

057 - PROBATION

Operational Summary

Mission:

Probation protects the community by conducting investigations for the court, enforcing court orders, assisting victims, and facilitating the resocialization of offenders.

Strategic Goals:

- Assist the Juvenile and Criminal Courts to make well-informed and responsible decisions in criminal and delinquency cases.
- Provide protection to the community by managing Orange County's adult and juvenile probation population.
- Assist crime victims by presenting their interests to the court and providing support services.

Key Outcome Indicators:

Performance Measure	2004 Business Plan	2005 Business Plan	How are we doing?
	Results	Target	
PERCENT OF COURT INVESTIGATIONS AND PROGRESS REPORTS SUBMITTED WITHIN FILING REQUIREMENTS. What: Percent of investigative and progress reports submitted within filing requirements. Why: Measures success in Probation providing timely information to the courts for appropriate decisions.	100% of 1,020 adult investigation reports and 98.2% of 4,967 juvenile investigation reports were submitted to the Courts within filing deadlines.	Maintain on-time completion rates of 95% or better for submitting adult and juvenile investigation reports. These outcome objectives assume continuation of existing resource levels.	The results clearly demonstrate the department's ongoing success in providing information to the courts in a timely manner. Probation enhanced automation efforts to provide more robust information to the courts this year. The Department plans to measure court satisfaction in the future.
PERCENT OF PROBATIONERS WHO DO NOT COMMIT A NEW CRIME OR LAW VIOLATION WHILE ON PROBATION. What: Percent of probationers who do not commit a new crime or law violation while on probation. Why: Measures level of community safety by identifying probationers who do not commit a new offense.	66% of 4,662 adults and 60% of 2,076 juveniles terminated formal probation, and 93% of 1,196 juveniles terminated informal probation without a new law violation in FY 03-04.	Meet or exceed a rate of 60% or better of adults and juveniles terminating formal probation, and 90% or better of juveniles terminating informal probation without committing a new crime or law violation. These outcome objectives assume continuation of existing resource levels.	The results indicate the Department achieved the target for FY 03-04. Of concern, however, was a decline in this year's formal probation results compared with findings for the prior three years. Positively, the juvenile informal probation result remains above goal and similar to past years.

At a Glance:

Total FY 2004-2005 Projected Expend + Encumb:	130,746,844
Total Recommended FY 2005-2006	134,239,177
Percent of County General Fund:	5.15%
Total Employees:	1,521.00



Key Outcome Indicators: (Continued)

Performance Measure	2004 Business Plan	2005 Business Plan	How are we doing?
	Results	Target	
<p>PERCENT OF PROBATIONERS WHO DO NOT COMMIT A VIOLENT CRIME WHILE ON PROBATION.</p> <p>What: Percent of probationers who complete and do not commit a violent felony crime while on probation.</p> <p>Why: Measures level of community safety by identifying probationers not arrested for violent crimes.</p>	<p>96.8% of 4,662 adults and 97.0% of 2,076 juveniles terminated from formal probation in FY 03-04 did not commit a violent crime during their probation supervision period.</p>	<p>Meet or exceed rates of 95% of adults and juveniles terminating formal probation without committing a violent crime while under probation supervision. These outcome objectives assume continuation of existing resource levels.</p>	<p>The FY 03-04 results revealed that almost all adult & juvenile probationers complete their probation term without committing a violent crime. These results are consistent with prior years' results and validate the continued success of probation & other law enforcement agencies in community safety.</p>
<p>PERCENT OF PROBATIONERS EMPLOYED OR IN SCHOOL FOR FIVE MONTHS OR MORE IN THE PAST 12 MONTHS.</p> <p>What: Percent of probationers employed or in school consistently or (for adults) at least 5 months.</p> <p>Why: Gainful employment and/or regular school attendance indicate successful progress of offenders.</p>	<p>57% of 10,051 adult probationers and 56% of 3,618 juvenile probationers in FY 03-04 were either employed or attending school regularly for a significant period while under probation supervision.</p>	<p>Meet or exceed a 60% rate of adult probationers and 55% rated of juvenile probationers who are employed or attending school regularly for a significant period. These outcome objectives assume continuation of existing resource levels.</p>	<p>While the FY 03-04 juvenile result is still slightly above the goal of 55%, the adult result for the first time fell below the target goal of 60%. The decline in both of these outcome results is cause for concern; a number of areas are being looked at as possible factors contributing to the drop.</p>
<p>PERCENT OF IMPROVEMENT IN OFFENDERS FUNCTIONING & LIFE-SKILLS ABILITIES AFTER ONE YEAR ON PROBATION.</p> <p>What: Percent of improvement based on standardized assessments at intake and after one year on probation.</p> <p>Why: Measures effectiveness in addressing probationer's needs during their first year on probation.</p>	<p>Of 1,850 adults and 428 juveniles assessed in FY 03-04, 48% of adults and 61% of juveniles demonstrated some improvement in total functioning. 26% of adults and 34% of juveniles had enough improvement to reduce their need classification to a lower level.</p>	<p>Meet or exceed the current year results. This outcome objective assumes continuation of existing resource levels.</p>	<p>During year one on probation, nearly half of adult offenders and not quite two-thirds of juvenile offenders had made progress to address their needs in this measure. The loss of two Youth & Family Resource Centers has shown the need to get more resource-creative to serve this high-risk population.</p>
<p>PERCENTAGE OF COURT-ORDERED RESTITUTION PAID BY PROBATIONERS TO CRIME VICTIMS.</p> <p>What: Measures the percentage of court-ordered restitution paid in full in closed restitution cases.</p> <p>Why: Measures Probation's success in collecting restitution for crime victims.</p>	<p>Of 866 adult offender cases closed in FY 03-04, in 52% of them the victim was paid in full. These adults whose probation terminated paid \$2,649,637 in restitution. Of 650 juvenile cases closed, in 81% of the cases the victim was paid in full and a total of \$437,267 was paid to victims.</p>	<p>Meet or exceed the prior years' results. This outcome objective assumes continuation of existing resource levels.</p>	<p>Over half of the adult restitution cases and more than 80% of the juvenile restitution cases that closed in FY 03-04 did so with the victim being paid in full. The Department's collection officers work closely with probation officers and the courts to monitor and enforce restitution collection.</p>
<p>VICTIM RATINGS OF SATISFACTION RELATIVE TO THE QUALITY AND MANNER OF PROBATION SERVICES PROVIDED.</p> <p>What: Survey regarding victim satisfaction with the quality and manner of department services provided.</p> <p>Why: Measures victim satisfaction with services provided by the Probation department.</p>	<p>Surveys were mailed to 1,641 victims owed restitution or contacted for intake/investigations. Of the 236 respondents, 61% were satisfied with services, 23% were dissatisfied. In addition, 39% of all respondents requested further information.</p>	<p>Meet or exceed the prior years' results. This outcome objective assumes continuation of existing resource levels.</p>	<p>Over 60% (last year was 66%) of the survey respondents reported overall satisfaction with the victim services they received. Of note, the results for all ten survey questions were higher than the baseline year with courtesy of the staff once again being the area rated highest in satisfaction (66%).</p>

