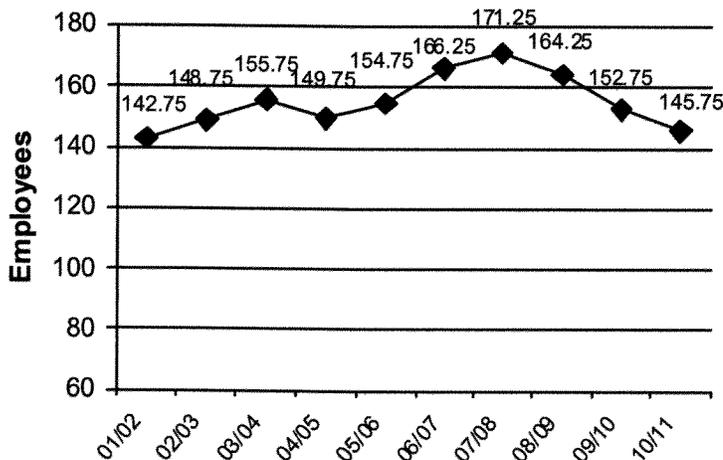


MISSION STATEMENT

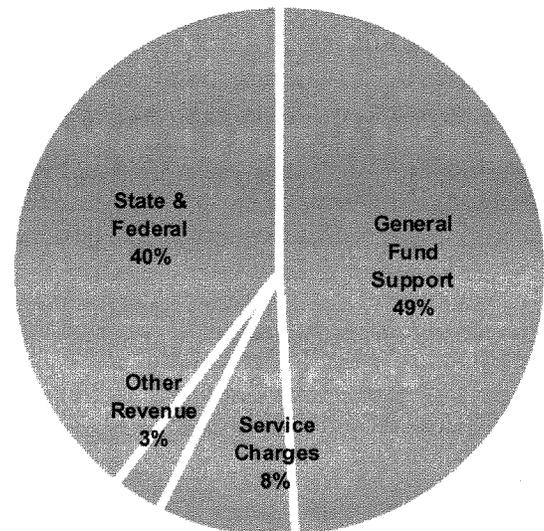
The Probation Department contributes to the safety of the community by conducting investigations for the Court; enforcing orders of the Courts through community supervision; assisting victims; operating a safe and secure juvenile hall; and facilitating the socialization of offenders.

<u>Financial Summary</u>	2008-09 <u>Actual</u>	2009-10 <u>Actual</u>	2010-11 <u>Requested</u>	2010-11 <u>Recommended</u>	2010-11 <u>Adopted</u>
Fines, Forfeitures and Penalties	\$ 127,172	\$ 145,070	\$ 268,301	\$ 268,301	\$ 268,301
Intergovernmental Revenue	7,758,940	6,951,822	7,271,576	7,271,576	7,271,576
Charges for Current Services	1,598,795	1,287,923	1,507,700	1,507,700	1,507,700
Other Revenues	11,000	13,785	3,000	8,575	8,575
**Total Revenue	\$ 9,495,907	\$ 8,398,600	\$ 9,050,577	\$ 9,056,152	\$ 9,056,152
Salary and Benefits	14,972,170	14,020,413	15,336,465	14,632,503	14,632,503
Services and Supplies	3,269,611	3,173,774	3,688,173	3,616,527	3,616,527
**Gross Expenditures	\$ 18,241,781	\$ 17,194,187	\$ 19,024,638	\$ 18,249,030	\$ 18,249,030
Less Intrafund Transfers	161,126	264,753	269,893	269,893	269,893
**Net Expenditures	\$ 18,080,655	\$ 16,929,434	\$ 18,754,745	\$ 17,979,137	\$ 17,979,137
General Fund Support (G.F.S.)	<u>\$ 8,584,748</u>	<u>\$ 8,530,834</u>	<u>\$ 9,704,168</u>	<u>\$ 8,922,985</u>	<u>\$ 8,922,985</u>

