

2021-2022 NAPA COUNTY CIVIL GRAND JURY

Adult Probation Department Final Report

June 15, 2022

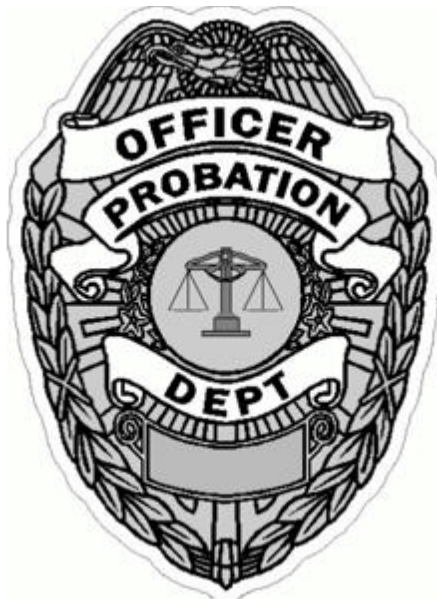


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SUMMARY

The California Penal Code 919(b) mandates that “the grand jury shall inquire into the condition and management of the public prisons within the county” on an annual basis. Prior Napa Grand Juries have reported on the management of the Napa County Jail, noting that construction of a new jail is targeted for completion in 2023. This year’s Grand Jury (2021-2022) chose to investigate the Adult Probation Department, which has not been formally investigated since the 2008-2009 Grand Jury investigation. The current Grand Jury wanted to know whether the Department was employing Evidenced-Based Practices to reduce recidivism¹ as mandated by the Adult Corrections System Master Plan; what progress has been made in assuring greater safety for probation officers; what opportunities have been made for career advancement; and to inquire about overall job satisfaction. The Grand Jury also toured the Adult Probation Department to survey the working environment and any remaining maintenance concerns resulting from reported water leaks from the adjacent Napa County Jail.

The Grand Jury found that Probation Officers must complete considerable training in order to:

- (1) understand the complexities of the legal system;
- (2) learn how to administer and interpret forensic risk assessment tools;
- (3) work effectively with probationers who struggle with a wide range of psychological and substance abuse problems;
- (4) manage the supervision of sizable caseloads of probationers;
- (5) perform numerous duties related to the completion of court reports; and
- (6) meet with victims and their family members.

The Grand Jury recommends an increase in the size of the Department to ensure that officers could more effectively manage their caseloads and perform Evidence-Based cognitive-behavioral counseling. In addition, the Grand Jury recommends modifying the CJNet data collection system to provide greater capability to support departmental data analysis which would support an evidence-based system to analyze the efficacy of therapeutic programs as well as to measure performance standards of departmental personnel. The Grand Jury believes that enhanced data analysis capability will provide the means of recognizing trends and drawing conclusions which should lead to greater efficiencies and demonstrate that their Cognitive Behavioral groups have been effective.

Finally, the Grand Jury commends the personnel of the Adult Probation Department for the wide range of services they provide with compassion to persons attempting to reenter society.

¹ The National Alliance on Mental Illness defines evidence-based practices (EBP) as therapies that have been studied academically or clinically, proved successful, and replicated by more than one investigation or review.

BACKGROUND

The American Probation System began in 1841 in Boston, Massachusetts.² In 1903, the California State Legislature directed California Courts to appoint probation officers and create a separate court for juveniles.

The Napa County Adult Probation Department operates as part of the Napa County Superior Court. Probation Officers have the combined responsibilities of protecting the community, serving the Court, and providing a range of services to probationers ordered to comply with court-mandated supervision.

There are two separate units of Adult Probation officers:

(1) the Investigations Unit, composed of eight probation officers and one supervisor, is responsible for investigating over 2,000 cases annually and providing court reports which include background information about defendants to support sentencing and supervision requirements; and

(2) the Supervision Unit, composed of 32 probation officers and four supervisors, is responsible for supervising 1300-1400 probationers annually.

In total, Napa's Probation Department has 92 staff members, including Juvenile Hall personnel, led by a Chief Probation Officer. The current Chief Probation Officer, in office since January 1, 2022, has worked in the department for over 20 years.