FY 2004-05 Key Project Accomplishments:

- Accomplishments listed below are linked to the Department's Strategic Goals.



- Goal # 1: Assist the Juvenile and Criminal Courts to make well-informed and responsible decisions in criminal and delinquency cases.
- Continued to assist the Courts by providing thorough investigations of criminal/delinquency cases and completing required reports on time. For the fiscal year, Adult Investigation completed 1,020 reports, 100% of which were submitted on time. Juvenile Investigation Completed 4,967 reports for the fiscal year, 98.1% of which were on time
- Completed a Memorandum of Understanding (MOU) to enhance coordination between the Probation Department and Social Services Agency (SSA) on cases specified in Section 241.1 WIC. These cases require collective investigations and recommendations to the Court on whether a child's needs can best be met through the dependency or delinquency court.
- Increased access to SSA's Case Management System information through a Probation-funded part-time SSA clerical position that increases productivity and expedites the timely completion of juvenile court reports to meet court filing deadlines.
- Created a new pre-trial assessment report in the Juvenile Court Division to alert the Court, District Attorney, and Public Defender about issues critical for the Court to make appropriate orders in those cases by enhancing the Juvenile Intake Assessment System.
- Implemented specific Proposition 36/PC 1210 training for Adult Investigators/Supervisors to ensure compliance with and understanding of new court rulings.
- Maintained the quality of investigations completed for the Court after the tremendous loss of investigative experience when a number of veteran investigators retired, by working closely with new Adult Investigators and pairing them with the remaining veterans in the Adult Investigation Unit.
- Initiated a study to formulate a new outcome indicator that focuses on the quality of the reports provided to the Courts in addition to the current measure of timeliness.
- Increased efficiency and productivity in the preparation of court reports through the use of Voice Dictation technology.
- Designed and implemented an automated probation violation process for adult cases whereby deputies can prepare probation violation reports on their computers and send them electronically to the adult court. The automated process has been very successful and ensures the Courts receive timely information regarding violations by probationers.
- Goal # 2:
- Provide protection to the community by managing Orange County's adult and juvenile probation population.
- FIELD OPERATIONS Continued to implement automated processes.
- Began software development that will automate the Risk/Needs Assessment of cases and provide more defined supervision strategies and case plan objectives, which is part of the department's major strategic effort to develop an automated Integrated Case Management System.
- Established Cadres to develop objectives for automated field books and evaluate an Adult Supervision paperless case file system.
- Implemented automated intake (new case referrals via e-mail) and increased usage of OnBase document availability in Adult Field Services (AFS).
- Continued research in the development of an automated method to capture and record probationer contact information to provide critical information in monitoring and evaluating the progress of probationers.
- Created a repository of probationer photos that is now available for online access and searching.
- Enhanced deputy field book sheets to include current photographs of each probationer being supervised.
- Planned a new workload study to assess the impact of increased automation on AFS staff.

