

**Probation  
FY 2010-11 Performance Plan**

---

**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 three 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 2,300 adults on probation. In addition, the Adult Division operates a unit focusing on Jail Alternative Programs whose core function is to provide safe and effective alternatives to incarceration in Marin County Jail. Services include supervision and treatment through the County Parole program, placing selected offenders into community service in lieu of jail through the Adult Offender Work Program (AOWP), and the screening and preparation of Own Recognizance Reports to assist the court in safely releasing arrestees who would otherwise be held in jail. In FY 2008-09, 607 offenders performed work through AOWP, and 264 offenders were released to county parole. During that year, the department prepared 940 Own Recognizance reports for the court to consider release on promise to appear.
- Juvenile Services core functions include the screening of all referrals for both criminal law 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 2009 was 21.8.
- 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 orders are enforced. The department provides services to victims of both adult and juvenile crimes and oversees the Marin County's Juvenile Hall facility.

The Probation Department includes the following programs:

- Adult Probation Services
- Juvenile Probation
- Collaborative Justice
- Juvenile Drug Court

**Probation  
FY 2010-11 Performance Plan**

---

- Juvenile Hall
- Mediation Services
- Administration

**III. FY 2009-10 ACCOMPLISHMENTS**

- Awarded a 3-year planning grant for addressing disproportionate numbers of minorities in Juvenile Division programs
- Re-organized department to reflect reality of long-term budget restructuring, which includes creating administrative caseload in Juvenile Division for supervising low risk cases, eliminating Administrative Services Division and assigning support staff to units within the Adult Division, and restructuring supervision units in both Adult and Juvenile Division to allocate scarce resources towards higher risk cases
- On track to meet all of department's Managing for Results performance goals despite significant turnover in staff and vacancies in key positions

**IV. GOALS AND KEY INITIATIVES FOR FY 2010-11**

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

Please indicate how goal reflects one of the department's highest priorities and aligns with Countywide Goals and Priorities

In order to increase public safety, the Probation Department, in collaboration with other agencies, must provide supervision and treatment to reduce crime and ensure successful completion of probation. This goal is aligned with the countywide community goal of safe communities to ensure community safety through effective law enforcement and prevention.

**FY 2010-11 Key Initiatives**

1. Implement Phase II of the Workload Analysis is designed to develop a strategy for implementing the use of evidence-based practices in deputy probation officers' day to day work with probationers
2. Install automated software in both Adult and Juvenile Divisions, which will provide improved identification of criminogenic needs of offenders and development of case plans

**Goal 2: Improve the effectiveness and efficiency of Probation programs**

Please indicate how goal reflects one of the department's highest priorities and aligns with Countywide Goals and Priorities

The Probation Department remains committed to improving its outcomes through continual analysis of its operations. This commitment falls directly in line with the county's interest in implementing "Managing for Results," and is an important process to ensure quality services are being provided to the community.

**Probation  
FY 2010-11 Performance Plan**

---

**FY 2010-11 Key Initiatives**

1. Work with Information Services and Technology (IST) Department to enhance the Probation Department's capacity to review data and analyze trends in both Juvenile and Adult Division operations
2. Improve the utilization of its public web site for accomplishing routine, day-to-day tasks that will allow staff capacity to provide other services

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

Please indicate how goal reflects one of the department's highest priorities and aligns with Countywide Goals and Priorities

In order to continue its organizational growth, the Probation Department ranks this goal as one of its highest priorities. This goal aligns with the countywide organizational goal to be the employer of choice.

**FY 2010-11 Key Initiatives**

1. Continue workgroups related to workforce planning, diversity, communication and organizational development
2. Conduct advanced field work training events on some of the most important officer safety concepts; including use of pepper spray, weaponless defense, field radios, collaboration with police agencies and effective communication techniques with probationers
3. Implement mechanisms for improving communication across the organization through four initiatives: 1) 360° management evaluations; 2) employee survey; 3) facilitated management retreat; and 4) random probationer surveys

**Goal 4: Promote the values and principles of community justice**

Please indicate how goal reflects one of the department's highest priorities and aligns with Countywide Goals and Priorities

One of the conclusions of Marin County's Criminal Justice Strategic Plan document was to support efforts to reinforce and introduce community justice strategies whenever possible. The Probation Department remains committed to that effort. This goal is aligned with the countywide community goal of safe communities to promote a fair justice system through restorative and therapeutic programs.