The 2008-2009 Napa County Grand Jury also investigated the Napa County Adult Probation Department. At that time, the Department had been restructured to facilitate employing Evidence-Based Practices (EBPs) with the goal of reducing probationer recidivism to address issues related to Napa Jail overcrowding. That earlier Grand Jury found that there were not enough rehabilitation programs and services for the mentally ill. In addition, it raised concerns related to the safety of Probation Officers when they were performing unannounced searches of probationers' residences or handling crises during office visits. They also investigated staff morale, opportunities for career advancement, and personnel turnover.

Many felony and misdemeanor crimes in California result in a jail or prison sentence. However, the law allows courts to sentence defendants to probation instead of the maximum amount of jail time allowed by statute. Because probation suspends "the imposition or execution of a sentence," people on probation are subject to certain rules and requirements (e.g., classes on drug and alcohol treatment, anger management, and sex offender treatment). If a person convicted of a felony or misdemeanor violates the terms of probation, the Court can send the person back to jail. There are two types of probation, informal and formal. Informal probation does not include supervision; formal probation involves supervision by a Probation Officer. The period of probation and degree of supervision depends on the criminal charges and whether a person is convicted of a felony or a misdemeanor.

A judge determines the terms of probation at sentencing; generally, this requires meeting certain conditions. Violation of probation may result from various reasons (e.g., failure to pay fines, appear in

² In 1841 a Boston, Massachusetts shoemaker named John Augustus offered to help the court in assisting drunks, vagrants, and petty thieves to better themselves. He asked the judge to put a common drunkard in his care. When he returned to Court after a period on probation, no one, not even the scrutinizing officers would have believed he was the same person. Thus was born the American Probation System.

court, complete a program or community service, report to one's Probation Officer, keep a job, or obey all laws, often even minor traffic offenses). When a person is found to be in a violation of probation, a judge can revoke probation and impose a jail or prison sentence.

Probation Officers are actively involved in the supervision of individuals on probation and make ongoing determinations about a person's success in meeting the conditions imposed by the court. When offenders violate the terms of their supervision, a Probation Officer responds according to departmental policy and procedure. If the violations are severe enough, Probation Officers have the responsibility of recommending revocation of the offender's probation. This means the person on probation will return to Court to be sentenced based on the original conviction considering their subsequent behavior while on supervision. In some instances, revocation may result in a jail or prison sentence depending on the original type of crime and any subsequent relevant legislation (e.g., AB109 recently reclassified certain felonies as misdemeanors). Officers commonly provide written reports or testimony for the Court to consider at a sentencing hearing. For those on parole or finishing their sentence in the community, revocation of this form of supervision means a return to prison.³ Officers also provide recommendations about the length of incarceration that a person should serve when probation has been revoked.

METHODOLOGY

The Grand Jury conducted a series of interviews with Deputy Probation Officers, Probation Officer Supervisors, and both the past and present Chief Probation Officer. Sample reports from the Investigative Unit sent to the Superior Court were reviewed, including Pretrial Reports, Presentencing Reports, Bail Revocation Reports, and Probation Revocation Reports. Forensic assessment tools were examined. The Grand Jury also participated in a tour of the Adult Probation Department.

DISCUSSION

The Napa County Adult Probation Department serves a key role in Napa's criminal justice system. Probation Officers have sizable caseloads of persons who have committed crimes and have been sentenced to a period of court-ordered supervision. They are often called upon to provide information to assist a judge in sentencing matters. They complete a variety of written reports which focus on a person's potential for successfully meeting the conditions of probation. These reports help classify individuals by levels of risk. As of April 27, 2022, Napa's Probation Department was supervising 227 persons rated as Low Risk, 422 persons rated as Medium Risk, 568 persons rated as High Risk, and 278 persons rated as Very High Risk.⁴

In order to determine appropriate levels of supervision, officers in the Adult Probation Department must have received training in the use of a predictability instrument known as the "Level of Service/Case Management Inventory," or LS/CMI. The LS/CMI is a "paper and pencil" inventory, which has been

³ The main difference between parole vs. probation is who can receive each type of release. While parole is for people who have been convicted of a crime and have already served a portion of their prison sentence, probation is a community supervision option that does not require the convicted person to spend time in jail.