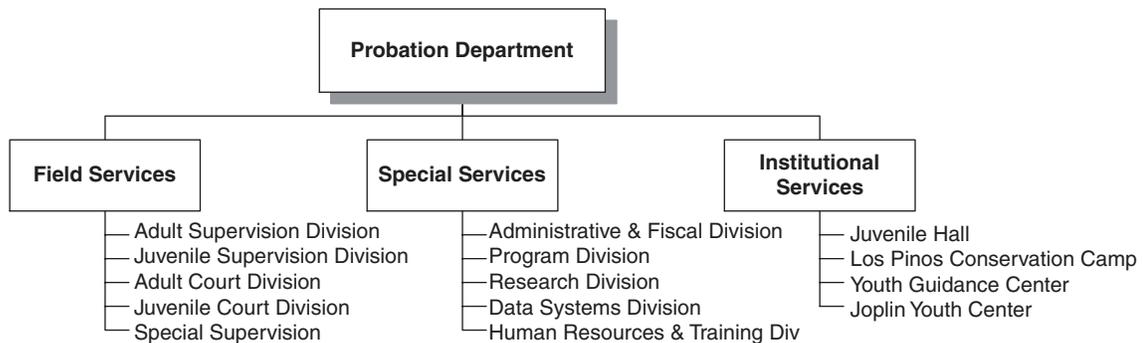
- Continued to expand technology to enhance the effectiveness of probation supervision and resocialization operations.
- Acquired additional computer hardware and software tools for the Sex Offender Forensic Lab to aid in the monitoring of sex offenders on probation supervision.
- Upgraded laptop PCs for all applicable field staff and deployed replacement desktop PCs to the appropriate staff to replace technology-obsolete devices.
- Began development in the Special Supervision Division of OnBase document imaging technology for storing case documents, which will make them more accessible to users and assist in the development of electronic case files.
- Ensured the most effective use of technology by using the Integrated Case Management Steering Committee, Risk/Needs Development Cadre, and several other workgroups to assist Probation's development and use of automated systems.
- Enhanced the County's continuum of care for juveniles by \$8.4 million through Juvenile Justice Crime Prevention Act funding that supported three prevention programs, four intervention programs, and three secure confinement programs. During the year, JJCPA funding provided direct services for over 3,600 at-risk youth and juvenile offenders.
- Continued development of formalized supervision strategies for deputies supervising juvenile sex offender caseloads in the Juvenile Field Supervision Division, increased participation in the institutional case planning process, and attended the California Coalition on Sexual Offending Conference to hear from experts in the field on current best practices.
- Developed a new automated Placement Case Management System to more effectively track placement cases and meet both individual case plan requirements and monthly transmittal/tracking of data to the State Department of Social Services.
- Modified the automated Case Management System to facilitate increased tracking, monitoring, and reporting of Field Monitored (FM) cases when a substantial number of cases had to be banked due to the hiring freeze in 2003.
- Developed a mandatory Field Safety Skills STC course that will be offered during the 2004/05 training year for all field officers to address officer safety concerns.
- Assigned a Supervising Probation Officer to the WrapAround program at the Social Services Agency, which increased the ability of deputies to access these enhanced services for those juveniles who are at risk of out-of-home placement.
- Partnered in the multidisciplinary Juvenile Drug Court team to provide enhanced supervision and programming to address juveniles with substance abuse issues.
- Researched and prepared operational guidelines for County Counsel review on the use of Global Positioning Satellite (GPS) technology to monitor selected adult sex offenders on formal probation supervision.
- Obtained Board of Supervisors' approval to sponsor legislation to expand GPS utilization tools.
- Implemented measures to focus limited resources on the Proposition 36/PC 1210 cases that pose the greatest risk to the community.
- Supervised high-risk cases with home calls, searches, and drug tests.
- Placed medium-to-low-risk cases on FM caseloads with significantly reduced levels of service.
- Arranged with the Court and the District Attorney's Office to plead all new incoming misdemeanor Proposition 36/PC 1210 cases to informal probation, allowing more resources to be focused on the felony cases.
- More quickly identified non-compliant cases and revoked their probation, saving enough of the Health Care Agency's treatment dollars to fund an additional position for the Proposition 36/PC 1210 Units for the next two years.
- Began separate tracking of all Proposition 36/PC 1210 cases that are sent directly to monitored status at the initial assessment point. Over the next year, the recidivism of these cases will be tracked, along with all FM cases, to assess any negative impact on community safety.

