

OFFICE OF THE
COUNTY EXECUTIVE



Derek Johnson
COUNTY EXECUTIVE

July 8, 2025

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Honorable Mark Talamantes
Presiding Judge
Marin County Superior Court
3501 Civic Center Drive
San Rafael, CA 94903

Dear Judge Talamantes,

The Marin County Board of Supervisors' response to the FY 2024-2025 Civil Grand Jury Report "*Uncuffed and Unemployed: There is Work to be Done*" (May 15, 2025) is attached. The report was delivered to the Board of Supervisors and responds to all the requests made under law and requested by the Grand Jury.

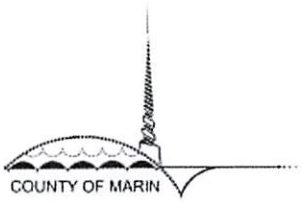
As always, thank you to the Court for overseeing this important part of local government and democracy. Please reach out if we can be of service to either the Grand Jury or the Court.

Respectfully submitted,

Derek Johnson
Marin County Executive

ENC: Board of Supervisors Response to May 15, 2025, Grand Jury Report

#11



RESPONSE TO GRAND JURY REPORT FINDINGS AND RECOMMENDATIONS

REPORT TITLE: "Uncuffed and Unemployed: There is Work to be Done"
REPORT DATE: May 15, 2025
RESPONSE BY: County of Marin Board of Supervisors

GRAND JURY FINDINGS

- We disagree wholly or partially with findings numbered: F1 – F3

GRAND JURY RECOMMENDATIONS

- Recommendation numbered R1 requires further analysis.
- Recommendation number R2 will not be implemented because it is not warranted or reasonable.
- Recommendation numbered R3 has been implemented.

Date:

July 8, 2025

Signed:

Mary M. Sackitt

President, Board of Supervisors

7/8/25

#11



County of Marin Response to Grand Jury Report Findings and Recommendations
"Uncuffed and Unemployed: There is Work to be Done" (May 15, 2025)

RESPONSE TO GRAND JURY FINDINGS

F1. The lack of coordination and limited communication within and among Marin County resources and departments (Marin County Health and Human Services, Marin County Probation, Marin County Sheriff's Office, and nonprofits, including both those contracted with the County of Marin and independent agencies) hinders successful reentry employment.

Response: Partially Disagree

There is significant coordination and communication between County Departments and contracted organizations providing reentry services in Marin. We understand there is always room for continuous improvement within our services. Marin County has benefited from an existing culture of collaboration amongst criminal justice stakeholders, and it remains our goal to support collaboration and open communication in the Community Corrections Partnership.

[The AB109 Realignment Program](#) (mandated by California Assembly Bill 109, 2011) is a reentry services collaboration between the Marin County Probation Department, Marin County Sheriff's Office, and Health and Human Services (HHS), that provides offenders realigned to County supervision with community services, treatment, education, and employment resources. Probation recently resumed staffing a Reentry Deputy Probation Officer who strengthens interagency coordination, liaising with the Marin County Sheriff's Office and HHS. Additionally, HHS staffs one Employment Development Counselor (EDC), embedded within the Probation Department, who is dedicated to employment and training services for AB109 realignment probationers, and other previously incarcerated individuals.

The Reentry EDC provides one-on-one services to realigned participants through referrals from Probation Officers, or through weekly drop-in hours at the Civic Center open to all previously incarcerated individuals, with or without a referral from Probation. Regular participant progress reports are documented between the EDC and Probation Officers, and the EDC attends monthly meetings with Probation Officers to discuss participants' progress and case details. Additionally, the Reentry EDC provides a quarterly report to Probation detailing the services provided.