⁴ These rankings are generated by the use of forensic assessment tools: (1) The Level of Service/Case Management Inventory (LS/CMI) and (2) The Ohio Risk Assessment System (ORAS) (See Glossary). These two risk assessment tools are a key component of a background investigation and form the basis for determining the type of supervision to be ordered by the Court.

validated by independent research, is considered reliable,⁵ and is completed for each probationer. Once the Adult Probation Department has established a criminal profile, the probationer can be assessed on a Risk/Need Profile and assigned to a corresponding supervisory group. In general, these groups are segregated into areas of very high, high, medium, and low risk of recidivism.

The Probation Department personnel are also trained to administer the Ohio Risk Assessment System (ORAS). It is used to identify dynamic factors that drive a person toward negative or criminal behaviors. The data collected are used to establish a collaborative case plan and identify which reentry services and programs best meet each person's individual needs.

Probation Officers, experienced in the application of determinate sentencing laws⁶, provide departmental representation to the Napa County Courts. The Investigations Unit provides written and oral probation reports also known as pre-sentence investigations for the Napa County Courts. These reports contain information describing the circumstances of a crime, the prior criminal history of a defendant, and a recommendation for or against a grant of probation. Victims of crimes are also contacted to determine if any restitution may be owed and to advise them of their legal rights. The report is also utilized by Probation Officers of the Supervision Unit and correctional authorities if the defendant is ordered to undergo a psychological evaluation or sentenced to state prison.

Probation Officers need to have broad knowledge of the criminal justice system. This includes knowledge of the roles, relationships, and responsibilities that are distributed among the government agencies and outside organizations (e.g., courts, parole authority, prison system, local jails, prosecuting attorneys, other law enforcement and corrections agencies, treatment providers). Officers must also understand the applicable case law and sentencing guidelines and have the ability to work with an extremely diverse population of individuals convicted of various crimes. They must also accept the potential hazards of working closely with a criminal population.

A. General Supervision

General Supervision refers to caseloads that commonly consist of drug/alcohol-related offenses, assaults, and weapons-related crimes. Probationers are required to report to their assigned Probation Officer as directed. A typical appointment includes explaining the terms of probation, referring clients to community and public resources, establishing restitution, monitoring payment of restitution, counseling, and drug and alcohol testing. Other functions include providing written and oral reports to the court, arresting probation violators, and performing probation searches.

⁵ This assessment tool covers criminal history, education/employment, family/marital, leisure/ recreation, companions, alcohol/drug problems, pro-criminal attitude/orientation, and antisocial patterns. LS/CMI further evaluates personal problems with criminogenic potential, the nature of the offense, prison experience, social, health and mental health issues, and special responsivity factors.

⁶ Determinate sentencing is a criminal sentence that involves a set amount of jail time upon a criminal conviction. This differs from indeterminate sentencing, which provides a wide range of potential penalties and allows the judge leeway to hand down a sentence within that range.

Most often, probation and parole officers will meet with offenders on their caseload either in an office setting or at the offender's residence or place of employment.⁷ These appointments usually consist of ensuring conditions of supervision are being met by gathering information related to the offender's whereabouts and activities. This may also include drug testing, referrals to treatment programs based on court requirements, and assisting offenders in overcoming barriers such as unemployment, homelessness, mental and physical illness, etc.

Officers also collect payments made by offenders toward any owed restitution, court obligations, and any supervision obligations they owe. Depending on departmental policy and procedure, it is common for each individual offender to be evaluated and classified according to their risk to the community and their need for community correctional services.

Higher-risk offenders are provided the greatest level of supervision and scrutiny. Rules may include such things as obtaining permission before leaving the State of California, reporting residence and employment changes, avoiding contact with specific persons, use of zero tolerance for alcohol or illegal drug consumption, etc. In some instances, officers are permitted to conduct random offender residence inspections to search for contraband such as weapons and illegal drugs. Specialized officers such as those who supervise sexual offenders may be tasked with enforcing specialty rules that restrict, for example, a sexual offender's ability to access the internet or possess certain items.