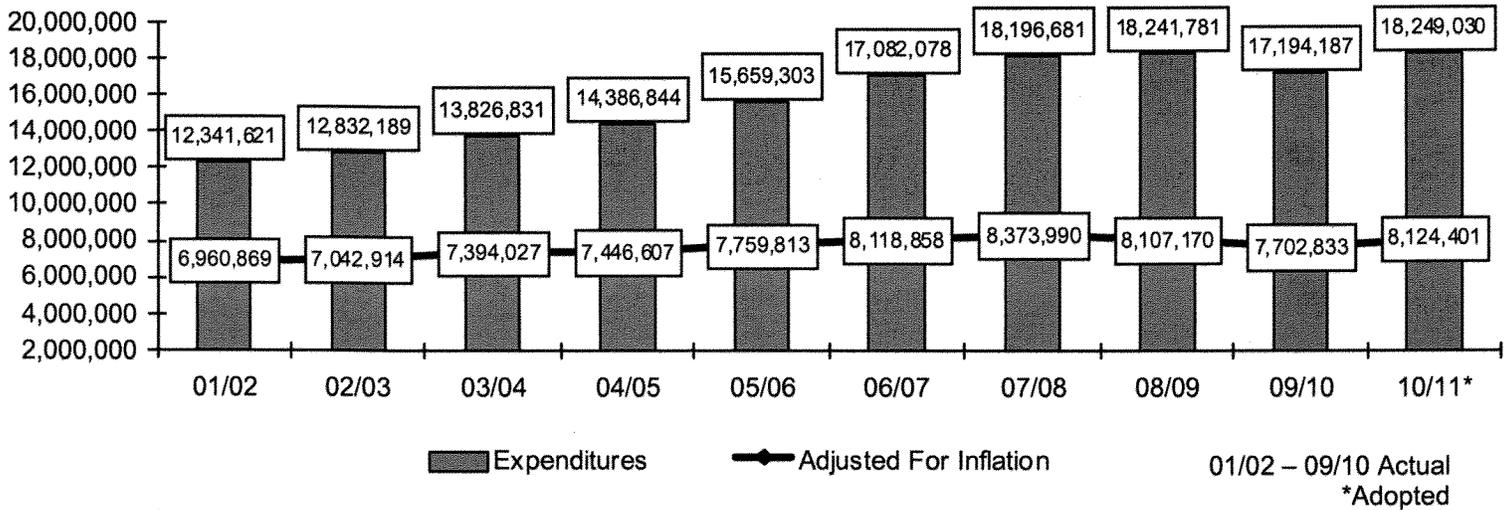
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Administrative Services

Administration provides overall policy development, directs and coordinates the functions of the department, program oversight and development, community relations, and development and monitoring of the departmental budget.

Total Expenditures: \$414,196 Total Staffing (FTE): 3.00

Support Services

Support Services provides for the procurement of services and supplies; human resources administration; information technology support and training; special projects; and provides training as required by the State Standards and Training for Corrections (STC) and Board of Corrections for all peace officers and for other employees as needed.

Total Expenditures: \$2,638,347 Total Staffing (FTE): 11.00

Revenue Recovery Services

Revenue Recovery services is responsible for the collection and disbursement of court ordered fines and fees, and restitution to victims.

Total Expenditures: \$ 947,074 Total Staffing (FTE): 12.00

Detention Services

Detention Services manages and maintains the Juvenile Hall detention facility, providing a safe and secure environment for youthful offenders in compliance with Title 15 and 24 of the California Code of Regulations, which govern state-wide juvenile detention facilities.

Total Expenditures: \$5,063,382 Total Staffing (FTE): 37.75

Juvenile Services

Juvenile Services provides services to the Juvenile Justice System along a continuum of care ranging from prevention and intervention to supervision and incarceration. These services include Diversion, Court Investigation, Community Supervision and placement in Foster Homes, Group Homes and Probation Camps. The Juvenile Division also engages in partnerships with the Department of Social Services, Mental Health, Law Enforcement Agencies, Drug & Alcohol Services and County School Districts in an effort to reduce the incidence of juvenile delinquency.

Total Expenditure: \$4,758,248 Total Staffing (FTE): 39.00

Adult Services

Adult Services conduct investigations, provides information, and makes recommendations to the Criminal Courts to assist decision makers in determining the appropriate disposition of cases. Protects the community through appropriate case management, prevention, intervention, and enforcement activities with felons and misdemeanants to ensure compliance with court orders while supporting the rights of victims. Programs include Drug Court, Prop 36 drug offender, Domestic Violence, Gang Task Force, Narcotics Task Force and Sex Offender monitoring.

