

# Probation

## FY 2012-13 Performance Plan

---

### **I. 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.

### **II. DEPARTMENT OVERVIEW**

Under the authority of law and the Marin County Courts, the Probation Department is organized into three operational divisions, Adult Probation Services, Juvenile Probation Services and Juvenile Hall. Within these Divisions, the Probation Department manages and/or participates in the following seven programs:

- Adult Probation Services
- Juvenile Probation Services
- Collaborative Justice
- Juvenile Drug Court
- Juvenile Hall
- Administration
- Community Corrections Partnership

### **III. PROGRAM DESCRIPTION AND RESPONSIBILITIES**

#### **ADULT PROBATION SERVICES**

The core functions of the Adult Probation Services are to:

- Conduct investigations and provide written investigations to the courts to assist in making sentencing decisions for adults convicted of violent misdemeanor and felony crimes
- Provide supervision to approximately 2,500 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
- Collaborate with the Community Corrections Partnership (CCP) in implementation of AB109 services
  - Coordinate delivery of jail alternative programs, either through direct service or by contracting with private agencies. County Parole, Own Recognizance, Pre-Trial Release and Adult Offender Work Programs are the programs in place to provide this service

#### **JUVENILE PROBATION**

The core functions of Juvenile Probation are to:

# Probation

## FY 2012-13 Performance Plan

---

- Screen all crimes and status offenses of juveniles referred by law enforcement, and school district agencies
- Assist the Juvenile Court in making detention and dispositional decisions
- Supervise approximately 250 youth placed on probation in either the community or foster care
- Enforce 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
- Collaborate with the courts, District Attorney, and Public Defender to engage youth identified as needing substance abuse treatment into the Juvenile Drug Court Program
- Partner 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
- Coordinate a variety of rehabilitation services for youth and families in need of drug, alcohol and/or mental health treatment through Programs of Responsive Treatment and Linkages (PORTAL)

### **COLLABORATIVE JUSTICE**

Through collaboration, the Probation Department, the Marin County Superior Court, the District Attorney, Public Defender, Sheriff-Coroner, 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.

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 violating 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

### **JUVENILE DRUG COURT**

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

# Probation

## FY 2012-13 Performance Plan

---

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.

### **JUVENILE HALL**

The Marin County Juvenile Hall is a 24-hour-per-day detention facility for youth arrested for crimes and awaiting Juvenile Court. 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, in accordance with Titles 15 and 24.

### **ADMINISTRATION**

Administration 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.

### **COMMUNITY CORRECTIONS PARTNERSHIP**

Assembly Bill 109, also known as Public Safety Realignment, is a dramatic shift in how the California penal code addresses sentencing and provides supervision to offenders. This law transfers responsibility for both the incarceration and community supervision of offenders who had historically been the responsibility of the California Department of Corrections and Rehabilitation to county agencies. The legislation also mandated the creation of a local collaboration of agencies to oversee its implementation. Voting members of the executive committee of the Community Corrections Partnership include: a Judge (appointed by the Presiding Judge); Chief Probation Officer; County Sheriff; District Attorney; Chief of Police; Public Defender; and one Director from either County Social Services, County Mental Health, or County Drug and Alcohol as determined by the Board of Supervisors.

In Marin County, the Partnership developed and submitted to the Board of Supervisors the County's plan of action for addressing the new law. The CCP's role will be to monitor implementation of the legislation in Marin, and to consider modifications and additions to the original plan as they become necessary.

#### **IV. ACCOMPLISHMENTS FOR FY 2011-12**

- Engagement with community partners through initiatives such as restorative justice and Disproportionate Minority Contact
- Development and implementation of AB109 plan
- Development of information case management upgrades
- Implementation of limited arming project

# Probation FY 2012-13 Performance Plan

---

- Increased coordination with law enforcement partners in field operations
- Increased public awareness and availability of information through website improvements
- Increased community involvement through public presentations

## V. GOALS AND KEY INITIATIVES FOR FY 2012-13

### GOAL I

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

**Countywide Goal**

II. Safe Communities

#### **FY 2012-13 Key Initiatives**

1. Improving Probation Outcomes Through Science (IPOTS) is a state funded initiative designed to apply best practices to an Adult Division caseload of probationers at high risk of going to prison

### GOAL II

**Improve the effectiveness and efficiency of Probation programs**

**Countywide Goal**

IX. Managing for Results

#### **FY 2012-13 Key Initiatives**

1. Utilize enhanced management information systems, to increase capacity to track outcomes in both Adult and Juvenile Divisions