Probation Officers need to be able to work with a wide variety of individuals who have committed serious crimes and are still capable of reoffending. They receive crisis management training to handle threats and displays of aggression. In addition, a large percentage of individuals placed on probation suffer from mental illness as well as substance abuse disorders and gang involvement. If not properly treated, mentally ill, drug-addicted probationers and gang members are prone to violating their probation. Consequently, Probation Officers require ongoing training to be able to recognize their symptoms and to ensure that they receive the necessary treatments for their conditions (*see*, Appendix A for required training).

B. Rehabilitation Programs

The Probation Department has added a significant number of rehabilitative programs since the last Grand Jury report which focused on mental health services and client wellbeing.⁸ A mental health counselor has been added to meet with clients and help them access services. There is also a Health and Human Services alcohol and drug counselor, and an eligibility worker to remove barriers to accessing services. The programs are offered morning and evening and are delivered in both English and Spanish year-round. Over twenty Probation Officers are certified as Cognitive Behavior Therapy (CBT) facilitators in several treatment modalities, and most facilitators lead groups on a regular basis.⁹

⁷ While both probation and parole officers work with those convicted of crimes, probation officers work with individuals sentenced to probation instead of jail time. Alternatively, parole officers work with those who are former inmates.

⁸ All programming interventions are Evidenced Based, registered with the National Registry of Evidenced-Based Programs and Practices (NREPP), and delivered using a strength-based approach. Motivational Interviewing strategies are the core of the program's delivery model and groups are incentivized using meaningful rewards to increase engagement.

⁹ Cognitive Behavioral Therapy (CBT) is a form of psychological treatment that has been demonstrated to be effective for a range of problems including depression, anxiety disorders, alcohol and drug use problems, marital problems,

For the past seven years, the Probation Department has implemented an ongoing schedule of programs available for all probationers, which includes a four-hour Probation Orientation program.¹⁰ Some probationers receive guidance from Napa County Child Protective Services and, when the need arises, they can participate in the Parent Project, a 10-week Evidenced-Based parenting program.

Probation Orientation, implemented in 2014, is the hub of the programming model. It is offered to all participants that score Medium and High Risk on the Level of Service/Case Management Inventory assessment tool and is immediately mandated following the grant of probation. In this program, offered in English and Spanish, probationers participate in multiple activities with the goal of gaining a better understanding of how criminal behavior occurs and how probation officers can assist them in making the changes needed to reduce or eliminate recidivism. Participants also begin developing their support team by looking at the barriers they may have and completing an inventory of personal strengths to increase their confidence and motivation for successful change. All participants are provided a list of services available to them within the community. They complete the course by writing a Readiness Statement which serves as their own personal mission statement outlining their commitment to personal growth. This program provides the Probation Department with the opportunity to build an alliance with probationers and to showcase the other internal CBT programs offered to support them throughout their probationary period. In the past 12 months, fourteen Probation Orientation groups have achieved nearly a 100% graduation rate.

At the onset of the Covid 19, program delivery was shifted to a Zoom platform to ensure there were no gaps in CBT services. Programs continued to be held in the morning and evening hours, and on Saturdays, to ensure program requirements did not conflict with employment or family obligations. Program incentives were modified to include grocery and gas gift cards due to the economic hardships brought on by the pandemic. One-on-one virtual CBT services were provided on an as-needed basis for those clients struggling during this period. This addition was intended to help mitigate rearrests and booking into the Napa County Department of Corrections.

Currently, facilitators are being trained in Decision Points, an open-ended, drop-in, cognitive behavior program that assists participants in developing better decision-making skills. This program will be offered to Post Release Community Supervision (PRCS) clients and other probationers who appear to be struggling. Lastly, this same quality of programming is also offered to all individuals who are diverted from the Criminal Justice System through Deferred Entry of Judgement.

C. Community Corrections Service Center

The Adult Probation Department can also direct probationers to receive rehabilitation services from the Community Corrections Service Center, (CCSC) which opened in 2010 following a recommendation

eating disorders, and severe mental illness. Numerous research studies suggest that CBT leads to significant improvement in functioning and quality of life. In many studies, CBT has been demonstrated to be as effective as, or more effective than, other forms of psychological therapy or psychiatric medications.

