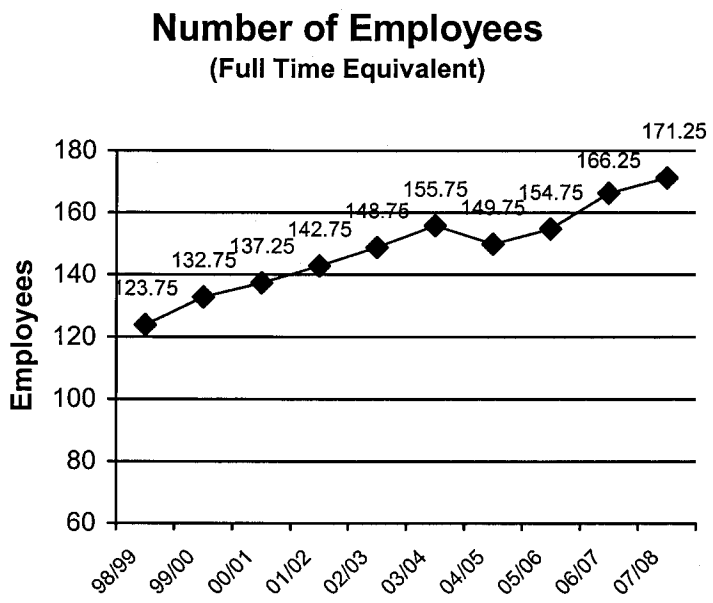
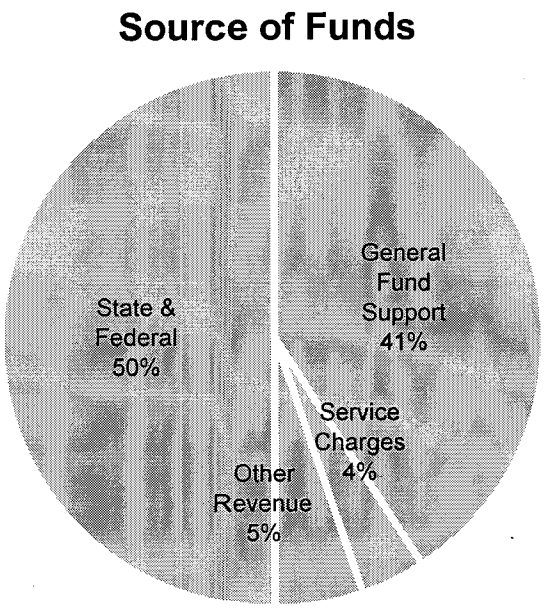
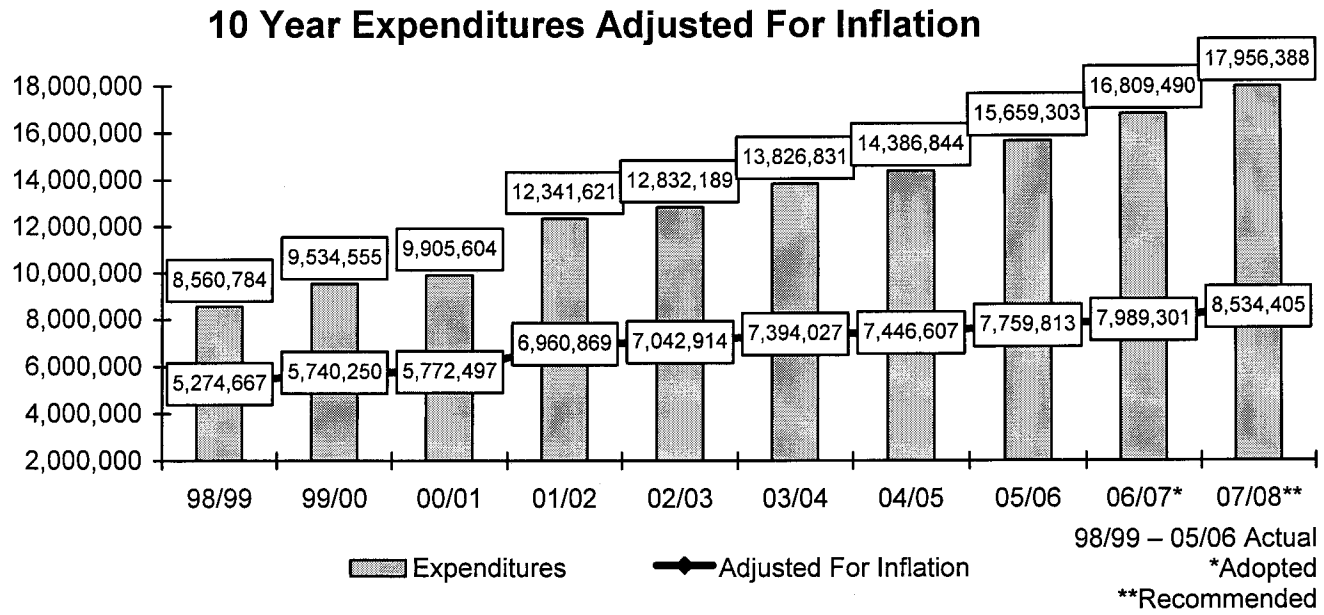
MISSION STATEMENT