Total Expenditures: \$4,427,783 Total Staffing (FTE): 43.00

DEPARTMENT COMMENTS

The primary functions of the Probation Department are to conduct investigations for the Court, enforce the orders of the Court through community supervision, facilitate the socialization of offenders, operate a safe and secure Juvenile Hall, and assist victims of crime. To ensure accountability the department monitors and evaluates performance in four key areas: Customer Service, Organizational practices/processes, Finance, and Employee Development. The Probation Department strives to be respected as a leader in the juvenile and criminal justice systems by providing the best service, utilizing evidence based practices, and seeking the most cost-efficient methods to achieve the Department's "vision and goals".

Projected Results for FY 2009-10

Customer Service –

- The projected recidivism rate for adult probationers is 11% and the projected rate for juvenile probationers is 3%. These are very favorable compared to our comparable counties.
- The Department expects to collect and disburse \$685,846 in restitution to victims of crime.
- The Department has purchased and has implemented a validated risk and needs assessment tool. This will help to ensure that probationers receive the most appropriate level of supervision and treatment.

Internal business processing improvements –

- The department has implemented a new case management system. The system will significantly improve the way information is captured, shared and reported.

Financial improvements –

- The Department has successfully implemented a public defender reimbursement collection program. This program projects to return approximately \$400,285 to the General Fund after offsetting related expenses of collection.
- The Department participates in many State-wide advocacy groups to research and lobby for funding opportunities. Senate Bill (SB) 678, which was enacted January of 2010, came about in large part due to the lobbying of the Chief Probation Officers of California. This legislation will bring new revenue to probation adult services in FY 2011-12. The Chief Probation Officers of California also successfully lobbied for seed money through the American Reinvestment and Recovery Act (ARRA) to implement programs and services for adult probationers to prepare for the implementation of SB678.

Employee development –

- The department has implemented a Field Training Officer position and program. This allows for a consistent level of field training to be provided to all supervision staff.

- The department meets the minimum standards set forth by the Standards and Training for Corrections program each year. Additionally, the department regularly exceeds the minimum mandate by 2,000 – 5,000 hours annually.

Major Focus for 2010-11

The Department will focus on the key areas identified in the Implementation of Evidence Based Practices Strategic Plan. Emphasis will be on the implementation evidence based strategies in our service delivery. Major efforts and projections for FY 2010-11 include:

Customer Service Improvements: Continuous improvement initiatives will be focused on the following:

- Continue to develop and improve the new Case Management Database system.
- Continue to research and employ Evidence Based Practices to ensure that limited resources are being utilized in the most effective manner.

Internal systems and process improvements: The Department strives towards simplifying procedures and processes. These improvements will include:

- Continue to collaborate with outside agencies to provide programs that are effective and cost-efficient.
- Develop a quality assurance process for all programs administered by the Probation Department.
- Update the Strategic Plan to align staff, Department and County.

Finance:

- Continue involvement with state-wide groups (Chief Probation Officers of California, Probation Business Managers Association, Local Government Agency Consortium) to insure that the Department maintains the most updated information on revenue, both from existing and new opportunities.
- Annually review the Department's percentage of General Fund support versus other revenue resources.
- Provide additional training and materials on new claiming rules for reimbursement programs such as Medi-Cal Administrative Activities and Title IV-E of the Social Security Act (for work with juveniles in the foster care system), to insure that the department recognizes the maximum amount of revenue possible.

Employee Development:

- Continue the Field Training Officer Program to ensure consistent quality training.
- Provide ongoing innovative training for staff on the latest research as it relates to reducing recidivism among probationers
- Model core values of the Department every day and provide reinforcement of mission, vision and values in all Probation operations areas.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Recommended expenses for the Probation Department are increasing by \$121,496 (<1%) and revenues are decreasing by \$237,311 (-2%) compared to the FY 2009-10 Adopted Budget. General Fund support for this budget is increasing by \$358,807 (4%) in keeping with the Board direction to give a higher priority to public safety than non-public safety functions. (Most non-public safety budgets are recommended to reduce their General Fund support by approximately 5% or more compared to the FY 2009-10 Adopted Budget.) The recommended level of General Fund support for Probation is \$781,183 (69%) less than the department's more than \$9.7 million request in the Status Quo budget, which reflects the continuation of declining revenues available to fund Probation's operations.