¹⁰ Probation Orientation groups offered include Self-Control, Responsible Thinking, Relationships and Communication, Anger Management, Victim Awareness, Building Strong Values, Substance Use/Relapse Prevention, and general Life Skills, which includes topics such as Stress Management, Decision Making and Goal Setting. Real Colors, a personality typology program, is also offered to help participants better understand themselves and those around them in a more healthy and non-judgmental way.

made by the Napa County Criminal Justice Committee in the Adult Correctional Master Plan.¹¹ This program was created to reduce the jail population by diverting individuals to community supervision and helping clients stay crime-free once released to the community. The goals of the CCSC are to:

- (1) Decrease the recidivism rate (offenders who go on to commit another crime),
- (2) Increase the safety and security of Napa County by effectively treating offenders both in custody and in the community, and
- (3) Increase the number of inmates who successfully reintegrate into the community.

Elements of the CCSC program are:

- (1) Deliver Evidence-Based practices and programming designed to identify and treat the reasons people commit crimes;
- (2) Tailor programming to meet each offender's individual criminogenic (i.e., crime-causing) needs;
- (3) Increase the emphasis on mental health and substance abuse treatment for the adult offender population, and
- (4) Include a formal quality assurance and performance evaluation component to ensure that the program is having a positive impact on recidivism.

D. Data Management

Since the 2008-2009 Grand Jury report, Napa's Probation Department and Information Technology Services have worked together to create and implement an integrated criminal justice case management system called CJNet. They are currently in the process of building a system of data analysis in the form of a data warehouse so that in the future users will be able to analyze trends in the data to provide more efficient service delivery. This system will result in a more integrated criminal justice network. It will include all stakeholders in the local criminal justice system so that key information can be shared to enhance government efficiency and provide case management details for handling Probation Officers' caseloads. Probation Officers will be able to create case plans within this system to identify each person's highest needs and develop treatment plans designed to reduce recidivism. It will integrate different aspects of the Justice Department: Probation, Jail, Courts, Police, District Attorney, and Public Defender's office. Probation also has links from the CJNet system to the Police Department and the Sheriff's department case management systems.

CJNet is a significant improvement over the use of paper files for communication and staff time that was previously needed just to obtain basic information. Probation officers will be able to create case plans identifying each person's psychological needs and develop treatment plans designed to ensure reduced recidivism.

E. Safety and Environmental Concerns

The 2008-2009 Grand Jury raised concerns about the safety of Probation Officers. The nature of their work can lead to dangerous situations. Probation Officers are peace officers and work daily with a wide

¹¹ See Appendix B.

variety of clientele, some of whom have been convicted of violent felony offenses. Probation Officers make arrests, conduct in-custody transportation and home searches, and make recommendations to the Court that can have life-altering consequences. The work can be challenging, but officers are provided with the training and tools that help them manage these situations and mitigate safety concerns. Since 2008, the Department has armed more Probation Officers, issued batons, radios, and provided substantial training in the use of force and de-escalation. Nonetheless, Probation Officers also focus on building rapport with clients, identifying their needs, and helping them reach goals to get out of the criminal justice system. The rapport officers build and the partnership with clients is the strongest foundation for having positive and safe interactions.

During this investigation, the 2021-2022 Grand Jury learned that duress alarms have been placed in drug testing bathrooms and on every phone located throughout the department. When an alarm is activated, each phone announces the exact location where officers can respond in the event of a crisis. When unannounced home visits are undertaken, probation officers are accompanied by a police officer who can offer assistance when weapons are discovered. In addition, eighteen Probation Officers are now licensed to carry arms due to the increased potential for danger given the number of weapons that have been found during home visits.

The Probation Officer Core Training covers several areas to promote safety: self-defense, defusing hostility, crisis negotiation, interpersonal communication, and crisis intervention. During several interviews with Probation Officers, there were reports that the office environment had been subject to water leaks over a period of several years.