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	2006-07 Budget	2006-07 Projected	2007-08 Requested	2007-08 Recommended	Change From 2006-07
Revenues	$ 10,239,374	$ 9,832,704	$ 10,450,271	$ 10,558,257	$ 318,883
Salary and Benefits	12,879,026	13,241,478	13,413,947	13,871,928	992,902
Services and Supplies	3,794,969	3,708,356	3,923,268	3,939,065	144,096
Other Charges	135,495	1,000	135,495	135,495	0
Fixed Assets	0	0	9,900	9,900	9,900
**Gross Expenditures	$ 16,809,490	$ 16,950,834	$ 17,482,610	$ 17,956,388	$ 1,146,898
Less Intrafund Transfers	57,983	40,984	43,164	39,881	(18,102)
**Net Expenditures	$ 16,751,507	$ 16,909,850	$ 17,439,446	$ 17,916,507	$ 1,165,000
General Fund Support (G.F.S.)	$ 6,512,133	$ 7,077,146	$ 6,989,175	$ 7,358,250	$ 846,117







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: $2,426,117 Total Staffing (FTE): 13.5

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: $2,315,799 Total Staffing (FTE): 21.5

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: $4,063,910 Total Staffing (FTE): 44.75

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: $4,976,362 Total Staffing (FTE): 44.0

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: $4,174,200 Total Staffing (FTE): 47.5

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, operate a safe and secure Juvenile Hall, and assist victims of crime. To ensure accountability the department will monitor and evaluate 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 2006/07

Customer Service –

- The projected recidivism rate for adult probationers is 11% and the projected rate for juvenile probationers is 4%. These are very favorable compared to our comparable counties.
- The Department expects to collect and disburse $775,000 in restitution to victims of crime.

Internal business processing improvements -

- Reduce staff time spent on defendant monthly invoicing by 10% by changing invoicing format and utilizing General Services Reprographics.
- Continue progress towards finalization of the Criminal Justice Information System to share information amongst criminal justice stakeholders.

Financial improvements -

- It costs the Department $.20 to collect $1.00 of criminal debt. The industry standard for cost of collection is approximately $.50 for every $1.00 for private civil debt and private companies that collect criminal debt charge even more.
- Manage expenditures and revenue generation to conclude the fiscal year within budgeted levels, and absorb approximately $642,964 in Cost of Living Adjustments.

Employee development -

- Continue Leadership Program for peace officers to plan career growth and be mentored by experienced staff.
- Maintain standardized minimum training requirements and pass annual Corrections and Standards Authority review every year.

Major Focus for 07/08

The Department will continue to focus on the key areas identified in the Strategic Plan. Emphasis will be on Long Range Planning and plan implementation, and service delivery. Major efforts and projections for 07/08 include:

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

- Implement new Case Management Database system
- Implement new Risk/Needs assessment tools

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

- Implement and train staff on Criminal Justice Information System
- Provide specialized trainings – ie. Critical Response and Best Practices
- Regularly update 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 Targeted Case Management Consortium) to insure

that the Department maintains the most updated information on revenue, both existing and new opportunities.

- Annually review the Department's percentage of General Fund Support versus other revenue resources.

