

**Probation
FY 2014 - 16 Performance Plan**

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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:

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- Conduct investigations and provide written reports to the courts to assist in making sentencing decisions for adults convicted of felonies or violent misdemeanor crimes
- Provide supervision to approximately 2,100 adults placed on probation/mandatory supervision 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) implementing Public Safety Realignment services (AB109)
- Coordinate delivery of jail alternative programs, either through direct service or by contracting with private agencies. County Parole, 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:

- 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 170 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 in treatment, and reporting these activities back to the court;
- Collaborate with the courts, District Attorney, and Public Defender to engage youth identified as needing substance abuse treatment in the Juvenile Drug Court Program
- Partner with the Marin County Office of Education and local community-based organizations to utilize Juvenile Justice Crime Prevention Act (AB 1913) funds to implement programs at 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, Family Violence Court and the Supervised and Treatment After Release (STAR) 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 program. Participating departments meet weekly with the Court to discuss the progress of participants by holding weekly sessions where participants check in with the judge and may face penalties for violating the program's requirements.

Juvenile Drug Court

The Juvenile Drug Court is a collaborative effort between the Court, 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

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abuse alcohol and other drugs and are on probation. The program also serves family members and parents by offering family counseling.

Juvenile Hall

The Marin County Juvenile Hall is a 24-hour detention facility for youth arrested for crimes and awaiting Juvenile Court. The 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 (AB109), 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 (CCP) include: Chief Probation Officer as the Chair, a Superior Court designee (appointed by the Presiding Judge); 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.

The Partnership developed and submitted the County's plan of action for addressing the new law to the Board of Supervisors. 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 2013-14

- Established a Field Training Officer program to certify staff in safe and effective field procedures, including purchase of a Force Options Simulator
- Completed 360-degree performance evaluations for all management staff and some line staff
- Completed the Disproportionate Minority Contact (DMC) process, with implementation of programs designed to address identified issues
- Completed design of the new Juvenile Case Management System, "Odyssey"
- Participated in the establishment of a Countywide Domestic Violence Coordinating Council
- Trained adult division staff on evidence-based case planning, and created a standardized case plan form
- Implemented electronic bed check system at Juvenile Hall

V. Key Challenges and Outstanding Issues

- The Juvenile Probation Services building will be undergoing a renovation this year, requiring staff to be relocated into multiple locations

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- Statewide Title IV-E funding issues may reduce department revenue
- Maintaining safety and security at Juvenile Hall during work on the safety upgrade
- Acquiring a safe, single work location for the Adult Probation division


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)
Ensure all probationers have access to benefits for which they may be eligible under the Affordable Care Act and can access necessary services for their recovery and rehabilitation	Adult Probation

Program: Adult Probation Services

Objective: Increase the number of clients successfully completing probation

Workload Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Number of cases supervised	2,522	2,359	2,355	2,104	2,100	2,100
Efficiency Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Average number of cases served per probation officer over the year	180	147	147	132	120	120
Effectiveness Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
 Percent of clients successfully completing probation	58%	58%	57%	75%	75%	75%


Story Behind Performance:

The Adult Probation division is implementing a change to the definition of what success means for a probationer. The goal is to focus on the areas within the probationer's and his or her probation officer's area of influence. Historically, a probation case was closed as unsuccessful if the client had not completed payment on all outstanding victim restitution and court-ordered fines and fees. However, victim restitution and court-ordered fines and fees are often set at an unattainable level for many probationers; therefore, collections on victim restitution, court fines and fees continue beyond the term of supervision. The revised definition of probation success will be determined by the probationer's successful completion of all other terms and conditions.

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Program: Adult Probation Services

Objective: Reduce the numbers and rate of adult felony probationers whose probations are terminated and who are sentenced to state prison

Workload Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Number of adults on felony probation	1,002	999	937	900	900	900
Effectiveness Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
 Number of adult felony probationers sentenced to state prison	20	12	23	14	14	14
 Rate of adult probationers sentenced to state prison	2.0%	1.2%	2.4%	1.5%	1.5%	1.5%

Story Behind Performance:

The number of felony probationers has been decreasing over the past several years. This may be related to a statewide trend in crime reduction, and may also be a factor of changed sentencing practices by courts following the implementation of AB109. While the overall felony population has declined, the number of felony probationers with a high risk of having their probations terminated and being sent to prison has stayed relatively constant.