Several revenue accounts are declining compared to the FY 2009-10 Adopted Budget. The most notable reductions include: Juvenile Probation and Camps Fund (in the State Awarded Grants account) which is recommended to decrease by more than \$205,000 (22%), Prop 172 funding (the half cent sales tax designated for public safety) which is declining by more than \$297,000 (9%), Prop 36 Substance Abuse Grant (which has been eliminated, resulting in a reduction of more than \$192,000), and the Juvenile Justice Crime Prevention Act funding which is expected to decline by almost \$73,000 (10%). Increases in other accounts help to reduce the overall impact of these revenue cuts such as: funding from the Federal America Reinvestment and Recovery Act in the amount of \$235,532 to launch new programs for adult probationers designed to keep them from going to State prison; and revenue from Superior Court fines.

The recommended expense in the salary and benefit accounts is \$109,587 (<1%) more than the amount in the FY 2009-10 Adopted Budget and includes approximately \$24,000 in salary savings from employees planning to take Voluntary Time Off. The recommended budget includes a minor reorganization of department staffing to reduce costs and improve use of staff resources. The key elements of the recommended reorganization include:

1. The elimination of the Assistant Chief Probation Officer and the conversion of the four Division Managers to Chief Deputy Probation Officers (which provides an estimated \$140,000 in salary savings and results in a flatter organization designed to improve communication and leadership of the department).
2. The elimination of the four Supervising Juvenile Services Officers (SJSOs) and the transfer of two incumbents to Deputy Probation Officer III positions (a classification that will be reinstated after being inactive for several years) and one incumbent to a Juvenile Services Officer III. The fourth SJSO is vacant and will be eliminated. This reorganization will reduce the number of supervisory positions at the Juvenile Hall to limit confusion and unneeded redundancy. It will also transfer job duties performed by SJSOs to more appropriate job classifications. This change is expected to save approximately \$96,000 annually.
3. The elimination of a Department Personnel Technician and the addition of a Supervising Administrative Clerk (SAC) I in order to relieve Supervising Deputy Probation Officers from the responsibility of supervising five Administrative Assistant positions so they are able to focus on supervision and leadership of Deputy Probation Officers. This change will allow for the consolidation of clerical support staff for improved coordination and results in more cost-effective supervision of clerical staff. The annualized cost of this change (when comparing the Department Personnel Technician and SAC I at the top level) is approximately \$6,700 which will be partially offset by Title IV-E reimbursement that the department will now be able to claim for this position.

It is important to note that the reorganization changes noted above are reflected in the Probation Department's Position Allocation List in the proposed budget. The Chief Deputy Probation Officer and Deputy Probation Officer III classifications do not currently exist and must be approved by the Civil Service Commission (CSC) before the changes can be officially made. The Human Resources Department plans to present the proposed specifications for these classifications to the CSC by May 26th and hope to obtain CSC final approval by June 23rd. If the CSC approval does not occur, a Position Allocation List amendment will need to be brought to the Board following adoption of the Proposed FY 2010-11 Budget. The Human Resources Department has concurred with the salary assumptions for these new positions which are reflected in the recommended budget.

Overall, the recommended budget reflects a reduction in staffing by 7.0 full time equivalents (FTE) including: 1.0 FTE Administrative Assistant I, II, III; 4.0 FTE Limited Term Deputy Probation Officers; 1.0 FTE Assistant Chief Probation Officer; and 1.0 FTE Supervising Juvenile Services Officer. The department indicates that elimination of these positions will not have significant impacts on existing service levels. This recommended budget does not include funds for any prevailing wage increases that may be granted in FY 2010-11. Should the Board again direct departments to absorb any prevailing wage increases that are granted, Probation will either have to find additional revenue, savings in these or other accounts, or identify additional positions to be eliminated to generate salary savings.

The services and supplies accounts are increasing overall by \$44,447 (1%) compared to the FY 2009-10 Adopted Budget. Most changes are relatively small in terms of dollar amounts. The most notable changes include: a reduction of \$35,000 in funds for payment to the California Youth Authority should any youth be sentenced there by the courts (which has been very rare over recent years); a reduction of \$29,160 in billings from the Health Agency for Law Enforcement Medical Care at the Juvenile Hall; and an increase of \$20,590 in payment to the Sheriff's Department for preparing meals for the Juvenile Hall (due to an increase in the cost of food).