- Used workload standards to ensure high-risk offenders received the necessary level of supervision and services for community safety even as staff reductions were made due to budget cuts.
- Reviewed and adjusted supervision levels in the Special Supervision Division based on offender type/risk assessment and prioritized allocation of existing resources for supervision of high-risk offenders.
- Averaged within 10% of the 100 workload-point standard in Adult Field Services caseloads.
- Shifted Juvenile Field Supervision boundaries to balance workload and ensure deputies could provide the appropriate level of supervision.
- Adjusted workload standards for juvenile sex offenders so deputies could more intensively supervise these cases.
- Continued to develop and enhance collaboratives to facilitate the highest quality of supervision and resocialization of offenders.
- Continued to develop relationships with service providers and pursue opportunities to establish relationships with community members at the Youth and Family Resource Centers.
- Provided administrative review of services offered by private providers of drug and alcohol treatment and residential services, as well as reviewed and approved domestic violence programs.
- Facilitated the highest quality of supervision and rehabilitation in the Special Supervision Division with over twenty collaborative efforts through contracts, Memorandums of Understanding, grants, and participation on committees.
- Joined in a collaborative effort with the District Attorney and Huntington Beach Police Department to form a task force focusing on targeted gang activities.
- Participated in planning and implementing a new Family Violence Court in North County.
- Partnered with Anaheim Police Department in the Anaheim Driving Under the Influence (DUI) grant (DUI Enforcement and Outreach Program).
- Worked closely with the Social Services Agency to address the requirements of AB 636 and other child welfare concerns.
- Continued to participate in multi-agency collaborations in the Juvenile Drug Court, WrapAround and Juvenile Sex Offender caseloads.
- Worked closely with more than 35 different substance abuse treatment providers for the Proposition 36/PC 1210 populations. Deputies made monthly or quarterly visits to the treatment providers, shared information about probation services, and addressed problems.
- Continued to use the National Institute of Corrections (NIC) Model (a recognized "best practice") to assess the risk and needs of probationers and determine appropriate levels of supervision to ensure public safety.
- Assessed the risk level of probationers to determine which cases would continue to be actively supervised and which cases would be placed on FM caseloads when budget cuts required staff reductions.
- Offered a required four-hour 'NIC Update' refresher course for all probation officers to reinforce the core components of the NIC Model, the risk and need assessment process, and objective-based case plans. A similar class, but with emphasis on objective-based case planning, was offered for staff in the institutions.
- Employed graduated sanctions in all supervision areas up to and including incarceration.
- INSTITUTIONAL SERVICES Began construction of a 120-bed Youth Leadership Academy for teenage boys and girls on the grounds of Juvenile Hall (JH) funded by a Board of Corrections grant.
- Started construction of Unit Q at JH in May 2003 using a Board of Corrections grant. It is targeted for occupancy on June 30, 2005. This project will provide 60 additional beds and four more classrooms within the Juvenile Hall compound.
- Continued the quest for potential sites for a South County Juvenile Hall.

- Continued to seek ways to acquire the Los Pinos property as a permanent site. In the interim, Probation is in the final stages of negotiating a renewal of the Los Pinos Conservation Camp 20-year Special Use Permit with the U.S. Forest Service.
- Developed a system of converting existing units at Juvenile Hall from male to female units as the female population rises and falls to address the demographic shift of increased bookings of female juvenile offenders.
- Completed rehabilitation of a dormitory at Los Pinos scheduled to open by July 2005 that will house 32 female minors serving commitments at that facility. In addition to the dormitory, three classrooms will be added to offer gender-specific curriculum, emancipation, and vocational skills training.
- Moved forward on several deferred-maintenance projects at each of the institutions during FY 04-05. Probation will continue to aggressively pursue construction grant funding to provide the financial impetus to renovate and even replace portions of the aging structures. Additionally, Probation continues to seek capital project funding in the annual budget process in as prudent and proactive a manner as possible.
- Secured Juvenile Justice Crime Prevention Act (JJCPA) funds for 2004/05 to maintain the level of treatment services provided at the Youth Guidance Center (YGC) through grant funding at the same level as previous years after Residential Substance Abuse Treatment funds were reduced by approximately \$200,000.
- Continued to address the unique problems presented by seriously emotionally disturbed minors in custody.
- Efforts continued to develop a multi-county regional institution for severely emotionally disturbed minors.
- Sought funding to develop and expand in-custody programs with aftercare components.
- Closely collaborated with Health Care Agency (HCA), Department of Education (DOE), and Social Services Agency (SSA) to bring all available resources together for the common purpose of providing services to these youth.
- Implemented usage of the MAYSI 2 (Massachusetts Youth Screening Instrument) assessment tool at Juvenile Hall to identify those minors with the most critical mental health needs. Results of the screening are shared with the assigned deputy and HCA staff to ensure a focused, collaborative effort to meet the needs of this population.
- Continued to seek additional staff training by experts in the mental health profession on providing services to this population.
- Instituted the Institutional Population Management (IPM) system to mitigate overcrowding at Juvenile Hall due to a 5% increase in the average daily population coupled with the loss of 60 beds for the Youth Leadership Academy project.
- Installed Phase II of the automated Institutions Management System (IMS) on June 20, 2004 that allows in-custody population tracking and monitoring for Board of Corrections compliance, facility staff management, facility minor management, and an automated online log of unit activities.
- Continued to plan for immediate and future bed space and programming requirements through regular management review of demographic trends in the institutional population. Research Division staff monitored/reported on the daily institutional population and will update institutional bed projections by early 2005.
- Goal # 3:
 - Assist crime victims by presenting their interests to the Courts and providing support services.
 - Implemented steps to maximize financial recovery for victims.
 - Provided four-hour training sessions to over four hundred probation staff covering responsibility for collection of restitution, fines, fees, and other financial matters such as Joint and Several Liability and civil remedies for victims.
 - Deployed Collection Officers to the same geographic locations as the juvenile field units to improve communication and enhance effectiveness with juvenile field deputies.
 - Reviewed and updated procedure manual items that address juvenile and adult restitution matters.

