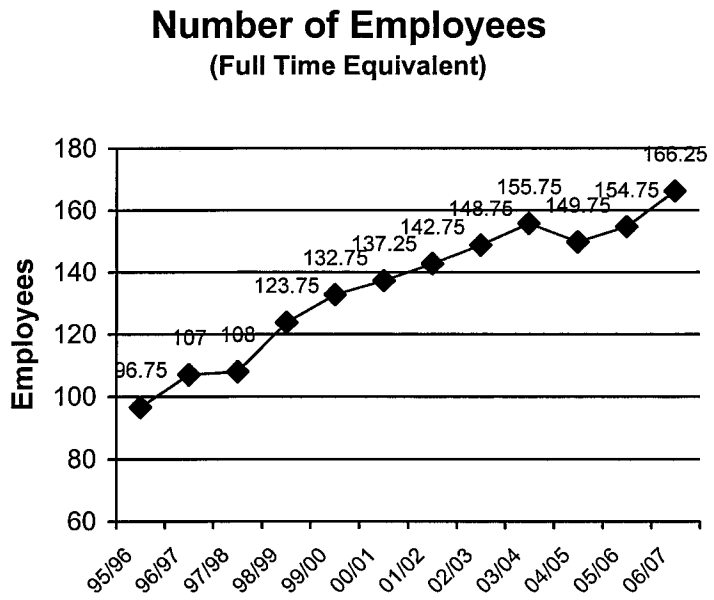
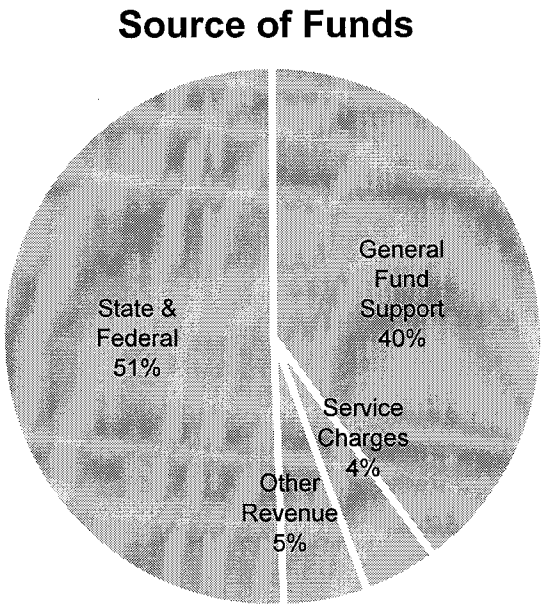
MISSION STATEMENT

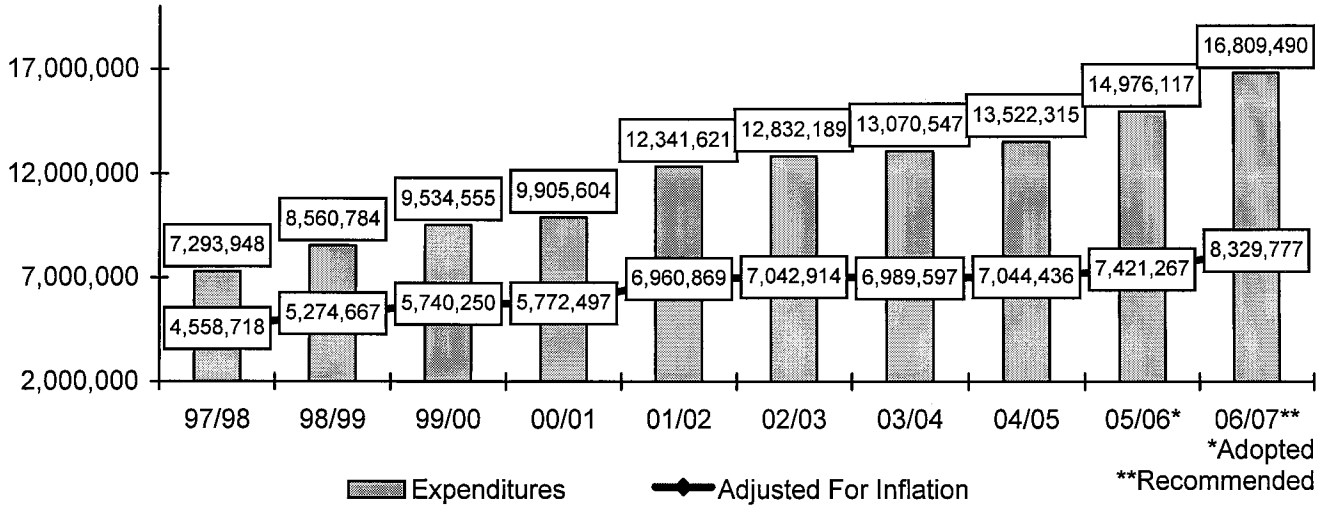
The Probation Department contributes to the safety of the community by conducting investigations for the Court; enforcing orders of the Courts through community supervision; assisting victims; operating a safe and secure juvenile hall; and facilitating the socialization of offenders.

