

Probation FY 2013 - 14 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

IV. Accomplishments for FY 2012-13

Juvenile Division

1. Implemented a job development program for at-risk youth
2. 75% of youth completed probation successfully
3. Recognized by Marin Grassroots as recipient of outstanding work for a government agency in the field of addressing Disproportionate Minority Contact (DMC) and Countywide Restorative Justice efforts

Administration

1. Probation Officers were upgraded with laptops and cellphones making them more mobile to engage in field work
2. Implemented the redesign of the Probation Information System, which will result in a modern streamlined system on a mobile platform
3. Deputy Probation Officers were fully equipped with MERA radios
4. Worked with IST to modernize our web page for the public
5. Implemented program of "employee orientation" for on-boarding both new and existing staff
6. Conducted leadership seminar with St. Mary's College Executive Leadership Program

Adult Division

1. Probation Officers engaging in further community outreach with the Thinking for a Change curriculum offered at multiple sites
2. Probation Officers meeting their clientele in community locations such as the Ritter Center, Phoenix Project and Canal Pickleweed community center in order to better serve our clients

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V. Key Challenges and Outstanding Issues

In FY 2013-2014, a critical challenge will be the decline in revenue from SB 678 funding received from the state. The Probation Department initially received \$269,625 in startup money to be used to enhance the department's usage of Evidence Based Practices and software upgrades. Subsequent year awards were allocated amongst all California counties based on the proven ability of each county to reduce the number of prison commitments. In the first year of performance awards, Marin was identified as a "High Performing" agency and was rewarded a one year award that well exceeded our initial funding. In year two of performance awards Marin was still one of a diminishing number of counties that were classified as "High Performing" earning us an allocation comparable to the funding of the High Performance grant received the previous year. These funds have been used exclusively for treatment for our Adult offenders which helps drive down costs for other County agencies. The Governor's January budgetary proposal is seeking a reduction in SB678 funds at approximately 70%. Chief Probation Officers of California (CPOC) will be working with the Governor's office to advocate for previous funding levels.

Staffing presents with challenges as well, with approximately 41% of the staff in the Department having less than five years of experience as regular-hire employees. Additionally, 17% of the department has 20 years or greater of experience and are potentially retirement eligible. The department is preparing for these challenges by initiating an employee orientation program as part of the on-boarding process as well as providing additional training to prepare staff for leadership roles. We will be working closely with Human Resources to address these needs.

Further staffing challenges include workspace planning. The immediate impact of the uncertainty at Juvenile Services with either building renovation work taking place during business hours, the prospect of temporarily moving staff to portable buildings, or offsite altogether has presented great uncertainty and will be disruptive to providing service to youth and families.

The Juvenile Hall facility expects to update some security concerns as well as modernize the interior bringing them up to industry standards. This is a constant struggle as the facility was built in the 1960's.

Lastly, the Civic Center currently does not provide enough office space for our existing staff which forces us to rent space at another location. This disrupts continuity and meeting on a regular basis. Also, the current staff located at the Civic Center do not have the modern security protections necessary for a law enforcement agency serving clients that can present significant safety issues.

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VI. Performance Plan

Department Goal	Countywide Goal
Goal I: Reduce recidivism and increase the percentage of clients who successfully complete their conditions of probation	II. Safe Communities

Initiative Description	Program(s)
Reduce caseload size for Deputy Probation Officers to improve quality of field contacts with probationers	Adult Probation Services, Juvenile Probation



Program: Adult Probation Services

Objective: Increase the number of clients successfully completing probation

Workload Measures	2009/10	2010/11	2011/12	2012/13	2013/14
	Actual	Actual	Actual	Target	Target
Number of cases supervised	2,754	2,522	2,359	2,400	2,104
Efficiency Measures	2009/10	2010/11	2011/12	2012/13	2013/14
	Actual	Actual	Actual	Target	Target
Average number of cases served per probation officer over the year	197	180	147	144	132
Effectiveness Measures	2009/10	2010/11	2011/12	2012/13	2013/14
	Actual	Actual	Actual	Target	Target
 Percent of clients successfully completing probation	56%	58%	58%	60%	60%

Program: Adult Probation Services

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

Effectiveness Measures	2009/10	2010/11	2011/12	2012/13	2013/14
	Actual	Actual	Actual	Target	Target
 Number of adult probationers sentenced to state prison	19	20	12	15	14
 Rate of adult probationers sentenced to state prison	2%	2%	1%	1.5%	1%

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Story Behind Performance:

Marin County's rate of adult probationers sentenced to state prison is among the lowest in the state of California.