BOARD ADOPTED CHANGES

None

GOALS AND PERFORMANCE MEASURES

Department Goal: Manage and maintain a safe and secure Juvenile Hall to ensure protection of the youth, staff and community while complying with applicable laws, mandates and standards.

Communitywide Result Link: A safe community.

1. Performance Measure: Percentage of Juvenile Hall inspections that are found to be in compliance with all applicable laws, regulations and mandates.

05-06 Actual Results	06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Adopted	09-10 Actual Results	10-11 Target
100%	100%	100%	100%	100%	100%	Deleted

What: All annual inspections made by: County Fire, Corrections Standards Authority, Environmental Health, Nutrition, Medical Health and Mental Health, General Services, Juvenile Court Judge, County Office of Education, Juvenile Justice Commission, and Grand Jury find the Juvenile Hall to be in compliance with their applicable regulations and laws.

Why: The mandated inspections have been put in place by the Corrections Standards Authority to report on the health, safety, and operation of juvenile halls statewide. Compliance with these inspections indicates that the juvenile hall is safe and secure.

How are we doing? Excellent. We have done well on all inspections and are in compliance with all laws, mandates, and regulations and are running a safe and secure Juvenile Hall. We will continue to track this outcome internally, but will no longer include the measure in the budget.

Department Goal: Provide an efficient and cost effective alternative to incarcerating adult felons and misdemeanants through the enforcement of court orders and support of successful completion of term of probation, thus enhancing public safety.

Communitywide Result Link: A safe community.

2. Performance Measure: Annual cost per probationer to provide supervision services.

05-06 Actual Results	06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Adopted	09-10 Actual Results	10-11 Target
\$2,200	\$2,200	\$2,100	\$2,022	\$2,100	\$2,004	\$2,100

What: Cost to supervise adult probationers who are assigned to the Probation Department, divided by the number of probationers served.

Why: A cost effective alternative to incarceration.

How are we doing? We are achieving our adopted goal. There are currently 2,822 adults being supervised by the Department. This figure is calculated by taking the total expenditure for adult probation division, \$5,654,385; divided by the number of adults being supervised. The annual cost to incarcerate an adult in the County Jail is \$28,167. The annual cost to incarcerate an adult in State prison is \$49,000 (per the California Department of Corrections website). Additionally, probationers who remain in the community are able to continue working and paying their court-ordered fines, fees and restitution. In FY 2009-10 we collected \$214,191 in Monthly Monitoring Fees, which offset 3% of the cost of supervision. Other Probation Departments in California are not tracking or reporting this outcome, so we do not have comparison outcomes at this time.

3. Performance Measure: Recidivism rate of assigned probationers, both adult and juvenile.

05-06 Actual Results	06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Adopted	09-10 Actual Results	10-11 Target
Adult – 11% Juvenile – 4%	Adult –10.7% Juvenile – 4%	Adult – 11% Juvenile – 6%	Adult – 11.7 Juvenile – 6%	Adult – 11% Juvenile – 4%	Adult – 11.4% Juvenile – 10%	Adult – 11% Juvenile – 4%

What: Adult – The recidivism rate measures those probationers who were assigned to field supervision who have been convicted of a new crime in San Luis Obispo County. Juvenile – The recidivism rate measures those probationers, assigned to field supervision that are found to be convicted of a new crime if adult or adjudicated of a new crime if juvenile in San Luis Obispo County.

Why: A lower recidivism rate among those probationers who have been supervised equates to a decrease in the incidence of crime, creates fewer victims and provides for a safer community.

How are we doing: We have implemented our new case management system, which will provide greater statistical reporting capabilities. In previous years, recidivism in the juvenile arena was calculated by a manual entry into a spreadsheet. Each officer would manually go through every juvenile case and note any new law violation in the spreadsheet. The new case management system is updated daily with information, including any new juvenile law violation. We believe this change in procedure accounts for the difference in the previously reported recidivism rates for juveniles and the rate we are reporting now.

The adult recidivism rate is on target. In FY 2009-10, of the 3,414 adult probationers supervised, 390 were convicted of new law violations. We are working with the IT department to automate the report that calculates this rate, which will give us more flexibility and options for tracking our performance measures and reporting on them.

Probation is currently implementing a strategic plan using evidence based practices to reduce recidivism among offenders who are on probation.