**FY 2010-11 Key Initiatives**

1. Maintain its commitment to the Victim Offender Reconciliation Program (VORP) that provides an opportunity for victims of crimes to meet and talk about the impact directly with juvenile offenders, to the extent possible given available Juvenile Justice Crime Prevention Act funding

**Probation  
FY 2010-11 Performance Plan**

---

**FY 2010-11 Key Initiatives**

2. Begin planning for creation of neighborhood “accountability boards” in those communities that are prepared and interested

**V. KEY CHALLENGES AND ISSUES**

- Performing mandated functions if significant budget reductions continue
- Facing budgetary planning challenges for departmental programs that are dependent upon variable State Vehicle License Fees (VLF) revenues
- Identifying redundancies and opportunities for efficiencies in service delivery

**VI. PROGRAM OVERVIEW**

**PROGRAM 1: ADULT PROBATION SERVICES**

**PROGRAM DESCRIPTION AND RESPONSIBILITIES**

The core functions of the Adult Probation Services program are to:

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

Adult Probation Services also includes jail alternative programs that were established by the county as part of the master planning for County Jail facilities and provide alternatives to incarceration in the 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.

County Parole is a program of intensive supervision and treatment for clients in lieu of incarceration in jail. The program includes a commitment to residential treatment facilities for some inmates, and electronic monitoring and tracking.

The Adult Offender Work program includes screening and placement of clients in community services in lieu of incarceration. Probation staff supervises and monitors these placements and provides periodic reports to the courts.

**FY 2010-11 PROGRAM INITIATIVES**

- **INSTRUCTIONS:** Please add up to 5 (five) key program initiatives below for FY 2010-11.

**FY 2010-11 Program Initiatives**

1. Implement re-organization of the Adult Division

**Probation  
FY 2010-11 Performance Plan**

---

**FY 2010-11 Program Initiatives**

2. Implement SB678 grant funded program Improving Probation Outcomes Through Science (IPOTS)

**PROGRAM 2: JUVENILE PROBATION**

**PROGRAM DESCRIPTION AND RESPONSIBILITIES**

The core functions of the Juvenile Probation program are mandated by state law and include:

- Screening all crimes and status offenses of juveniles referred by law enforcement, schools and others
- Assisting the Juvenile Court in making detention and dispositional decisions
- Supervising youth placed on probation in either the community or residential facilities
- Enforcing the orders of the Juvenile Court, collecting restitution for victims, monitoring school attendance and performance, coordinating community service, referring and monitoring participation and treatment, and reporting to the court

Other duties and responsibilities of the Juvenile Program include:

- Collaborating with the courts, District Attorney, and Public Defender to engage youth identified as needing substance abuse treatment into the Juvenile Drug Court Program
- Partnering with the Marin County Office of Education and Bay Area Community Resources to utilize Juvenile Justice Crime Prevention Act (AB 1913) funds to implement programs such as the Phoenix Academy and County Community School, which are aimed at reducing juvenile crime

**FY 2010-11 PROGRAM INITIATIVES**

- **INSTRUCTIONS:** Please add up to 5 (five) key program initiatives below for FY 2010-11.

**FY 2010-11 Program Initiatives**

1. Implement first year of Disproportionate Minority Contact (DMC) initiative
2. Collaborate with partner agencies in effort to move Juvenile Court operations to Civic Center

**PROGRAM 3: COLLABORATIVE JUSTICE**

**PROGRAM DESCRIPTION AND RESPONSIBILITIES**

Through collaboration, the Probation Department, the Marin County Superior Court, the District Attorney, Public Defender, Sheriff's Office, and Health and Human Services departments have implemented Collaborative Justice Court models including the Adult Drug Court, Juvenile Drug Court, the Support and Treatment After Release (STAR) Mentally Ill Offender Court and Treatment Program, and a Proposition 36 Court. These collaborative courts help to coordinate the rehabilitation and treatment of offenders by focusing on health and social issues that are often the underlying causes of crime.

## Probation FY 2010-11 Performance Plan

---

Offenders must meet acceptance guidelines to participate in each court, and enrollment is limited. Participants must follow a treatment program and meet certain goals and standards to "graduate" from the court. Participating departments meet weekly with the presiding judge to discuss the progress of participants prior to holding weekly sessions where participants check in with the judge and may face penalties for variance from the program's requirements.