Financial Summary	2004-05 Actual	2005-06 Actual	2006-07 Requested	2006-07 Recommended	2006-07 Adopted
Revenues	$ 8,755,205	$ 9,725,829	$ 10,209,375	$ 10,239,374	$ 10,239,374
Salary and Benefits	11,324,047	12,300,272	12,729,766	12,879,026	12,879,026
Services and Supplies	3,055,032	3,359,030	4,235,714	3,794,969	3,794,969
Other Charges	0	0	135,495	135,495	135,495
Fixed Assets	7,765	1	0	0	0
**Gross Expenditures	$ 14,386,844	$ 15,659,303	$ 17,100,975	$ 16,809,490	$ 16,809,490
Less Intrafund Transfers	240,395	304,791	523,753	57,983	57,983
**Net Expenditures	$ 14,146,449	$ 15,354,512	$ 16,577,222	$ 16,751,507	$ 16,751,507
General Fund Support (G.F.S.)	$ 5,391,244	$ 5,628,683	$ 6,367,847	$ 6,512,133	$ 6,512,133





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, 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 $2,619,893 Total Staffing (FTE): 15

Fiscal & Revenue Recovery Services

The Fiscal and Revenue Recovery Services unit is responsible for the development and monitoring of the department budget; the procurement of services and supplies; Collections and disbursement of court ordered fines, fees, and restitution to victims.

Total Expenditures $2,133,772 Total Staffing (FTE): 19.5

Detention Services

Manage and maintain 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 $4,023,296 Total Staffing (FTE): 43.75

Juvenile Services

Provide 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 Expenditures: $4,770,557 Total Staffing (FTE): 45.5

Adult Services

Conduct investigations, provide information, and make recommendations to the Criminal Courts to assist decision makers in determining the appropriate disposition of cases. Protect 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 Deferred Judgment, Drug Court, Prop 36 drug offender, Domestic Violence, Gang Task Force, Narcotics Task Force and Sex Offender monitoring.

Total Expenditures $3,258,972 Total Staffing (FTE): 42.5

DEPARTMENT COMMENTS

The primary function of the Probation Department is to provide for the safety of the community by conducting investigations for the court, supervising offenders in the community operating a safe and secure juvenile hall, ensuring victims are made whole financially, and facilitating the socialization of offenders. High caseloads, probationers with increasingly complex needs and an increasing Juvenile Hall population are indicative of changes to our local demographics and society and these changes require special attention. The department will continue to coordinate with our community partners in the health, social service and law enforcement fields, emphasizing the importance of community based services, working together to maintain a safe community. Our goal is to deliver evidence-based services that produce positive outcomes, while being as efficient and cost effective as possible.

FY 05-06 Accomplishments

Customer Service:

- 87% of the Probation Departments stakeholders surveyed during FY 05-06 reported they are satisfied, or extremely pleased with the services provided to them by the department.
- The Department focused on the recruitment and hiring of bi-lingual and multi-cultural staff, ensuring we have bi-lingual staff at all front desks and on all shifts at the juvenile hall.

Internal Business Improvements:

- The Probation Department's restitution collection efforts yielded a total of $739,872 and the percentage of losses restored to victims rose to 60% in FY 05/06.

Finance:

- The department's cost to collect is $.20 for every dollar, and is collecting an average of $218,000 per month. The department has proposed to begin collecting fees owed for Public Defender services in FY 06/07 generating new revenue to the county.
- The Department continues to increase it revenue generating capacity and expects to exceed budgeted revenue targets by at least $50,000.

Learning and Growth:

- The Probation Department provided over 5,000 hours of training to staff to maintain and enhance the professional skill level of our Officers and have maintained compliance with our mandates from the state Corrections Standards Authority.
- The Department trainings included specialized courses in the areas of sex offender supervision, mentally ill offenders, domestic violence, juvenile justice and gang supervision, and customer service.
- The department developed and implemented an internal Leadership Program in 05/06 to assist in effective succession planning.
- During FY 05/06, the department implemented the High Performance Management employee performance and appraisal program developed through the Personnel Department. This tool aligns employee performance with department and communitywide goals.