4. Performance Measure: Percentage of Adult and Juvenile offenders who successfully complete the terms and condition of their probation.

05-06 Actual Results	06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Adopted	09-10 Actual Results	10-11 Target
Adult – 71% Juvenile –86%	Adult – 82% Juvenile –89%	Adult – 82% Juvenile – 86%	Adult – 80% Juvenile – 81%	Adult – 82% Juvenile – 85%	Adult – 65% Juvenile – 81%	Deleted

What: This measure indicates that the probationer has successfully remained in the community, working, going to school and contributing. Completing probation successfully is defined as satisfactorily completing the terms and condition of probation.

Why: The successful completion of probation encourages the offenders' rehabilitation, re-socialization and reintegration into the community as a law-abiding, contributing citizen.

How are we doing? As Probation moves toward a risk based supervision system, low risk offenders have been moved to bench probation. This results in a higher percentage of high risk offenders being supervised, who are less likely to complete probation successfully.

A better measure of successful probation is recidivism. Therefore, we will no longer report this outcome in the budget. We will continue to track successful completion of probation statistics internally.

Department Goal: Support crime victims by collecting court-ordered restitution from offenders.

Communitywide Result Link: A safe community.

5. Performance Measure: Cost of collection of victim restitution, fines and fees

05-06 Actual Results	06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Adopted	09-10 Actual Results	10-11 Target
\$.21 for every dollar collected	\$.24 for every dollar collected	\$.20 for every dollar collected	\$.25 for every dollar collected	\$.20 for every dollar collected	\$.24 for every dollar collected	\$.27 for every dollar collected

What: Cost to collect court-ordered victim restitution, fines and fees.

Why: Efficiency measure demonstrating cost effectiveness of collecting criminal debt internally while maintaining confidentiality of sensitive victim identification information.

How are we doing? We exceeded our target by \$.04 per dollar collected. In FY 2009-10 we collected \$3,259,855 in fines, fees and restitution and spent \$784,007 to collect this money. This increase is due in large part to the increasing difficulty of collecting in the current challenging economic times. The average cost of collection for private collectors to collect civil debt is approximately \$.50 for every dollar collected. The cost for private collectors to collect delinquent criminal debt is approximately \$.65 for each dollar collected, plus additional expenses. We are increasing our target outcome for FY 2010-11 as we do not anticipate a significant improvement in the economy. We are seeing more probationers who are unemployed or underemployed. Additionally, in prior budget cycles we have lost staff, resulting in the reduction of hours that the cashier window is open. We are currently working towards implementing a process that will allow probationers to pay fines, fees and restitution on-line, but that will not occur until sometime in the next two to three years. We have set up a process for probationers to have their credit card automatically charged each month to alleviate cashier window traffic. If someone does come to the window while it is closed, but during regular Probation Department hours, and cannot make a payment using the drop box (cash), we will accept the payment.

Other counties currently do not track or report this outcome, so there are no outcomes to compare our performance to at the county level. We continue to be extremely cost effective in the collection of court-ordered debt as compared to private collector agencies.

6. Performance Measure: Percent of losses restored to victims of crime through collection of restitution (rate of loss to owed).						
05-06 Actual Results	06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Adopted	09-10 Actual Results	10-11 Target
72% \$788,176	65% \$739,872	67% \$829,141	65% \$812,197	68% \$800,000	64% \$825,357	Deleted

What: The amount of money reimbursed to victims for losses sustained as a result of a criminal act. This number is determined by taking the total amount of restitution owed; dividing it by 3 (the amount of time allowed for repayment of restitution during probation is 3 years).

Why: To support the rights of victims and to maintain the integrity of the orders of the Court.

How are we doing? The restitution owed in FY 2009-10 was \$1,289,621. We are fully in compliance with AB3000, which mandates that restitution be paid from monies collected before any other court ordered debt is satisfied.

Currently there is not a way to track the specific reason why the restitution owed amount varies from year to year. The procedures and operations do not change. These changes may have been due to more probationers not paying their bills, or that victims may have accepted a stipulated amount – there are a variety of factors that could explain this, but none of them are tracked. Due to the reasons stated, we will no longer report this outcome in the budget. We will continue to track restitution owed and collected internally as is required by Penal Code 1463.007 – Comprehensive Collections Program.