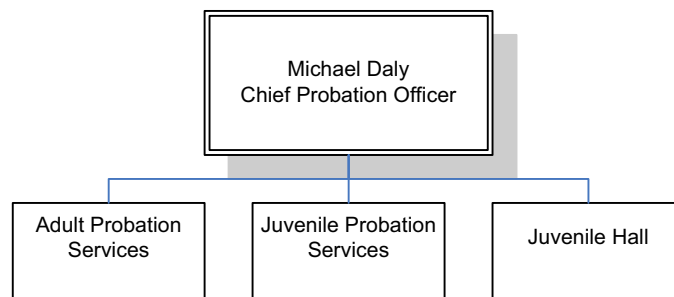


Probation

Michael Daly, Chief Probation Officer

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.



DEPARTMENT SUMMARY

General Fund	FY 2008-09 Actual	FY 2009-10 Proposed	FY 2009-10 Approved	FY 2010-11 Recommended	FY 2010-11 Change
Expenditures					
Salaries & Benefits	\$12,606,409	\$12,814,225	\$12,271,578	\$12,913,384	\$641,806
Service and Supplies	1,860,495	1,858,802	1,908,573	1,714,687	(193,886)
Other Charges	71,564	159,637	159,637	200,000	40,363
Interdepartmental Charges	847,307	728,489	728,489	1,155,313	426,824
Total Expenditures	\$15,385,775	\$15,561,153	\$15,068,277	\$15,983,384	\$915,107
Revenues					
Fines, Forfeitures, Penalties	\$181,043	\$80,002	\$80,002	\$80,002	-
Intergovernmental Revenues	4,915,398	6,189,669	6,189,669	5,698,129	(491,540)
Charges for Current Services	589,453	617,117	617,117	737,117	120,000
Miscellaneous Revenues	76,827	85,743	85,743	115,743	30,000
Total Revenues	\$5,762,720	\$6,972,531	\$6,972,531	\$6,630,991	(\$341,540)
Net County Cost (NCC)	\$9,623,055	\$8,588,622	\$8,095,746	\$9,352,393	\$1,256,647
Allocated Positions (FTE)	119.49	117.78	112.78	109.78	(3.00)

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

Probation

PUBLIC SAFETY

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
- Adult Probation Services
- Juvenile Hall
- Mediation Services
- Administration

Accomplishments FY 2009-10

- 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

Goals and Initiatives FY 2010-11

GOAL I

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

FY 2010-11 Initiatives

- Implement Phase II of the Workload Analysis in order to develop a strategy for incorporating the use of evidence-based practices in deputy probation officers' day-to-day work with probationers
- 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 II

Improve the effectiveness and efficiency of Probation programs

FY 2010-11 Initiatives

- 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
- Improve the utilization of departmental web site for accomplishing routine, day-to-day tasks that will allow staff capacity to provide other services

GOAL III

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

FY 2010-11 Initiatives

- Continue workgroups related to workforce planning, diversity, communication and organizational development
- 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
- 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 IV

Promote the values and principles of community justice

FY 2010-11 Initiatives

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

- Begin planning for creation of neighborhood "accountability boards" in those communities that are prepared and interested

Description and Impacts of Budget Reductions

FTE Reduced	Change in Expenditure	Change in Revenue	Change in Net County Costs
(3.00)	(\$293,642)	(\$30,000)	(\$323,642)

• **Description:** Eliminate 1.0 FTE Legal Process Specialist, 1.0 FTE Deputy Probation Officer and 1.0 FTE Senior Clerk Typist through Voluntary Separation Incentive Program. Delete vacant Chief of Administrative Services position and replace with lower-cost Administrative Services Manager position; reduce office equipment budget and create fee for all pre-sentence investigation reports.

• **Programmatic Impacts of Proposed Changes:** Minimal impacts anticipated.

Key Challenges and Outstanding 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

Overview of Programs

FY 2010-11 Estimated Cost of Program Services

PROBATION PROGRAM SUMMARY				
General Fund Program Services	FTE	Total Expenditures	Total Revenues	Net County Cost
Adult Probation Services	37.00	\$5,327,426	(\$2,588,016)	\$2,739,410
Juvenile Probation	23.75	\$3,812,668	(\$2,669,839)	\$1,142,829
Collaborative Justice	2.00	\$238,126	-	\$238,126
Juvenile Drug Court	1.00	\$123,020	-	\$123,020
Juvenile Hall	23.84	\$3,884,957	(\$818,468)	\$3,066,489
Mediation Services	4.15	\$421,994	(\$245,033)	\$176,961
Administration*	18.03	\$2,175,193	(\$309,635)	\$1,865,558
Total	109.78	\$15,983,384	(\$6,630,991)	\$9,352,393
% of Budget			41%	59%

* Administration revenues offset other program operations

Adult Probation Services

Program Description and Responsibilities

Adult Probation Services	FTE	Total Expenditures	Total Revenues	Net County Cost
FY 2010-11 General Fund Program Budget	37.00	\$5,327,426	(\$2,588,016)	\$2,739,410

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
- 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.