Employee Development:

- Continue Leadership Program and implement succession planning programs.
- Provide ongoing innovative training for staff on customer service, stress management, conflict resolution and leadership.
- Model core values of the Department every day and provide reinforcement of mission, vision and values at bi-monthly staff meetings.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Recommended expenses for the Probation are increasing by about $1.16 million (6%) over the amount in the adopted FY 2006-2007 budget. Revenues are recommended to increase by $318,883 (3%). The General Fund Support for this budget is increasing by $846,117 (12%) and finances 73% of the increased expense.

The recommended expense in the salary and benefit accounts is $992,902 (7%) more than the amount in the adopted budget for FY 2006-2007. The 3.25% pension related expense increases the department's salary and benefit accounts by $314,169. Mid-year augmentations added 1.5 FTE adding about $125,000 of additional salary and benefit expense. The staff added mid year is offset by revenue. Staff augmentations recommended in this budget adds $66,799 to salaries and benefits. Recommended staffing augmentations include the conversion of a Temporary Help Deputy Probation Officer working with community schools to .5 FTE permanent position. This is being done to comply with Human Resource policies related to work of an ongoing nature. A full time Administrative Assistant III is recommended for the new intake/entry at Juvenile Hall. The intake/entry area is being remodeled. The new area separates booking and processing of juveniles into the hall from the area where the public enter. The new position will provide a dedicated staff person to assist the public with visiting and Juvenile Court appearances and will also provide additional support to the medical staff at Juvenile Hall. The balance of the increase, about $470,000, is attributed to prevailing wage and step increases.

A department request to create a third step in the Deputy Probation Officer series is not being recommended. In the late 1990s, the Probation Department exchanged a Deputy Probation Officer III classification for a Supervising Deputy Probation Officer position. There is insufficient justification to add a third step in this classification.

Expense for services and supplies is increasing by $144,096 (3%). The leases on a number of vehicles were concluded in FY 2006-2007. The department purchased six vehicles resulting in a decrease of $48,930 in lease expense. This savings is offset by a number of increases in several of the discretionary service and supply accounts including a $16,000 increase in travel expense, $10,000 in safety equipment, and $5,470 in office expense. Matrix charges from other departments are increasing by about $122,500. The most notable increases include a $60,631 in insurance charges, $16,019 in garage charges, $19,332 in overhead and, $12,284 in transfers to Public Health and $9,100 in transfers to Mental Health for medical and mental health services at the Juvenile Hall.

Transfers to the department are decreasing by $20,302 largely due to a decline in state revenues for gang task force activities.

The recommended budget includes $9,900 in fixed assets. The funding is for a concealed weapon detector to be placed in the new entrance to the Juvenile Services Center.

The $318,883 increase in recommended revenue is primarily related to four sources. Funding from State awarded grants, is increasing by$149,451. State reimbursements for training expenses are increasing by $33,040 and Supplemental Law Enforcement funding for Probation is increasing by $160,502. Proposition 172, the ½ cent sales tax for public safety is recommended to be $42,273 more than the FY 2006-2007 amount. Along with the revenue increases, several revenue accounts show decreases including a $65,582 decrease in revenue from contracts with school districts for Probation services. Although there is a decrease in funding from this source, the department is leveraging reimbursements from other sources, such as Title IV-E to continue to fund the positions at the schools.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

Unit Amount	Description	Results
Gross Expense: $34,767 General Fund Support: $34,767	Add one permanent 0.5 FTE Deputy Probation Officer I/II to replace a Temporary Help Deputy Probation Officer to supervise minors at Community School. The use of Temporary Help to fill work of a continuing nature is not allowed under current policies and rules. This request continues existing levels of service to the Community School.	The conversion of temporary help complies with County policies for work of an ongoing nature and continues to provide services to community schools.
Gross expense: $32,032 General Fund Support: $32,032	Add one FTE Administrative Assistant III. The current entry/intake area is staffed by a Correctional Technician that handles both reception and bookings. The newly expanded entry/intake at Juvenile Hall separates the reception area and booking area into different locations making it difficult for one person to both monitor the reception and simultaneously handle bookings, particularly during the weekdays with Juvenile Court in session	The new position will assure appropriate staffing is present for both reception and booking activities during peak times when Juvenile Court is in session. In addition, the AA III position will assure that 100% of juveniles booked into Juvenile Hall for 96 hours or more are evaluated for medical insurance and/or medical eligibility. Currently only 80% of juveniles are evaluated for medical insurance and 10% for medical eligibility. The AA will also assist nursing staff by assuring that 100% of juveniles are scheduled for the appropriate outside medical appointments within 48 hours of examination by onsite nursing staff. Currently 80% are scheduled within 48 hrs.

BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED

Unit Amount	Description	Results
Salaries and benefit expense: $18,960	Convert 8.0 FTE Deputy Probation Officer II position to Deputy Probation Officer III by reinstating the dormant DPO III classification.	20% reduction in the rate of violation of probation resulting from mentoring provided by DPO III positions. Direct Field Training will reduce the risk of misuse of force in the field, and an increase in officer safety. Reduce citizen complaints by 20% as result of mentoring and complaint resolution in the field.

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.

02/03 Actual Results	03/04 Actual Results	04/05 Actual Results	05-06 Actual Results	06-07 Adopted	06-07 Projected Results	07/08 Target
82%	80%	87%	87%	90%	90%	Discontinued

What: This outcome 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? During the time that we have been measuring this we have not received a statistically significant level of response to the surveys. The Department believes that the effectiveness and efficiency are better measured in our other outcomes.

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.

02/03 Actual Results	03/04 Actual Results	04/05 Actual Results	05-06 Actual Results	06-07 Adopted	06-07 Projected Results	07/08 Target
$187	$218	$233	$231	$190	$190	Discontinued

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? The various factors that determine the cost per day at Juvenile Hall fluctuate significantly and are beyond our control. Additionally, every county calculates their juvenile hall daily rate costs differently, so it is not a good measure for benchmarking.

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.

3. Performance Measure: Percentage of Juvenile Hall inspections that are found to be in compliance with all applicable laws, regulations and mandates. This is a new measure

02/03 Actual Results	03/04 Actual Results	04/05 Actual Results	05-06 Actual Results	06-07 Adopted	06-07 Projected Results	07/08 Target
100%	100%	100%	100%	100%	100%	100%

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. Historical data is provided for context.

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.

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

02/03 Actual Results	03/04 Actual Results	04/05 Actual Results	05-06 Actual Results	06-07 Adopted	06-07 Projected Results	07/08 Target
$2,548	$2,571	$2,100	$2,200	$2,500	$2,500	$2,400

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. In 2002 there were 2,315 Adult probationers in the system. By December 2006, this number has risen to 2,919. 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.

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

02/03 Actual Results	03/04 Actual Results	04/05 Actual Results	05-06 Actual Results	06-07 Adopted	06-07 Projected Results	07/08 Target
Adult – 13% Juvenile – 6%	Adult – 11% Juvenile – 5%	Adult – 13% Juvenile – 4%	Adult – 11% Juvenile – 4%	Adult –12% Juvenile – 4%	Adult – 11% Juvenile – 4%	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 guilty 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, creates fewer victims 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: 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.

6. Performance Measure: Percentage of Adult and Juvenile offenders who successfully complete the terms and condition of their probation. This is a new measure

02/03 Actual Results	03/04 Actual Results	04/05 Actual Results	05-06 Actual Results	06-07 Adopted	06-07 Projected Results	07/08 Target
Adult – 85% Juvenile – 90%	Adult –88% Juvenile –82%	Adult –89% Juvenile –86%	Adult – 71% Juvenile –86%	NEW MEASURE NEW MEASURE	Adult – 82% Juvenile – 85%	Adult – 82% Juvenile – 85%

What: Completing probation successfully is defined as satisfactorily completing the terms and condition of probation.

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

How are we doing? This is a new measure for FY 07-08. We have included prior year data for reference. We compare favorably with the comparable counties that do collect this data and reported that data to us. Santa Barbara 75% (juvenile) and 80% (adult)..

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

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

02/03 Actual Results	03/04 Actual Results	04/05 Actual Results	05-06 Actual Results	06-07 Adopted	06-07 Projected Results	07/08 Target
$.22 for every dollar collected	$.17 for every dollar collected	$.185 for every dollar collected	$.21	$.20 for every dollar collected	$.20 for every dollar collected	$.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.

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

02/03 Actual Results	03/04 Actual Results	04/05 Actual Results	05-06 Actual Results	06-07 Adopted	06-07 Projected Results	07/08 Target
47% $543,887	63% $728,667	89% $698,366	72% $788,176	60% $739,872	60% $775,00	65% $800,000

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 in compliance with AB3000, which mandates that restitution be paid from monies collected before any other court ordered debt is satisfied.