Program: Adult Probation Services

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

Workload Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Number of Post-Release Community Supervision (PRCS) cases released to Marin County*	N/A	N/A	38	35	N/A	N/A
Number of Mandatory Supervision (MS) cases sentenced to Marin County	N/A	N/A	15	17	23	25
Total number of PRCS/MS participants per Probation Officer served over the year	N/A	N/A	27	30	30	30
Effectiveness Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Rate of PRCS cases	N/A	N/A	97%	90%	90%	90%

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Effectiveness Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
successfully completing their program with no new felony or misdemeanor conviction						



Story Behind Performance:

Post Release Community Supervision (PRCS) and Mandatory Supervision (MS) are the realigned prison population that report to Probation after release from prison, rather than state parole, based on level of offense. Offenders assigned to MS would have completed their sentence in the prison system (i.e. served in the County jail) and are now under the supervision of the local probation office.

*Initially the Board of State Community Corrections (BSCC) provided annual projections on the numbers of prisoners that would be released to the supervision of the local probation offices as PRCS. However, the workload has become too great for the BSCC to keep these projections up. It is expected that the numbers of PRCS will decline and the number of Mandatory Supervision cases increases based on new sentencing guidelines. There also continues to be debate on the amendment of legislation to reclassify additional prison populations as eligible for PRCS.

Program: Juvenile Probation

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


Workload Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Number of cases supervised in Juvenile Division Supervision Units	243	208	167	170	170	170
Efficiency Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Average number of cases per probation officer at any given time during the year	27	23	14	18	18	18
Effectiveness Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
 Percentage of cases that successfully complete probation	72.6%	71.0%	72.0%	75.0%	75.0%	75.0%
 Percentage of supervision cases that close successfully that are not cited again within 12 months	N/A	N/A	67.6%	70.0%	70.0%	70.0%

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Program: Juvenile Hall

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


Workload Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Number of youth surveyed after detention	532	388	227	250	225	220

Effectiveness Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
 Rate of youth reporting they felt safe during detention	98.5%	96.3%	96.0%	98.0%	98.0%	98.0%
 Rate of youth reporting they were treated with respect during detention	99.2%	96.8%	97.0%	98.0%	98.0%	98.0%

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

Efficiency Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Total number of bookings for technical violations of probation for High and Very High risk cases (violations of Home Detention and Electronic Monitoring, warrant or remand)	231	199	167	136	135	130

Effectiveness Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
 Average number of bookings for technical violations of probation for High and Very High Risk Cases (violations of Home Detention and Electronic Monitoring, warrant or remand)	0.95	0.96	1.00	0.80	0.75	0.75

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Program: Adult Supervision

Objective: Reduce Recidivism

Workload Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Number of cases supervised in Adult Supervision	2,522	2,359	2,355	2,104	2,100	2,100
Rate of recidivism for probationers	2.1%	1.9%	5.3%	5.1%	5.0%	5.0%
Number of probationers convicted of a new felony offense while under supervision	53	46	47	32	30	30
Number of probationers convicted of a new misdemeanor offense while under supervision	N/A	N/A	81	75	75	75

Story Behind Performance:

The Chief Probation Officers of California (CPOC) has agreed to define recidivism as a new misdemeanor or felony conviction while on supervised probation. In prior years, the department only reviewed felony convictions as a measure of recidivism. With the newly agreed-upon definition, misdemeanors are now included as well.

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

Initiative Description	Program(s)
Work with Information Services and Technology to continue the Probation Records Information Systems Management (PRISM) upgrade, to better utilize information management and become more user-friendly to staff	Adult Probation Division
Enhance Odyssey, the juvenile probation case management system, to include a module for Juvenile Hall	Juvenile Hall

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 the department's organizational development and strategic planning process	Department Wide

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Initiative Description	Program(s)
Continue to expand on leadership and coaching initiatives; managers will be going through a second round of training regarding coaching, through the Dominican College	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 the Victim Offender Reconciliation Program (VORP) and United for Restorative Justice, a Canal community group	Juvenile Supervision
Engage criminal justice partner agencies in the development of restorative processes and practices in the adult population	Adult Division

Program: Juvenile Probation Services

Objective: Increase the amount of victim restitution collected and distributed prior to the end of a juvenile probationer's supervised term

Workload Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Number of juvenile probation cases with an order of restitution	N/A	N/A	28	30	30	30
Efficiency Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Percentage of victims (of crimes committed by a juvenile) made whole before case closure	N/A	N/A	88%	90%	90%	90%
Effectiveness Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Percentage of restitution dollars owed by juvenile probationers that are paid before case closure	N/A	N/A	73%	75%	75%	75%

Story Behind Performance:

The term "restitution" in the criminal justice system means payment by an offender to the victim for the harm caused by the offender's wrongful act(s). The department is responsible for collecting restitution during the course of an offender's probation term and works with the juvenile and his or her family to make timely payment on any restitution ordered by the courts.