### GOAL III

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

**Countywide Goal**

VI. Excellent Customer Service

#### **FY 2012-13 Key Initiatives**

1. The Probation Department will continue its organizational development initiative, all leadership initiatives, and ensuring all staff has the training, resources and equipment to perform their jobs

# Probation FY 2012-13 Performance Plan

---

## GOAL IV

Promote the values and principles of community justice

<b>Countywide Goal</b>	V. Community Participation
------------------------	----------------------------

<b>FY 2012-13 Key Initiatives</b>
-----------------------------------

- |  |
|--|
| 1. In collaboration with both the Juvenile Justice Delinquency Prevention Commission and the San Rafael Unified School district, the Probation Department is developing the foundation for the use of restorative justice practices in the community |
|--|

## VI. KEY CHALLENGES AND OUTSTANDING ISSUES

- In FY 2012-13, the primary challenge facing the Probation Department will be the development and implementation of “Public Safety Realignment,” also known as Assembly Bill 109. The Board of Supervisors approved a plan to implement the law in September 2011. However some of the most difficult responsibilities associated with this legislation still lie ahead.
  - Developing partnerships among both County and community-based agencies that will serve this new population
  - Determining the size and complexity of the caseloads of offenders that will require supervision
  - Creating the capacity to assure community safety through hiring of new staff, and creating measurements of success and the means to track them
  - Balance increasing the capacity in order to meet the requirements of the AB109 during a time of budget reductions for all other services and programs
- The ongoing growth and change of staff in the organization. Approximately 40% of the staff in the Department has less than 10 years of experience, and 84% of the management team has less than 5 years of experience in their present classification. This is a substantial change from 10 years ago, when the average tenure for both all employees and managers was much longer. These substantial changes in staffing are occurring at the same time as other significant shifts, including:
  - Greater emphasis in field work, and coordinating supervision of offenders with law enforcement agencies
  - Increased use of technology in every aspect of the department’s operations
  - Reliance on data to drive decisions
  - Referring to research to support practices and interventions
- The Department is keenly aware of the need for succession planning, and therefore allocates a significant amount of resources towards training in both individual staff and organizational development. The Probation Department believes strongly that by investing in staff development we will improve outcomes in the short term, and ensure long-term success in the organization by preparing its future leaders.

# Probation FY 2012-13 Performance Plan

## VII. PERFORMANCE MEASURES

### ADULT PROBATION SERVICES

<b>Department Goal</b>	Goal I - Reduce recidivism and increase the percentage of clients who successfully complete their conditions of probation
------------------------	---

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

MEASURES	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Target	FY 2011-12 Target
<b>Workload Measures</b>					
Number of cases supervised	3,174	2,754	2,522	2,300	2,400
<b>Efficiency Measures</b>					
Average number of cases served per probation officer over the year	212	197	180	144	144
Average number of cases per probation officer	98	103	84	85	85
<b>Effectiveness Measures</b>					
➔ Percent of clients successfully completing probation	68%	71%	68%	75%	75%

➔ Indicates a Key Measure

**Story Behind Performance:** Previous Probation Department performance plans had calculated the percentage of successful completion including those cases that resulted in bench warrants. After discussion with staff, the Department has decided to remove those cases from this measure, and consider only those cases that complete their period with a final disposition other than bench warrant.

Average number of cases per probation officer assumes 16.5 FTE dedicated to this task.

## Probation FY 2012-13 Performance Plan

### Department Goal

Goal I - Reduce recidivism and increase the percentage of clients who successfully complete their conditions of probation

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

MEASURES	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Target	FY 2011-12 Target
<b>Workload Measures</b>					
Number of cases with execution of sentences suspended (ESS)	n/a	155	102	155	150
<b>Efficiency Measures</b>					
Total number of IPOTS participants per Probation Officer served over the year	n/a	45	52	70	70
<b>Effectiveness Measures</b>					
Total number of probationers terminated from probation and sentenced to prison	n/a	n/a	4	6	6
Rate of probationers terminated from probation and sentenced to prison	n/a	n/a	7.7%	8.6%	8.6%

➔ Indicates a Key Measure

**Story Behind Performance:** The Statewide rate of probation cases revoked and sentenced to prison is 5.4%; this statistic refers to all probationers, regardless of risk level for recidivism. IPOTS is a program that is designed to serve high risk probationers with an enhanced likelihood for failing probation and receiving a prison sentence. Despite this, the failure rate is not significantly higher, indicating that IPOTS is an effective intervention for this population.