For more information about Collaborative Justice, please reference the following program descriptions:

- Health and Human Services: Support and Treatment After Release (STAR) Program, Proposition 36 Court, Adult Drug Court
- Public Safety: Juvenile Drug Court

### **FY 2010-11 PROGRAM INITIATIVES**

- **INSTRUCTIONS:** Please add up to 5 (five) key program initiatives below for FY 2010-11.

#### **FY 2010-11 Program Initiatives**

1. Sustain intensive supervision and treatment program for Juvenile Drug Court, Prop 36, Adult Drug Court and STAR participants, to the extent that funding permits

### **PROGRAM 4: JUVENILE DRUG COURT**

#### **PROGRAM DESCRIPTION AND RESPONSIBILITIES**

The Juvenile Drug Court is a collaborative effort between the courts, District Attorney, Public Defender, Probation and community-based treatment programs. The program provides intensive court monitoring, probation supervision and long-term intensive drug treatment for youth and their families. The program operates countywide and serves high-risk youth who abuse alcohol and other drugs and are on probation. The program also serves family members and parents.

### **PROGRAM 5: JUVENILE HALL**

#### **PROGRAM DESCRIPTION AND RESPONSIBILITIES**

The Marin County Juvenile Hall is a 24-hour-per-day detention facility for youth arrested for crimes and awaiting juvenile court orders. Juvenile hall services include housing, medical, educational, counseling, recreation, food, assessments and supervision. State law mandates that counties provide secure detention for juveniles charged with crimes, and the level of services for these facilities.

### **FY 2010-11 PROGRAM INITIATIVES**

- **INSTRUCTIONS:** Please add up to 5 (five) key program initiatives below for FY 2010-11.

#### **FY 2010-11 Program Initiatives**

**Probation  
FY 2010-11 Performance Plan**

---

**FY 2010-11 Program Initiatives**

1. Implement new training model that emphasizes practice of high-risk: low-frequency tasks (e.g., emergency procedures during a natural disaster such as an earthquake)
2. Assign two new probation supervision positions to juvenile hall in order to comply with California Standards for Corrections regulations

**PROGRAM 6: MEDIATION SERVICES**

**PROGRAM DESCRIPTION AND RESPONSIBILITIES**

The Mediation Services program provides alternate dispute resolution services to divert potential litigants from the traditional justice system of adversarial litigation. Mediation Services administers the County Victim Offender Restitution Program (VORP), which is a Restorative Justice program for crime victims holding offenders directly accountable to their victims for restitution, safety and direct amends. VORP is partially funded by the Juvenile Crime Prevention Act of 2000 (AB 1913). Mediation Services also administers Animal Control hearings, parking citation hearings, and conducts investigations for Termination of Parental Rights court filings. Mediation Services is both a local discretionary program and a program that administrates state-mandated services, and it seeks to provide access to services for clients who are economically disadvantaged.

**FY 2010-11 PROGRAM INITIATIVES**

- **INSTRUCTIONS:** Please add up to 5 (five) key program initiatives below for FY 2010-11.

**FY 2010-11 Program Initiatives**

1. Begin planning for creation of neighborhood "accountability boards" in those communities that are prepared and interested; assuming sufficient resources are available for VORP through the JJCPA/AB1913 funding mechanism

**PROGRAM 7: ADMINISTRATION**

**PROGRAM DESCRIPTION AND RESPONSIBILITIES**

The Administration program area is composed of senior departmental managers and fiscal staff. This unit's core functions include overall departmental management, budget development and management, accounting, collections, contract administration, and personnel coordination and management.

**FY 2010-11 PROGRAM INITIATIVES**

- **INSTRUCTIONS:** Please add up to 5 (five) key program initiatives below for FY 2010-11.

**FY 2010-11 Program Initiatives**

1. Monitor state and federal legislation that may impact departmental operations
2. Review Probation fee structure to ensure optimum cost recovery for services rendered

**Probation  
FY 2010-11 Performance Plan**

---

**VII. PERFORMANCE MEASURES**

**ADULT PROBATION SERVICES**

**Objective: Increase the number of clients successfully completing probation**

<b>Measures</b>	<b>FY 07-08 Actual</b>	<b>FY 08-09 Actual</b>	<b>FY 09-10 Estimate</b>	<b>FY 10-11 Estimate</b>
<b>Workload Measures</b>				
Number of cases supervised	2,978	3,174	2,700	2,700
<b>Efficiency Measures</b>				
Average number of cases served per probation officer over the year	199	212	193	193
Average number of cases per probation officer at any given time during the year	98	98	100	100
<b>Effectiveness Measures</b>				
Percent of clients successfully completing probation	56%	53%	55%	60%

**Story Behind Performance:** In the next several months, the Probation Department expects to fill vacant positions which have hindered efforts in Adult Supervision.