Probation and HHS also contract with the [Center for Employment Opportunities](#) (CEO) as a CalFresh Employment & Training third-party partner, providing workforce development and career readiness programs to justice-involved individuals. CEO provides the County progress and outcomes data on the participants they serve quarterly. This data is aggregated with internal HHS and Probation reentry program data, and data from other service providers serving similar populations in Marin, for annual mandated reporting, to the California Department of Social Services and the California Department of Corrections.

Finally, the [Jail Re-Entry Team](#), a collaborative program operated by HHS Behavioral Health and Recovery Services (BHRS), the Marin County Probation, the Marin County Sheriff's Office, and other internal and external partners, provides employment resources, among other services, for individuals being released from custody. Employment services include evaluation, resource referral, technology access, and supervised job search.



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F2. A lack of engagement between the County of Marin and local employers on the benefits of hiring the previously incarcerated results in fewer job prospects.

Response: Partially Disagree

While the County conducts a significant amount of employer engagement on behalf of formerly incarcerated individuals, we agree more work can be done to connect previously incarcerated individuals with local job openings and assuage concerns of employers regarding previously incarcerated individuals. The County will continue to deepen our current employer relationships, and seek new ones, to meet the needs of formerly incarcerated individuals and employers in need of additional labor sources.

The Probation Department has developed meaningful partnerships with employers and organizations that facilitate job placement for justice-involved individuals. These include the Center for Employment Opportunities (CEO), Home Depot, Ghilotti Brothers, and the Marin City Construction Trades Program. Several clients have also secured County of Marin employment.

HHS Employment and Training programs recognize local businesses as a primary customer and driver of the workforce development system. [CalFresh Employment and Training](#), a primary employment services resource for formerly incarcerated people, connects participants with vocational training through providers like College of Marin, trade unions, and Marin Adult Education, where they acquire skills that are in-demand with local employers. Understanding the needs of local business allows Employment Development Counselors (EDCs) to guide program participants (including formerly incarcerated persons) in acquiring the skills local employers are looking for. EDCs regularly attend job fairs, Local Workforce Board events, Chamber of Commerce events, College of Marin industry advisory meetings, and other employer-centered events, to understand the needs of local employers. They meet with business owners, industry representatives, and other workforce development professionals in order to develop a network of employers open to hiring reentry program participants.

The CalFresh Employment & Training Program also offers On-the-Job Training (OJT) and paid Work Experience opportunities to formerly incarcerated and other individuals. These include paid work experience programs *exclusively* for previously incarcerated individuals; such as a collaboration with the Marin County Parks Department to hire participants in seasonal positions, and placement opportunities with the Center for Employment Opportunities in construction, commercial driving, and other sectors. OJT and Work Experience participants are also placed with local private and nonprofit sector employers, meeting local labor force needs while giving participants valuable resume experience.

F3. Failure to track post-incarceration employment and its relationship to recidivism in Marin County has limited the ability for County agencies and/or departments to assess the effectiveness of their initiatives and spending, and impedes efforts to determine whether job support efforts are successful.

Response: Partially Disagree

As referenced in the response to F1, Marin HHS staffs an Employment Development Counselor, placed within the Probation Department, who monitors job placement data, training program enrollment, and employment outcomes for AB109 realignment and other probationers participating in employment and training services. This data is reported to the Probation Department quarterly. Additionally, the Probation Department employs a Data Analyst, who



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regularly analyzes this data to evaluate program effectiveness. These efforts are part of the Probation Department's performance measurement and continuous improvement strategy. Successful probation completion rates for AB109 realignment and other individuals enrolled with the Probation Department can be found at the County's [Open Data Portal](#).

While Marin County HHS collects minimal data on recidivism, the Employment Development Counselor (EDC) assigned to serve previously incarcerated individuals manually collects data on the number of people served, the nature of services provided (including number of individuals enrolled in vocational training or placed in subsidized employment), number of individuals enrolled who obtain employment (along with industry and employer data), and number exiting services.

While this data tracking provides accurate analysis for currently enrolled or exiting probationers and public assistance recipients, we agree that long term recidivism rates for individuals no longer enrolled in County programs are difficult to assess.