Focus Areas for FY 06-7

Customer Service:

- The Mentally Ill Probationer program will be doubled in size assisting the Department's efforts to deal with the increasing population of probationers with mental illness. In collaboration with the Court, this will allow twice as many mentally ill probationers eligible for the program to be supervised and provided the

necessary medicines to help with their illness thereby increasing the safety of both the client and the public.

- Additional staff at the Juvenile Hall will provide a higher level of supervision and oversight that will benefit the minors in custody. A remodel at Juvenile Hall will increase convenience and safety for visitors, the juveniles at the hall and staff.

Internal Business Improvements:

- The Department will develop the outline and first phase of a case management system that will provide a needed tool to efficiently supervise Probationers and manage high caseload sizes thereby increasing the safety to the community.
- The Department will use the Performance Profile to align Department goals and strategies with those of the County as whole. The profile will be a tool for the Department to use to identify process improvements to improve the departmental effectiveness and efficiency.

Finance:

- The Department is undertaking a collaborative effort with the Court, Public Defender and Administrative Office to implement an "Ability To Pay" program for individuals who use the services of the Public Defender. This program will help assure that the mandate to provide a legal defense for indigents is met, yet also assure that taxpayer dollars are not used to provide a legal defense for those individuals who have the financial capability to pay for all or a part of their legal defense.
- The Department will offset at least 62% of the cost for its operations through grants, reimbursements, fees and collections.

Learning and Growth:

- The Department will continue to maintain its focus on Leadership Training to help plan for the effective succession of staff that retire or leave the department.
- The Department will be assessing all services and programs offered to our Probationers to ensure they incorporate evidence based practices that reduce recidivism, thereby increasing Probation's positive long-term contribution to public safety. Programs that do not meet these criteria will be discontinued, and new evidence-based programs will be implemented.

RECOMMENDED BUDET AUGMENTATION REQUESTS AND RELATED RESULTS

Unit /Amount	Description	Results
Gross: $174,861 General Fund Support: $174,861	Add 3 FTE Juvenile Services Officers to staff the Juvenile Hall	1. Meet all new revised Board of Corrections standards related to supervision of minors at the Juvenile Hall. 2. Reduce overtime expenses related to the operation of Juvenile Hall by 25% as compared to FY 2005-2006.
Gross: $24,109 General Fund Support: $24,109	Add .5 FTE Legal Clerk to enable the department to comply with the requirements of Proposition 69	Proposition 69 requires that all persons convicted of a Felony and certain Misdemeanor charges be required to provide a sample of their DNA. The Probation Department is responsible for up to 12,000 current and past probationers who qualify for the collection and processing of DNA samples and related paperwork. The program is offset with state funding. The result is full compliance with the mandates of Proposition 69, and an increase in the statewide DNA database that will assist in solving past and future crimes.

Unit /Amount	Description	Results
Gross: $48,920 General Fund Support: $48,920	Add 1 FTE Probation Assistant for the Deferred Entry of Judgment Program. State law requires this program.	Deferred Entry of Judgment Program gives eligible drug offenders the opportunity to avoid a criminal record by completing a treatment program Certified by the County Drug and Alcohol Services Department. About 30% of the participants complete the program and are not re-arrested for drug offenses and avoid a criminal record.
Gross: $63,860 General Fund Support: $48,395	Add 1 FTE Deputy Probation Officer to the MIPs program (Mentally Ill Probationer)	1. Expand the MIPS program services to an additional 35 probationers who have been diagnosed with a serious mental illness. 2. Reduce the percentage of MIPS program participants who are hospitalized due to the mental illness or behavior from 60% to 25%. Each hospitalization has an average cost of $942/day.
Gross: $183,571 General Fund Support: $0	Add 1 FTE Collection Officer 1 FTE Senior Act Clerk 2 FTE Acct Clerk This staffs a new program that will evaluate Public Defender clients for an ability to pay for all or a part of their legal defense costs. Each year, approximately 12,000 individuals use the legal defense services of the Public Defender intended for indigent persons. With the cooperation of the court, each public defender client will be required to fill out a financial form that will be evaluated by the Probation Department collection division's staff. People who are identified as financially able to afford legal defense will either be directed to obtain their own legal counsel or they will be required to offset all or a portion of the cost of the Public Defender.	The program will result in Public Defender services being provided to those who are truly indigent. The cost of this program is to be offset by the fees collected. It is also expected to offset the County's cost for Public Defender Services by a minimum of $50,000 the first full year of operation. The new positions for this program are limited term and are dependent upon the revenue generated by the program.
Gross: $58,029 General Fund Support: $58,209	Add 1 FTE Department Automation Specialist (DAS).	Currently one DAS supports over 160 Probation Department computer users in 14 locations. Annual request for service have increased from 500 in 1999-2000 to 5200 in 2004-05. The addition of the DAS will provide the department faster response to computer failures, help assure that the data and technology the department relies on is available to its employees.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The FY 06-07 budget for the Probation Department recommends an increase in General Fund Support totaling $687,104, or 11% greater than FY 05-06. The recommended expense level is higher by $1,833,373 (9%) and revenue level is of $1,361,472 (15%) greater than FY 05-06.