The Department is located below the inmate housing areas of the jail; blackwater (waste) pipes and showers are directly above employee workspaces. When pipes crack, or toilets, showers, and sinks are flooded, this water comes through the ceiling and into the employee workspaces. Whenever this occurs Public Works is very responsive in identifying the cause of the leak and working to clean and disinfect the areas. When the leak is blackwater, the County will contract with an agency that specializes in cleaning up potentially hazardous materials. They will sanitize the areas thoroughly. In 2019, Public Works installed an electronic valve switch for the toilets which would limit the number of times an inmate could continuously flush their toilets to reduce the intentional flooding of cells. The County also conducted extensive air testing this year which indicated the air quality was safe.

F. Turnover of Probation Officers

Since the last Grand Jury report which raised concerns about a “relatively high turnover rate” and a “lack of upward mobility within the Department,” the responsibilities of Probation Officers have increased significantly. First, Assembly Bill 109, known as “Realignment,” diverted defendants convicted of less serious felonies to serve their time in local county jails rather than state prisons.¹² This realignment plan resulted in an increase in Probation Officers’ caseloads as greater numbers of previously incarcerated persons were diverted to probationary status. Second, the implementation of pre-trial services has

¹² AB 109, known as Public Safety Realignment, was an historic reform which shifted incarceration and supervision responsibility for many lower-level felons from the State Prison System to county sheriffs' and probation departments, based on the idea that locals can do a better job.

contributed to Department expansion over the past decade. This expansion led to the creation of additional staff positions at all levels, providing opportunities for upward mobility. Finally, the Probation Officers the Grand Jury interviewed expressed high job satisfaction, good morale, and minimal staff turnover. Only nine Probation Officers have left the Department in the past year. Five of these were retirements, one left the Department to pursue a law enforcement career (but returned when he realized that case management was his passion), and three left the department for other job opportunities. Of the three who left for other job opportunities, all three were commuting into Napa and took jobs closer to their homes.

FINDINGS

- F1. The current number of Probation Officers assigned to the Department appears to be sufficient with respect to maintaining the system. However, there are additional training and rehabilitation activities that are not being provided due to probation officers' high volume of Court appearances, submission of Court reports, meetings with victims and families, and ongoing supervision of probationers. The hiring of additional Probation Officers would help spread the work out more evenly and help to reduce recidivism.
- F2. The Probation Department is currently working to develop a coordinated case management system, which will assist Probation Officers in managing their caseloads and provide information about the types of services received by probationers.
- F3. There are no formal quality assurance and performance evaluation programs to measure the impact that therapeutic treatment activities are having on reducing recidivism. There should be in-house research examining whether cognitive-behavioral groups led by Probation Officers have a positive impact on reducing recidivism.
- F4. The Adult Probation Department utilizes Evidence-Based practices such as cognitive behavior therapy but does not collect its own data (outcome measures) as to the efficacy of these groups in reducing recidivism.
- F5. Water leaks in the Probation Department have been reported over a period of ten years. Air testing for contaminants such as lead and mold has been requested and air samples have been taken. Public Works has been responsive to reports of water leakage and has followed up with proper clean-up of potentially hazardous materials.
- F6. Violations of the terms of probation result primarily from the presence of mental illness, drug usage, or gang involvement, but the Department lacks the resources to effectively treat individuals with these designations.
- F7. The definition of recidivism used in the past is a new violation of the law that occurs during a probation supervision term. There are many ways that recidivism has been looked at in the past under previous administrations. Recidivism is a key subject for data analysis that must be looked at in the future.

- F8. The job satisfaction of Probation Officers is high yet there can be considerable stress given the constant exposure to handling complex and heart-rending cases involving victims and their families.
- F.9 Since the 2008-2009 Grand Jury investigation there has been a minimal turnover of Probation Officers and consistent reports of job satisfaction and good morale. In addition, opportunities for career advancement are available.