- Continued to work closely with the Courts to refine the Probation Financial System (PFS), maximize financial recovery for victims, and promote the accountability of offenders.
- Maintained a proper focus/balance on the importance of victims, consistently disseminated victim information, and reinforced the importance of promptly responding to victim inquiries.
- Assigned centralized duties and the title of Victim Services Coordinator to the department's new Senior Administrative Manager when the dedicated full-time Victim Services Coordinator (VS.) position was eliminated due to budget cuts.
- Continued to work on a method of surveying serious crime victims since the conventional methods for surveying victims' satisfaction with Probation services are inappropriate for the victims of serious crimes.
- Improved services to the victims of serious crimes in the Special Supervision Division.
- Incorporated victim issues in the formulation of case plans.
- Developed specialized approaches and services to assist victims of adult sex offenders and domestic violence batterers that are initiated at assessment and continue during the period of probation.
- Collaborated with Family Court in their Safe Havens Grant to assist victims of domestic violence and their families by providing safe exchange and monitoring services for child visitation by domestic violence offenders.
- Continued to be actively involved in an effort to develop and coordinate countywide approaches to address family violence through participation on the Family Violence Steering Committee and Public Safety sub-committees.
- Implemented a new tracking system for victim response letters in Juvenile Court Services by sending letters to victims within 48 hours after the file is received. Once the victim responds, status of the case is tracked every three to four days, and the victim is notified of the outcome at the conclusion of the court case.
- Disseminated information about victim awareness events and activities to probation staff through PROB-NET, access to other Internet services, and communications from a variety of internal sources.
- Continued training and development of specialized supervision units have increased knowledge of the dynamics of crimes such as domestic violence and the importance of victim involvement in various phases of the criminal justice system.
- Added contact with victims of juvenile sex offenders as part of the overall supervision strategy for Juvenile Supervision Deputies.
- Offered Victim Awareness classes to staff in training year 2003/04 and will again offer them in training year 2004/05.
- Provided victim awareness groups, restorative justice programs, and field trips to educational resources at the Youth and Family Resource Centers to emphasize the impact crime has on the immediate victims and the community.
- Continued to improve services to victims in Adult Investigation.
- Provided one Adult Investigator as a liaison between Adult Investigation and victim assistance programs to attend victim assistance meetings, report back to the Adult Investigation Deputies, and facilitate the exchange of information.
- Obtained access to the District Attorney's case management system and victim information, which provides an additional tool to assist in locating victims when conducting investigations and completing reports for the Court.
- Increased contact and coordination with victim advocates assigned to high-profile felony cases to facilitate obtaining victim impact statements and delivering services to crime victims.
- Obtained victim impact statements in 87% of victim-involved Adult Investigation cases.
- Reviewed the key process points related to victim restitution issues to improve victim services by identifying specific gaps in services and/or processes.

Organizational Summary



Field Services - Field Services provides services through five distinct operational divisions: Juvenile Court, Adult Court, Adult Supervision, Juvenile Supervision, and Special Supervision. The Juvenile Court Division provides intake screening services for all juveniles referred by law enforcement agencies for alleged violations of the law, conducts preliminary investigations to determine if further referrals to the District Attorney and Court are necessary, provides Juvenile Court Officers to the Juvenile Court, conducts investigations for the Juvenile Court, administers peer court and drug court, and monitors diversion and administrative cases. The Adult Court Division conducts investigations for the criminal courts and monitors Courtesy Supervision and Welfare Fraud cases. The Adult Court Division also supplies Resident Probation Officers to the five justice centers.

The Adult Supervision and Juvenile Supervision Divisions supervise adult and juvenile offenders in the community on formal probation. These divisions enforce court orders and assist with the resocialization of offenders through a combination of direct and supportive actions based on ensuring community safety, addressing offender accountability, and promoting competency building in those adults and juveniles under supervision.

The Special Supervision Division supervises three sub-populations of high risk offenders: domestic violence batterers, adult sex offenders, and gang members.

Special Services - Special Services provides primary support services for the department's overall operation through five operational divisions: 1) Administrative and Fiscal, 2) Programs, 3) Data Systems, 4) Human Resources and Training, and 5) Research. This branch of Probation provides data

systems and research support, human resource services, administrative and fiscal services and collection enforcement for all functions in the department. This activity supports Departmental long-range planning, pursuit of outside funding, legislative analysis, contract administration, community resource monitoring, employee recruitment and hiring, and operation of the Volunteers in Probation (VIP), Volunteer Probation Officer (VPO), Probation Community Action Association (PCAA) programs. The Programs Division provides services for first-time juvenile offenders classified as having a high-risk potential for ongoing delinquency (8% Early Intervention Program) and transitional aftercare services for juveniles released from county correctional facilities (JJCPA and Challenge Programs). The Programs Division is also responsible for the department's Youth and Family Resource Centers.

Institutional Services - Institutional Services provides oversight and direction for the five county juvenile correctional facilities operated by the Probation Department: Los Pinos Conservation Camp, Joplin Youth Center, the Youth Guidance Center, Juvenile Hall, and Lacy Juvenile Annex. These facilities operate 24-hours-per-day, 7-days-a-week and must meet stringent guidelines established by the California Board of Corrections. Primary responsibilities include providing a safe environment for the juveniles in custody, ensuring sufficient well-trained staff are available, developing and providing a broad range of treatment programs to meet the juveniles' needs, adhering to all laws/regulations/licensing requirements for correctional facilities, and overseeing correctional facility maintenance and development.

In addition to the facilities, programs are provided that offer alternatives to confinement. The Juvenile Court Work Program allows offenders to work on weekend work crews in lieu of serving a commitment. The Accountability Commitment Program allows offenders to be released home on electronic confinement to a day-treatment program.