Salaries and benefits are recommended to increase by $1,427,523 (12%) above FY 05-06 budgeted levels. This increase funds all positions and adds 10.5 new positions to the department as described in the budget augmentations above. One Deputy Probation Officer was added during FY 05-06 based on a contract with the Atascadero School District. Several factors contribute to the substantial increase in employees. An increasing number of juveniles that are incarcerated at Juvenile Hall and rule changes that require visual checks of each juvenile at 15 minute intervals requires a higher staffing levels and results in the three additional Juvenile Services Officer positions. Higher caseloads combined with legislative changes that impose new requirements are the primary factor for recommending the Deputy Probation Officer, Probation Assistant, and Legal Clerk positions. An evaluation by the Information Technology Department determined that an additional Departmental Automation Specialist is necessary to adequately support the department's technology needs. Lastly, the addition of positions for the Probation collections organization is to facilitate a new program that has been under consideration for several years. This staff will evaluate the financial capability of persons who are charged with crimes and are assigned public defender legal services. The program is to be supported by collection of fees and reimbursements from the individuals who are found to be financially able to contribute to their defense. The total expense for all the new positions is about $528,000. The General Fund will cover about 37%, or $198,000 of the expense, with the rest being offset by a variety of state, federal funding as well as client fees.

Service and Supply accounts are recommended to increase by $318,255 (9%) over FY 05-06 levels. The main contributors to this increase include: insurance charges ($130,000); the addition of utility charges for the Juvenile Services Center and leased space ($88,500); medical supplies for Juvenile Hall and drug testing kits ($29,500); garage charges ($31,500); and computer replacement costs ($47,000). Intrafund transfers are decreased by $215,203, due to a change in the way State Drug Court grant dollars are allocated to the Probation budget. These dollars are now in the Probation's State Grant revenue account rather than in the intrafund billings from Drug and Alcohol Services.

Overall, recommended revenues are increasing by over $1.3 million dollars. Recommended revenues show a substantial increase due to the restoration of a full year of TANF funding (about $759,000) and an increase in Proposition 172 revenues, the ½ cent sales tax for public safety, ($362,000). The continued increase in recommended revenues from the Probation Department collections program make up the balance of the revenue increase in this budget. The department has 21.5 FTE in Limited Term positions that are directly tied to revenues, including grant funds, collections, contracts with other jurisdictions and federal reimbursements. Thus far, the Probation Department has been successful at increasing revenue generation to maintain these positions. While the sources of revenue appear to be stable for the near future, changes to federal or state allocations to the department would result in the need for the department to reduce expenses.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: Provide timely and accurate information and recommendations to the juvenile and adult justice systems to support decision-makers in determining appropriate disposition of cases.

Communitywide Result Link: A safe community.

1. Performance Measure: Percentage of local juvenile and adult justice system members & judiciary who respond they are satisfied, more than satisfied, or are extremely pleased with the Probation Department's court reports.

01/02 Actual Results	02/03 Actual Results	03/04 Actual Results	04/05 Actual Results	05/06 Adopted	05-06 Actual Results	06/07 Target
60%	82%	80%	87%	90%	87%	90%

What: The study will measure the timeliness, accuracy and usefulness (how closely the Court followed Probation's recommendation) of requested and mandated reports.

Why: Preparation and submission of court reports is a mandated function of the Probation Department and a study of how well we perform these tasks will measure the effectiveness of the services we provide to the juvenile and adult justice system.