Program: Adult Probation Services

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

Workload Measures	2009/10	2010/11	2011/12	2012/13	2013/14
	Actual	Actual	Actual	Target	Target
Number of Post-Release Community Supervision (PRCS) cases released to Marin County	N/A	N/A	N/A	45	35
Total number of PRCS participants per Probation Officer served over the year	N/A	N/A	N/A	30	30

Effectiveness Measures	2009/10	2010/11	2011/12	2012/13	2013/14
	Actual	Actual	Actual	Target	Target
Rate of PRCS cases successfully completing their program with no new felony conviction	N/A	N/A	N/A	89%	90%

Program: Juvenile Probation


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

Workload Measures	2009/10	2010/11	2011/12	2012/13	2013/14
	Actual	Actual	Actual	Target	Target
Number of cases supervised in Juvenile Division Supervision Units	224	243	208	170	170

Efficiency Measures	2009/10	2010/11	2011/12	2012/13	2013/14
	Actual	Actual	Actual	Target	Target
Average number of cases per probation officer at any given time during the year	24.9	27	23.1	18	18

Effectiveness Measures	2009/10	2010/11	2011/12	2012/13	2013/14
	Actual	Actual	Actual	Target	Target
Percentage of bi-annual assessments of cases which indicated a reduction	40.4%	47.8%	60.2%	60%	60%

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	Effectiveness Measures	2009/10	2010/11	2011/12	2012/13	2013/14
		Actual	Actual	Actual	Target	Target
	in the risk score for recidivism					
	Percentage of cases that successfully completed probation	75%	72.6%	71%	75%	75%

Story Behind Performance:

The reducing caseload size has improved the ability to reduce risk factors associated with recidivism.

Program: Juvenile Hall

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



	Workload Measures	2009/10	2010/11	2011/12	2012/13	2013/14
		Actual	Actual	Actual	Target	Target
	Number of youth surveyed after detention	537	532	388	340	325
	Effectiveness Measures	2009/10	2010/11	2011/12	2012/13	2013/14
		Actual	Actual	Actual	Target	Target
	Rate of youth reporting they felt safe during detention	98.7%	98.5%	96.3%	96%	98%
	Rate of youth reporting they were treated with respect during detention	98.1%	99.2%	96.8%	97%	98%

Program: Juvenile 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

	Workload Measures	2009/10	2010/11	2011/12	2012/13	2013/14
		Actual	Actual	Actual	Target	Target
	Number of cases supervised in Juvenile Division Supervision Units	224	243	208	170	170
	Efficiency Measures	2009/10	2010/11	2011/12	2012/13	2013/14
		Actual	Actual	Actual	Target	Target
	Total number of bookings for technical violations of probation (violations of Home Detention and Electronic Monitoring, VOP, warrant or remand)	289	231	199	210	136

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Effectiveness Measures	2009/10	2010/11	2011/12	2012/13	2013/14
	Actual	Actual	Actual	Target	Target
 Average number of bookings for technical violations of probation (violations of Home Detention and Electronic Monitoring, VOP, warrant or remand)	1.3	0.95	0.96	1	0.8
 Average length of stay in detention for a technical violation of probation (VOP, warrant or remand)	16.7	16.5	13.7	10	9

Story Behind Performance:

The Probation Department has developed programs and services to reduce the need to rely on detention to respond to technical violations of probation.

Program: Adult Supervision

Objective: Reduce Recidivism

Workload Measures	2009/10	2010/11	2011/12	2012/13	2013/14
	Actual	Actual	Actual	Target	Target
Number of cases supervised in Adult Supervision	2,754	2,522	2,359	2,400	2,100
Number of probationers convicted of a new felony offense while under supervision	45	53	46	46	32
Rate of recidivism for probationers	1.6%	2.1%	1.9%	1.9%	1.5%

Department Goal	Countywide Goal
Goal II: Improve the effectiveness and efficiency of Probation programs	IX. Managing for Results

Initiative Description	Program(s)
Probation Records Information Systems Management upgrade. The Department is in the process of working with IST to upgrade our current electronic management system to better utilize information management and more user friendly to staff.	Adult Probation Services

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Department Goal	Countywide Goal
Goal III: Utilize training and staff development opportunities to ensure high level of employee performance	VII. Employer of Choice

Initiative Description	Program(s)
Continue organizational development and strategic planning process	Department Wide
Conduct annual staff surveys (360 assessments of managers and line staff)	Department Wide

Department Goal	Countywide Goal
Goal IV: Promote the values and principles of community justice	II. Safe Communities

Initiative Description	Program(s)
Continued support of restorative justice efforts in the community, such as VORP and United for Restorative Justice, a Canal community group	Juvenile Division