Chief Probation Officer - The Chief Probation Officer oversees the overall direction, administration and coordination of the operations and programs of the Probation Department, including the County's juvenile correctional institutions. The Chief Probation Officer coordinates the operation of all Probation Department programs and services: directs and consults with the three Chief Deputies of Institutional Services, Field Services, and Special Services in assigning projects and developing goals for their various divisions; develops and maintains effective working relationships with other social and law enforcement agencies, public officials, the judiciary, and community organizations to assess needs, develop priorities and maintain efficient/effective services; consults with the Board of Supervisors, County Executive Office, and Courts for policy direction and guidance; and provides fiscal oversight of the department's budget and expenditures.

Ten Year Staffing Trend:



Ten Year Staffing Trend Highlights:

The Probation Department staff expanded from FY 97 to FY 03 primarily because of either new openings/service offerings, or compliance with County initiatives. Specifically, Probation opened a new 60-bed unit at Juvenile Hall, opened the Juvenile Hall Annex, offered new or expanded programs arising from the availability of new, non- General Fund sources, assumed decentralized County services, and converted extra help posi-

tions to regular, full-time in order to ensure compliance with the Probation Services MOU and its limited duration requirements for extra help personnel.

- In FY 02-03, while at its authorized position peak, it was incumbent upon the Probation Department to maintain 119 position vacancies throughout the year in order to operate within its authorized funding level. With cost increases again having outpaced available financing in FY 03-04, Probation needed to keep 152 positions vacant throughout the fiscal year and delete sixteen positions.
- Loss of TANF (Temporary Assistance to Needy Families), a critical funding stream for juvenile delinquency and institutional services, was threatened during 2004 for the FY 04-05. Although the money was eventually restored through provisions in the State General Fund, awareness of the importance of secure funding to support necessary probation services has been heightened at the County and State levels. On a positive staffing note, the Probation Department has just conducted its first Deputy Probation Officer Academy class in three years, deploying 29 new Deputy Probation Officers to much-needed posts. One more class is scheduled to commence shortly after the start of the FY 2005-06. Similar initiatives have been undertaken for Deputy Probation Counselor Academy classes as well.
- The opening of Juvenile Hall's Unit Q and the expanded Los Pinos capacity in July, 2005, as well as the new Youth Leadership Academy in July, 2006, have necessitated and will continue to drive staffing needs upward. These impacts have been assessed and proposed within the FY 05-06 Budget and Strategic Financial Plan.

Budget Summary

Plan for Support of the County's Strategic Priorities:

The Department has presented the required balanced budget, which will continue to serve the public and at the same time strive to maintain public safety. While we believe that our current levels of service are necessary to ensure continued balance of proactive and mandated activities between probationers and the communities of which they are a part, Probation also recognizes the County's need to structure services available to the resources at hand.



The Probation Department has nearly completed construction of the 60-bed expansion of its Juvenile Hall and commenced construction of the Youth Leadership Academy (which were adopted by the Board of Supervisors as Strategic Priorities in 1998), utilizing \$4.8 million and \$8.4 million in grant funds to offset the costs of construction, per our commitment in previously published strategic plan documents.

Other approved strategic priorities that are accommodated within the FY 2005-06 Budget include additional detention beds for older youths at the Theo Lacy Annex and the expansion of the Los Pinos Conservation Camp that allows operation of a 32-bed expansion of the facility.

The Probation Department continues to accept leadership roles on a Statewide basis to help facilitate County goals. The Chief Probation Officer will also continue to take an active role in supporting the Chief Probation Officers of California in the related pursuit of new revenue and the protection of existing revenue resources.

The Probation Department will again convene all managers to re-examine progress made in the past year on three strategic initiatives, represented by three workgroups and focus as follows:

- (1) Labor/Management Relations - ways for labor and management to work together to benefit the workplace and the community.
- (2) Leadership Development - prepare our employees for greater levels of responsibility and advancement.
- (3) Mission/Values Workgroup - review our values and ensure they are reflected in every facet of the services our department provides.

The Probation Department will continue to aggressively pursue new funding sources to support probation services. Related thereto, it is anticipated that all Probation Department fees will continue to be updated annually and presented to the Board for adoption at the onset of each new fiscal year.

Changes Included in the Recommended Base Budget:

Operating costs for the Los Pinos Conservation Camp expansion and the newly completed Juvenile Unit Q are included in the Recommended Base Budget. The Operating costs for the Youth Leadership Academy requested as separate augmentation item. As discussed in the plan for support of the County's Strategic Priorities, all three initiatives have been underway for several years, and construction completion is imminent for Juvenile Hall's Unit Q and Los Pinos. Building occupancy for both institutional sites will commence on or around July 1, 2005, providing much-needed capacity to institutional operations. The Youth Leadership Academy's construction completion date is scheduled to be May 1, 2006, with occupancy beginning July 1, 2006. Staffing costs for the three institutional initiatives are included in the recommended requested budget in the amounts of: \$2.6 million for Juvenile Hall Unit Q, \$1.1 million for the Los Pinos expansion, and \$1.0 million for the Youth Leadership Academy. Additionally, 85 additional staff are recommended as augmentation budget request for the Youth Leadership Academy. Staff for the other two initiatives were added during FY 04-05, as previously authorized by the Board of Supervisors.