RESPONSE TO GRAND JURY RECOMMENDATIONS

The Marin County Civil Grand Jury recommends the following:

R1. By December 31, 2026, the Marin County Board of Supervisors should direct the office of the County Executive to create a formal coordination plan between the Jail Reentry Team, Marin County Probation Department, Marin County Department of Health and Human Services, and community resources that offer post-incarceration employment assistance.

This recommendation requires further analysis.

As of May 2025, a dedicated Reentry Deputy Probation Officer (PO) has been reinstated by the Probation Department. The Reentry PO supports enhanced coordination among County departments and community-based organizations that engage with individuals enrolled in Probation programs. The Probation Department supports a formalized plan that builds on these developments and coordinates countywide reentry efforts. Coordination between the Marin County Probation and HHS and other partners is outlined in our response to F1 above.

Marin County Probation, HHS, Marin County Sheriff, and other internal and external partners have perspective, expertise, and roles that contribute to successful community reentry for justice-involved community members, which includes employment services. Probation staff facilitate the successful completion of probation requirements for realigned and other probationers (which includes enrollment in employment services described above); HHS creates opportunities for incarcerated individuals and probationers to connect with programs, benefits, employers, and agencies that lead to successful reentry outcomes. Both Probation and HHS create effective coordination strategies that facilitate multi-agency reentry planning and services.

The [County Executive model](#) currently under implementation by the County, centralizes leadership of departments into functional areas designed to identify and promote strategic opportunities such as effective cross-departmental collaboration. As the County continues transition to the County Executive management model, we anticipate enhanced cross departmental collaboration as a direct result of organizational structure.



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While it is unclear whether a formal coordination plan created by the County Executive's Office, as recommended by the Grand Jury, would more effectively foster collaboration or would better enable systemic interventions that support individuals' success post-release, the County Executive will task County Probation and HHS to seek input from the Jail Reentry Team and other critical stakeholders to assess what continuous improvements can enhance the work already being done.

R2. By December 31, 2026, the Marin County Board of Supervisors should allocate to a specific County agency or department the responsibility to oversee a centralized clearinghouse for post-incarceration employment services.

This recommendation will not be implemented because it is not warranted or reasonable.

As described above, the Probation Department delivers a robust set of employment services for the probation population, including job referral, placement, and data tracking. HHS provides resources and connections to training providers, employers, and service organizations through public assistance programs that include employment services. These services, like other programs for justice-involved individuals, require a multi-disciplinary approach to promote successful reentry, reduce recidivism, and promote successful outcomes for formerly incarcerated individuals.

We cannot conclude that any one department would be best suited to act as a clearinghouse for these services. The [County Executive model](#) currently under implementation by the County centralizes leadership of departments into functional areas designed to identify and promote strategic opportunities, such as effective cross-departmental collaboration. As the County continues its transition to this model, we anticipate enhanced cross departmental collaboration as a direct result. Probation, HHS, and other partners will collaborate in FY 2025-26 with the goal to continuously improve service-delivery in benefit of the post-incarceration population.

R3. By December 31, 2026, the Marin County Board of Supervisors should ensure that a mechanism exists by which data is collected, tracked, and analyzed to be used to evaluate the efficacy of post-incarceration employment services.

Probation: This recommendation has been implemented.

Probation employs a Data Analyst who collects and analyzes employment placement data to inform program effectiveness. Quarterly reviews are conducted, and these findings are used to enhance service delivery.

HHS collects and reports data on the number of people served, the nature of services provided (including number of individuals enrolled in vocational training or placed in subsidized employment), and number of individuals enrolled who obtain employment (along with industry and employer data). This data includes all clients enrolled in public assistance employment programs, including those from AB109 and other reentry programs. This data is reported to the California Department of Social Services, and used internally by analysts tracking program effectiveness.