \$810,000 in JJCPA (also known as AB1913), \$600,000 in JPCF funds and \$46,000 in training from STC. The current State budget situation means that all of those funds may be in jeopardy, but that certainly some of them will likely be reduced, if not lost. Adding to the uncertainty of what may be cut is the question of when the cuts will be announced. The State's likely inability to meet its mandated budget deadline will add to the difficulty in planning for the upcoming budget year.

VI. PERFORMANCE MEASURES

ADULT SUPERVISION SERVICES

PROGRAM DESCRIPTION

The core functions of the Adult Probation division are to:

- Provide written investigations to the Court to assist in making sentencing decisions for adults convicted of misdemeanor and felony crimes
- Provide supervision and treatment to adults placed on probation by the Courts and enforce Court orders, collect restitutions for victims, and ensure referral and retention of clients in treatment programs that will reduce the likelihood of new criminal offenses

The following Jail alternative programs were established by the Board of Supervisors as part of the master planning for Jail facilities and provide alternatives to incarceration in County Jail for adults convicted and charged with both misdemeanor and felony offenses. These are discretionary services that support other criminal justice agencies and help mitigate incarceration costs to the County.

**Probation
Final Performance Plan
FY 2008-09**

- County Parole is a program of intensive supervision and treatment for clients in lieu of incarceration in jail. The Marin County Parole Board is the authorizing body that allows carefully screened inmates to be released from their jail sentence and allowed to remain in the community. The program includes intensive supervision and treatment by Probation staff, commitment to residential treatment facilities for some inmates, and electronic monitoring and tracking. Additionally, the Probation Department has a contract with Bay Area Community Resources, a non-profit program, to provide assessment and treatment to selected clients placed on County Parole.
- The Adult Offender Work program includes screening and placement of clients in community services in lieu of incarceration in the County Jail. Probation staff supervises and monitors these placements and provide periodic reports to the Courts
- The Own Recognizance Reports (OR Reports) program allows arrestees to be released without bail based on the recommendation of the Probation Department. The Probation Department conducts an investigation and prepares a report for the Court recommending release of those arrestees that they believe can be safely released. The program screens individuals arrested for felony matters and misdemeanor charges

OBJECTIVE: Increase the number of clients successfully completing probation

Measures	FY 06-07 Actual	FY 07-08 Estimate	FY 08-09 Estimate
Workload Measures			
Number of cases supervised	3,079	3,000	3,250
Efficiency Measures			
Average number of cases per probation officer	237	213	200
Effectiveness Measures			
Percent of clients successfully completing probation	55%	60%	60%

Department Comments:

The department has invested a significant amount of training resources and staffing in the of the Adult Division Supervision services. The creation of an Intensive Case Management Unit, with reduced caseloads of high risk offenders, the development of field work policies and procedures, and the increasing adoption of evidence-based practices, are some examples of this investment. Although the department anticipates it will take several years before the impact of these changes in practice are realized, it is important to begin to track the data now. Successful completion of probation is a key indicator as to whether the department is indeed achieving its goal of reducing crime and increasing compliance with probation conditions.

JUVENILE INTENSIVE SERVICES UNIT

PROGRAM DESCRIPTION

The Intensive Services Unit of the Juvenile Division provides supervision to those youth assessed to be at highest risk for recidivism, and for removal from their homes for placement in residential

**Probation
Final Performance Plan
FY 2008-09**

facilities. With reduced caseloads (on average, each Deputy Probation Officer supervises 15 cases, while a "normal" caseload is closer to 45), the expectation for the Juvenile ISU is that youth and families are afforded greater access to the probation officer services, while the community should receive increased safety due to the additional monitoring.

OBJECTIVE: Increase percentage of cases experiencing reduction in risk for recidivism

Measures	FY 06-07 Actual	FY 07-08 Estimate	FY 08-09 Estimate
Workload Measures			
Number of cases served	n/a	45	60
Efficiency Measures			
Average number of cases assigned per probation officer	n/a	22	22
Effectiveness Measures			
Percent of assessments which indicated a reduction in risk level for recidivism	n/a	26%	31%

Department Comments:

Although recidivism is a common form of performance measurement in corrections, it is limiting in its scope. Risk scores, on the other hand, include an assessment of the totality of probationer and are directly correlated to potential for recidivism. Decreasing a probationer's risk score will lead to reduced recidivism. Using this measure also allows the department the capacity to conduct further analysis, such as finding out which areas of risk are not coming down. This will lead to a better understanding of what the needs of youth are and as a result inform program development

OBJECTIVE: Increase the number of clients successfully completing Intensive Case Management Unit (ICM)

Measures	FY 05-06 Actual	FY 06-07 Estimate	FY 07-08 Estimate
Workload Measures			
Number of cases supervised in Juvenile Intensive Services Unit	n/a	45	60
Efficiency Measures			
Average number of cases supervised per probation officer	n/a	22	22
Effectiveness Measures			
Percent of cases that successfully complete Juvenile Intensive Services Unit	n/a	60%	65%

Department Comments:

ICM is a staff intensive program in which the highest risk offenders are supervised very closely. It is important to track what percentage of these cases complete the program successfully to monitor ICM's overall effectiveness