### Department Goal

Goal I - Reduce recidivism and increase the percentage of clients who successfully complete their conditions of probation

**Objective: Reduce the numbers and rate of adult probationers whose probation is terminated and are sentenced to state prison**

MEASURES	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Target	FY 2011-12 Target
<b>Effectiveness Measures</b>					
➔ Number of adult probationers sentenced to state prison	n/a	19	32	20	25
➔ Rate of adult probationers sentenced to	n/a	1.8%	3.2%	2.0%	2.5%

# Probation FY 2012-13 Performance Plan

MEASURES	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Target	FY 2011-12 Target
state prison					

➔ Indicates a Key Measure

**Story Behind Performance:** The statewide rate of probation cases revoked and sentenced to prison is 5.4%.

<b>Department Goal</b>	Goal I - Reduce recidivism and increase the percentage of clients who successfully complete their conditions of probation
------------------------	---

**Objective: Increase the number of clients successfully completing Post Release Community Supervision (PRCS)**

MEASURES	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Target	FY 2012-13 Target
<b>Workload Measures</b>					
Number of Post-Release Community Supervision (PRCS) cases released to Marin County	n/a	n/a	n/a	60	60
<b>Efficiency Measures</b>					
Total number of PRCS participants per Probation Officer served over the year	n/a	n/a	n/a	30	40
<b>Effectiveness Measures</b>					
Rate of PRCS cases successfully completing their program	n/a	n/a	n/a	60%	60%

➔ Indicates a Key Measure

**Story Behind Performance:** Successful completion for PRCS case is defined as:

- No conviction for a new criminal offense that occurred while under supervision
- At date of discharge from PRCS, at least two of the three conditions are present: (1) defendant has engaged in treatment at some point during supervision; (2) defendant has stable housing; or (3) defendant is employed

## JUVENILE PROBATION



## Probation FY 2012-13 Performance Plan

### Department Goal

Goal I - Reduce recidivism and increase the percentage of clients who successfully complete their conditions of probation

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

MEASURES	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Target	FY 2011-12 Target
<b>Workload Measures</b>					
Number of <i>High</i> and <i>Very High</i> Risk cases supervised in Juvenile Division Supervision Units	224	260	219	220	210
<b>Efficiency Measures</b>					
Total number of <i>High</i> and <i>Very High</i> Risk cases served per probation officer	32.7	24.9	24.3	23.3	23.0
Average number of cases per probation officer	20	n/a	25	22	21
<b>Effectiveness Measures</b>					
Percentage of assessments for High and Very High Risk cases that indicated a reduction in risk level for recidivism	40%	49%	50%	50%	50%
➔ Percentage of High and Very High Risk cases that successfully completed probation	73%	70%	76%	70%	75%

➔ Indicates a Key Measure

### Department Goal

Goal I - Reduce recidivism and increase the percentage of clients who successfully complete their conditions of probation

**Objective: Maintain a juvenile detention facility in which detainees are safe and well treated**

MEASURES	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Target	FY 2011-12 Target
<b>Effectiveness Measures</b>					
Number of youth surveyed after detention	448	537	532	400	400
➔ Rate of youth reporting they felt safe during detention	97.1%	98.7%	98.5%	98.0%	98.0%
➔ Rate of youth reporting they were treated with respect during detention	95.8%	98.1%	99.2%	98.0%	98.0%

# Probation FY 2012-13 Performance Plan

➔ Indicates a Key Measure

<b>Department Goal</b>	Goal I - Reduce recidivism and increase the percentage of clients who successfully complete their conditions of probation
------------------------	---

**Objective: Ensure that detention for technical violations of probation is limited to cases that represent an immediate and grave threat and are for the shortest duration necessary**

MEASURES	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Target	FY 2012-13 Target
<b>Workload Measures</b>					
Number of High and Very High Risk cases supervised in Juvenile Division Supervision Units	224	260	219	220	210
<b>Efficiency Measures</b>					
Total number of bookings for technical violations of probation per High and Very High Risk Cases	257	289	231	214	210
<b>Effectiveness Measures</b>					
➔ Average number of bookings for technical violations of probation per High and Very High Risk Cases	1.1	1.1	1.1	1.0	1.0
➔ Average length of stay in detention for a technical violation of probation	14.0	16.7	16.5	12.9	10.0

➔ Indicates a Key Measure

**Story Behind Performance:** Use of detention for youth on probation has been declining, primarily because best practices in the field of community corrections indicate that detention is often not a useful instrument to create the desired behavior change in youth. Indeed, detention has been correlated to many and significant negative outcomes, particularly for youth of color, who are disproportionately represented in the juvenile justice system. Utilizing interventions that are alternatives to custody in Juvenile Hall, whenever safety concerns allow it, are becoming increasingly common and preferred to detention.