Requested Budget Augmentations and Related Performance Results:

Unit Amount	Description	Performance Plan	Brass Ser.
ADD 32 POSITIONS Amount:\$ 979,882	Positions are required to implement workforce study plan.	Comply with labor agreement and workforce plan.	2981
ADD 85 POSITIONS - YOUTH LEADERSHIP ACADEMY Amount:\$ 981,471	After LP, JH & YLA constructions, juvenile bed capacity will increase to 900 beds.	The YLA will help minors to make positive changes in their attitudes, values, skills, & behaviors.	2093



Proposed Budget History:

Sources and Uses	FY 2003-2004	FY 2004-2005	FY 2004-2005	FY 2005-2006	Change from FY 2004-2005	
	Actual	Budget As of 3/31/05	Projected ⁽¹⁾ At 6/30/05	Recommended	Projected Amount	Projected Percent
Total Positions	-	1,521	1,521	1,521	0	0.00
Total Revenues	45,799,013	46,293,196	46,633,246	45,627,970	(1,005,276)	-2.15
Total Requirements	124,844,810	131,950,675	133,032,651	134,239,177	1,206,526	0.90
Net County Cost	79,045,797	85,657,479	86,399,405	88,611,207	2,211,802	2.55

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2004-05 projected requirements included in "At a Glance" (Which exclude these).

Detailed budget by expense category and by activity is presented for agency: Probation in the Appendix on page page 518

Highlights of Key Trends:

- The following department-wide strategies impact all of the Probation Department's stated goals. They are summarized below:
 - Manage budget shortfalls without compromising the delivery of services.
 - Work with local and state organizations/officials to obtain a secure funding stream for juvenile delinquency and institutional services.
 - Focus on the three strategic planning initiatives identified by the Management Team during the annual Strategic Planning Retreat.
 - Continue to aggressively recruit, hire, and train qualified staff for critical positions within all service levels.
- Continue to explore the use of automation and other technological advances to improve business operations.
- Devote the necessary resources to continue progress in developing an Integrated Case Management (ICM) system.
- Ensure efficient conversion to new automation systems by identifying and planning for end user training requirements.
- Modify the department's training program to mitigate the loss of state funding while ensuring the training is substantive and targets perishable skills.
- Upgrade Probation's aging technological infrastructure to ensure ongoing compatibility with collaborative state, county, and local agencies (County Strategic Priority).

Budget Units Under Agency Control:

No.	Agency Name	Field Services	Special Services	Institutional Services	Chief Probation Officer	Total
057	Probation	43,959,809	25,763,250	54,621,192	9,894,926	134,239,177
14R	Ward Welfare	0	0	109,118	0	109,118
	Total	43,959,809	25,763,250	54,730,310	9,894,926	134,348,295

057 - Probation

Summary of Proposed Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2003-2004		FY 2004-2005		FY 2004-2005		Change from FY 2004-2005	
	Actual	Budget	As of 3/31/05	Projected ⁽¹⁾	As of 6/30/05	Recommended	Projected	Percent
Fines, Forfeitures & Penalties	\$ 4,062,103	\$ 3,812,787	\$ 4,482,000	\$ 4,258,277	\$ (223,723)			-4.99%
Intergovernmental Revenues	36,387,998	38,098,190	38,009,727	37,482,845	(526,882)			-1.38
Charges For Services	4,339,638	3,736,312	3,608,446	3,772,923	164,477			4.55
Miscellaneous Revenues	183,807	152,284	122,900	31,661	(91,239)			-74.23
Other Financing Sources	825,467	493,623	410,173	82,264	(327,909)			-79.94
Total Revenues	45,799,013	46,293,196	46,633,246	45,627,970	(1,005,276)			-2.15
Salaries & Benefits	98,922,269	102,005,984	102,791,000	104,799,230	2,008,230			1.95
Services & Supplies	25,413,175	29,498,353	30,403,651	28,850,681	(1,552,970)			-5.10
Other Charges	1,142,886	1,569,268	1,005,000	1,607,712	602,712			59.97
Fixed Assets	570,465	137,200	135,000	0	(135,000)			-100.00
Other Financing Uses	28,077	0	0	0	0			0.00
Intrafund Transfers	(1,232,062)	(1,260,130)	(1,302,000)	(1,018,446)	283,554			-21.77
Total Requirements	124,844,810	131,950,675	133,032,651	134,239,177	1,206,526			0.90
Net County Cost	\$ 79,045,797	\$ 85,657,479	\$ 86,399,405	\$ 88,611,207	\$ 2,211,802			2.55%

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2004-05 projected requirements included in "At a Glance" (Which exclude these).