RECOMMENDATIONS

- R.1 The Adult Probation Department should hire additional staff to handle the 1,300 to 1,400 yearly supervision cases. Increased caseloads limit the ability to provide more individualized treatment services and case supervision.
- R.2 The Adult Probation Department should develop a formal quality assurance and performance evaluation component to ensure that treatment programs are having a positive impact on recidivism and that Probation Officers are meeting performance standards.
- R.3 The Adult Probation Department should generate its own evidence as to how effective treatment services are with respect to reducing recidivism.
- R.4 The Chief Probation Officer and Director of IT Services should continue to improve the Napa County Criminal Justice Network (CJNet) by increasing the capacity for analyzing data changes and trends over time in order to improve treatment delivery and case supervision. A data “warehouse” system would facilitate Information Technology (IT) coordination between the Police Department and other law enforcement agencies.
- R.5 The Chief Probation Officer and Director of Health and Human Services should explore ways of providing additional mental health, substance abuse, and gang affiliation treatment services with the goal of lowering recidivism rates.

COMMENDATIONS

The Grand Jury acknowledges the incredible work that is accomplished by the Probation Department’s staff. They have been charged with managing highly challenging and at times stressful circumstances tied to the supervision of probationers. There are ongoing risks of danger given their supervision duties.

The Probation Department staff plays an important role in providing the courts with key information and recommendations regarding bail, sentencing, probation revocation matters, and ongoing risk factors. They work with large caseloads and make decisions that are intended to reduce probationers’ recidivism. They deserve recognition for working with a difficult population and for showing compassion to individuals held in the criminal justice system so that they can achieve greater potential to reenter society.

REQUEST FOR RESPONSES

REQUIRED RESPONSES:

The following responses are required pursuant to Penal Code sections 933 and 933.05:

- Napa County Board of Supervisors
R1, R2 and R3
- Chief Probation Officer
R1, R2, R3, R4 and R5

INVITED RESPONSES

The following individuals are invited to respond within 90 days:

- Director of Health and Human Services
R5
- Director of Information Technology Services
R4

GLOSSARY

The Level of Service/Case Management Inventory (LS/CMI): A comprehensive measure of risk and need factors and serves as a fully functional case management tool. It is a multicomponent evaluation that requires obtaining information from many sources about aspects of an offender's life. The following aspects are assessed: (1) criminal history; (2) family/marital status; (3) education/employment; (4) leisure/recreation; (5) companions; (6) alcohol/drug problems; (7) pro-criminal attitude/orientation; and (8) antisocial pattern.

Ohio Risk Assessment System (ORAS): Used to identify dynamic factors that drive a person toward negative or criminal behaviors. The ORAS helps staff assess offenders, target interventions, and inform responses to behavior. The validated risk and needs assessment that identifies each person's risk of re-offending. Information garnered helps to ensure each person gets the right interventions and programming. The data collected are used to establish a collaborative case plan and identify which re-entry services and programs best meet each person's individual needs.

Napa County Criminal Justice Net (CJNet): The data collection system for the Napa courts, Department of Corrections, Probation Department, District Attorney's Office, and the Public Defender's Office. The Probation Department also has access to the case management systems of the Police and Sheriff's Department.

APPENDIX A

Probation Officer Core Courses:

Standard training usually includes the following courses:

- Use of force and restraints (i.e., handcuffs, leg-irons, belly chains, etc.)
- Weapons (firearms, taser, pepper spray, etc.)
- Self-defense and/or subject control
- First aid and CPR
- Report writing
- Courtroom testimony
- Defusing hostility
- Interpersonal communication
- Corrections law
- Criminal and criminal procedural law
- Casework and criminal investigations
- Gang intelligence
- Suicide prevention/crisis intervention
- Critical incident stress management
- Occupational Safety and Health Act
- Gang awareness and intervention

- Crisis negotiation
- Drug abuse training
- Rehabilitation programs
- Prison Rape Elimination Act (PREA)

APPENDIX B

Adult Corrections System Master Plan: The Adult Correctional System Master Plan has changed the way Napa County manages the criminal justice system by using evidence-based practices to effectively treat the offender population. The Criminal Justice Committee has worked during the period 2007 - 2011 on the implementation of the Adult Correctional System Master Plan, which provides a model for the County to not only punish, but treat, correct and reduce offender behavior. [Adult Correctional System | Napa County, CA \(countyofnapa.org\)](http://countyofnapa.org).