How are we doing? We were slightly below our target. We have used the information gained from the survey to formulate plans for improvement. We expect to reach a 90% satisfaction rating next year.

Department Goal: Provide safe and efficient detention facilities for juveniles ordered by the Court to be detained.

Communitywide Result Link: A safe community.

2. Performance Measure: Cost per day per minor detained at the Juvenile Hall.

01/02 Actual Results	02/03 Actual Results	03/04 Actual Results	04/05 Actual Results	05/06 Adopted	05-06 Actual Results	06/07 Target
$217	$187	$218	$233	$190	$231	$190

What: The cost per day to detain a minor in Juvenile Hall based upon the average daily population.

Why: To maintain efficient operations.

How are we doing? Of the agencies that responded to our request for cost data, daily costs for FY 05/06 ranged from $128 in Kern County to $197 in San Diego County, with an average of $163. The 05/06 increased costs were due to increases in overtime required to fill shifts at the Juvenile Hall due to greater than expected attrition and increased supervision of detained minors mandated by changes to Title 15 of the California Code of Regulations. We are in the process of addressing these issues and project lower future costs.

Department Goal: Provide an efficient and cost effective alternative to incarceration 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.

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

01/02 Actual Results	02/03 Actual Results	03/04 Actual Results	04/05 Actual Results	05/06 Adopted	05-06 Actual Results	06/07 Target
$3,000	$2,548	$2,571	$2,100	$2,500	$2,200	$2,500

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? While overall costs for supervision are rising, the unit cost is projected to decline due to an increase in number of probationers. The number of probationers is increasing due to a combination of factors: Prop36, longer sentences, growth in the county, and other factors. Of the agencies that responded to our request for cost data, annual costs ranged from $4,156 in San Diego County to $5,844 in Kern County. The annual cost to incarcerate an adult in State prison is $33,581 (per the California Department of Corrections website).

Department Goal: Provide an efficient and cost effective alternative to incarceration of 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.

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

01/02 Actual Results	02/03 Actual Results	03/04 Actual Results	04/05 Actual Results	05/06 Adopted	05-06 Actual Results	06/07 Target
Adult – 11.4% Juvenile – 10%	Adult – 13% Juvenile – 6%	Adult – 11% Juvenile – 5%	Adult – 13% Juvenile – 4%	Adult – 13% Juvenile – 4%	Adult – 11% Juvenile – 4%	Adult –12% 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 adjudicated of a new crime 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 and provides for a safer community.

How are we doing? Of the agencies that responded to our request for data, the rates range from 10% adult recidivism in Santa Barbara to 12.6% in Kern County; and 10.2% juvenile recidivism in Kern County. We achieved a lower rate of juvenile recidivism than reporting comparable counties, and we compare favorably regarding adult recidivism with comparable counties. We have also developed a strategic plan to reduce adult recidivism.

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

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

01/02 Actual Results	02/03 Actual Results	03/04 Actual Results	04/05 Actual Results	05/06 Adopted	05-06 Actual Results	06/07 Target
$.20 for every dollar collected	$.22 for every dollar collected	$.17 for every dollar collected	$.185 for every dollar collected	$.20 for every dollar collected	$.21	$.20 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 are one cent over our target. Our collection success is due in large part to the reorganization and standardization of the Revenue Recovery Unit utilizing the Comprehensive Collections Program (PC 1463.007). Our cost of collection increased by less than three cents per dollar as compared to FY 04-05 despite cost increases related to labor and supplies. The average cost of collection for private collectors in approximately $.50 for every dollar collected.

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

Communitywide Result Link: A safe community.

6. Performance Measure: Percent of losses restored to victims of crime through collection of restitution. (Rate of loss to owed)

01/02 Actual Results	02/03 Actual Results	03/04 Actual Results	04/05 Actual Results	05/06 Adopted	05-06 Actual Results	06/07 Target
54.2% $611,811	47% $543,887	63% $728,667	89% $698,366	60% $739,872	72% $788,176	60% $739,872

What: The amount of money reimbursed to victims for losses sustained as a result of a criminal act.

Why: To support the rights of victims.

How are we doing? The projected restitution owed for FY 05/06 is $1,088,855. We exceeded our target due in large part to the success of the reorganization of the Revenue Recovery Unit. FY 03/04 & 04/05 showed increased numbers of collection. This was due to the implementation of the Comprehensive Collections Program along with the reorganization and standardization of revenue recovery processes. We are 100% in compliance with AB3000, which mandates that restitution be paid from monies collected before any other court ordered debt is satisfied.