Probation

PUBLIC SAFETY

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

- Implement re-organization of the Adult Division
- Implement SB678 grant funded program Improving Probation Outcomes Through Science (IPOTS)

Juvenile Probation

Program Description and Responsibilities

Juvenile Probation	FTE	Total Expenditures	Total Revenues	Net County Cost
FY 2010-11 General Fund Program Budget	23.75	\$3,812,668	(\$2,669,839)	\$1,142,829

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

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

Collaborative Justice

Program Description and Responsibilities

Collaborative Justice	FTE	Total Expenditures	Total Revenues	Net County Cost
FY 2010-11 General Fund Program Budget	2.00	\$238,126	-	\$238,126

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.

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

Juvenile Drug Court Program Description and Responsibilities

Juvenile Drug Court	FTE	Total Expenditures	Total Revenues	Net County Cost
FY 2010-11 General Fund Program Budget	1.00	\$123,020	-	\$123,020

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.

Juvenile Hall Program Description and Responsibilities

Juvenile Hall	FTE	Total Expenditures	Total Revenues	Net County Cost
FY 2010-11 General Fund Program Budget	23.84	\$3,884,957	(\$818,468)	\$3,066,489

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

- 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)
- Assign two new probation supervision positions to juvenile hall in order to comply with California Standards for Corrections regulations

Mediation Services Program Description and Responsibilities

Mediation Services	FTE	Total Expenditures	Total Revenues	Net County Cost
FY 2010-11 General Fund Program Budget	4.15	\$421,994	(\$245,033)	\$176,961

The Mediation Services program provides alternate dispute resolution services to divert potential litigants from the traditional justice system of adversarial litigation. This is proposal to be restructured as a third round reduction option - services will be provided by the Consumer Protection Unit of the District Attorney's Office. Mediation Services administers the Marin 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

- 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.

Administration Program Description and Responsibilities

Administration	FTE	Total Expenditures	Total Revenues	Net County Cost
FY 2010-11 General Fund Program Budget	18.03	\$2,175,193	(\$309,635)	\$1,865,558

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.

Probation

PUBLIC SAFETY

FY 2010-11 Program Initiatives

- Monitor state and federal legislation that may impact departmental operations

- Review Probation fee structure to ensure optimum cost recovery for services rendered

Performance Measures

Adult Probation Services

Objective: Increase the number of clients successfully completing probation

MEASURES	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Estimate	FY 2010-11 Estimate
Workload Measures				
Number of cases supervised	2,978	3,174	2,700	2,700
Efficiency Measures				
Average number of cases per probation officer served 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
Effectiveness Measures				
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

MEASURES	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Estimate	FY 2010-11 Estimate
Workload Measures				
Number of releases to parole	302	325	400	400
Efficiency Measures				
Number of releases to parole per deputy probation officer	75.5	81.3	267	200
Effectiveness Measures				
Percent of cases on Parole that complete the program without being revoked	74%	85%	85%	85%

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 the Improving Probation Outcomes Through Science (IPOTS) program

MEASURES	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Estimate	FY 2010-11 Estimate
Workload Measures				
Number of cases with execution of sentences suspended (ESS)	n/a	n/a	155	155
Efficiency Measures				
Total number of IPOTS participants per probation officer served over the year	n/a	n/a	n/a	45
Effectiveness Measures				
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 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Estimate	FY 2010-11 Estimate
Workload Measures				
Number of high and very high cases supervised in Juvenile Division Supervision Units	219	294	262	260
Efficiency Measures				
Number of high and very high cases per probation officer served per probation officer	24.3	32.7	29.1	29.1
Average number of cases per probation officer	20	20	23	25
Effectiveness Measures				
Percent of assessments for high and very high risk cases which indicated a reduction in risk level for recidivism	42.5%	49.3%	49%	49%
Percent of assessments for 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.