**Objective: Maintain percentage of cases that successfully complete parole**

<b>Measures</b>	<b>FY 07-08 Actual</b>	<b>FY 08-09 Actual</b>	<b>FY 09-10 Estimate</b>	<b>FY 10-11 Estimate</b>
<b>Workload Measures</b>				
Number of releases to parole	302	325	400	400
<b>Efficiency Measures</b>				
Number of releases to parole per deputy probation officer staff	75.5	81.3	267	200
<b>Effectiveness Measures</b>				
Percent of cases on parole that complete the program without being revoked	74%	85%	85%	85%

**Probation  
FY 2010-11 Performance Plan**

**Story Behind Performance:** County parole staffing will change, due to the department's staff re-organization. The program has traditionally assigned county parole staff as the primary Deputy Probation Officer (DPO) for all cases in the program, regardless of whether the defendant also was on supervised probation. Given reduced staffing in the department, it is likely that participants in the county parole program, who also have a court order of probation, will no longer be supervised by county parole staff. These defendants will be supervised by the supervision deputy probation officer assigned to their case. This may change how this program is tracked. The increase in number of releases to county parole per Deputy Probation Officer is due to reduced staffing, not an increase in the census of the program. The department has upgraded the technology of the program to use global positioning systems, which allows staff to monitor program participants remotely. This improvement has allowed the department to absorb staffing cuts without creating significant impacts to public safety.

**Objective:** Reduce number of probationers sentenced to prison through Improving Probation Outcomes Through Science (IPOTS)

Measures	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Estimate	FY 10-11 Estimate
<b>Workload Measures</b>				
Number of cases with execution of sentences suspended (ESS)	n/a	n/a	155	155
<b>Efficiency Measures</b>				
Total number of IPOTS per probation officer served over the year	n/a	n/a	n/a	45
<b>Effectiveness Measures</b>				
Total number of probationers terminated from probation and sentenced to prison	n/a	n/a	n/a	TBD

**Story Behind Performance:** The Probation Department will receive federal funding to develop the Improving Probation Outcomes Through Science (IPOTS) program. The intended goal of this program is to reduce the numbers of probationers who are sentenced to prison, either due to a new law violation, or due to a violation of the conditions of their probation grant. The program will focus on high risk probationers who have a condition of probation known as "execution of sentence suspended" (ESS), which means the court has actually sentenced a probationer to prison, but then suspended imposition of the condition pending successful completion of probation. IPOTS will seek to reduce the numbers of probationers who fail to successfully complete probation and are sent to prison by using best practices in community corrections.

**JUVENILE PROBATION**

**Objective:** Increase percentage of cases that successfully complete probation and experience a reduction in risk for recidivism

Measures	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Estimate	FY 10-11 Estimate
----------	--------------------	--------------------	----------------------	----------------------

**Probation  
FY 2010-11 Performance Plan**

<b>Measures</b>	<b>FY 07-08 Actual</b>	<b>FY 08-09 Actual</b>	<b>FY 09-10 Estimate</b>	<b>FY 10-11 Estimate</b>
<b>Workload Measures</b>				
Number of High and Very High Risk cases supervised in Juvenile Division Supervision Units	219	294	262	260
<b>Efficiency Measures</b>				
Total number of High and Very High Risk cases served per probation officer	24.3	32.7	29.1	29.1
Average number of cases per probation officer at any given time during the year	20	20	23	25
<b>Effectiveness Measures</b>				
Percentage of assessments for High and Very High Risk cases which indicated a reduction in risk level for recidivism	42.5%	49.3%	49%	49%
Percentage of High and Very High Risk cases that successfully completed probation	66%	75.2%	75%	75%

**Story Behind Performance:** The Juvenile Division of the Probation Department has been re-organized to combine high and very high risk cases into caseloads. Low and medium risk cases will be supervised primarily through an administrative process which will allow those cases at higher risk for recidivism to receive more intensive supervision. This re-organization resulted in a need to change what had been the Intensive Case Management program, and the process for tracking its outcomes.