Proposed Budget Summary of Field Services:

Revenues/Appropriations	FY 2003-2004		FY 2004-2005		FY 2004-2005		Change from FY 2004-2005	
	Actual	Budget	As of 3/31/05	Projected ⁽¹⁾	As of 6/30/05	Recommended	Projected	Percent
Fines, Forfeitures & Penalties	\$ 3,911,188	\$ 3,715,584	\$ 4,344,000	\$ 4,153,917	\$ (190,083)			-4.37%
Intergovernmental Revenues	12,093,988	12,377,267	6,730,324	9,202,589	2,472,265			36.73
Charges For Services	1,132,345	791,669	887,189	874,218	(12,971)			-1.46
Miscellaneous Revenues	(1,643)	284	0	0	0			0.00
Other Financing Sources	5,781	400	0	0	0			0.00
Total Revenues	17,141,658	16,885,204	11,961,513	14,230,724	2,269,211			18.97
Salaries & Benefits	32,380,730	31,786,687	34,685,502	33,751,839	(933,663)			-2.69
Services & Supplies	9,284,157	6,461,421	5,290,998	9,618,704	4,327,706			81.79
Other Charges	1,097,920	1,569,268	925,000	1,607,712	682,712			73.80
Fixed Assets	200,000	50,000	0	0	0			0.00
Intrafund Transfers	(1,232,062)	(1,260,130)	(1,302,000)	(1,018,446)	283,554			-21.77
Total Requirements	41,730,745	38,607,246	39,599,500	43,959,809	4,360,309			11.01
Net County Cost	\$ 24,589,087	\$ 21,722,042	\$ 27,637,987	\$ 29,729,085	\$ 2,091,098			7.56%



Proposed Budget Summary of Special Services:

Revenues/Appropriations	FY 2003-2004	FY 2004-2005	FY 2004-2005	FY 2005-2006	Change from FY 2004-2005	
	Actual	Budget As of 3/31/05	Projected ⁽¹⁾ As of 6/30/05	Recommended	Projected Amount	Projected Percent
Fines, Forfeitures & Penalties	\$ 150,915	\$ 97,203	\$ 138,000	\$ 104,360	\$ (33,640)	-24.37%
Intergovernmental Revenues	1,967,354	720,522	8,700,398	3,219,127	(5,481,271)	-63.00
Charges For Services	1,023,398	689,200	620,500	764,633	144,133	23.22
Miscellaneous Revenues	77,366	18,546	20,000	29,203	9,203	46.01
Other Financing Sources	0	421,415	0	0	0	0.00
Total Revenues	3,219,032	1,946,886	9,478,898	4,117,323	(5,361,575)	-56.56
Salaries & Benefits	21,776,726	19,960,821	20,122,437	20,243,687	121,250	0.60
Services & Supplies	2,817,614	9,544,357	9,539,709	5,519,563	(4,020,146)	-42.14
Fixed Assets	326,540	40,000	118,993	0	(118,993)	-100.00
Other Financing Uses	28,077	0	0	0	0	0.00
Total Requirements	24,948,957	29,545,178	29,781,139	25,763,250	(4,017,889)	-13.49
Net County Cost	\$ 21,729,925	\$ 27,598,292	\$ 20,302,241	\$ 21,645,927	\$ 1,343,686	6.61%

Proposed Budget Summary of Institutional Services:

Revenues/Appropriations	FY 2003-2004	FY 2004-2005	FY 2004-2005	FY 2005-2006	Change from FY 2004-2005	
	Actual	Budget As of 3/31/05	Projected ⁽¹⁾ As of 6/30/05	Recommended	Projected Amount	Projected Percent
Intergovernmental Revenues	\$ 17,742,094	\$ 20,291,403	\$ 6,857,949	\$ 4,110,397	\$ (2,747,552)	-40.06%
Charges For Services	2,208,717	2,255,443	2,100,757	2,134,072	33,315	1.58
Miscellaneous Revenues	104,805	133,157	98,600	2,458	(96,142)	-97.50
Other Financing Sources	1,773	0	0	0	0	0.00
Total Revenues	20,057,389	22,680,003	9,057,306	6,246,927	(2,810,379)	-31.02
Salaries & Benefits	40,993,956	45,812,238	43,059,864	45,908,755	2,848,891	6.61
Services & Supplies	7,326,401	8,839,629	9,981,475	8,712,437	(1,269,038)	-12.71
Other Charges	44,966	0	80,000	0	(80,000)	-100.00
Fixed Assets	43,926	25,000	16,007	0	(16,007)	-100.00
Total Requirements	48,409,249	54,676,867	53,137,346	54,621,192	1,483,846	2.79
Net County Cost	\$ 28,351,859	\$ 31,996,864	\$ 44,080,040	\$ 48,374,265	\$ 4,294,225	9.74%

Proposed Budget Summary of Chief Probation Officer:

Revenues/Appropriations	FY 2003-2004	FY 2004-2005	FY 2004-2005	FY 2005-2006	Change from FY 2004-2005	
	Actual	Budget As of 3/31/05	Projected ⁽¹⁾ As of 6/30/05	Recommended	Projected Amount	Projected Percent
Intergovernmental Revenues	\$ 4,584,563	\$ 4,708,998	\$ 15,721,056	\$ 20,950,732	\$ 5,229,676	33.26%
Charges For Services	(24,822)	0	0	0	0	0.00
Miscellaneous Revenues	3,279	297	4,300	0	(4,300)	-100.00
Other Financing Sources	817,913	71,808	410,173	82,264	(327,909)	-79.94

Proposed Budget Summary of Chief Probation Officer:

Revenues/Appropriations	FY 2003-2004	FY 2004-2005	FY 2004-2005	FY 2005-2006	Change from FY 2004-2005	
	Actual	Budget As of 3/31/05	Projected ⁽¹⁾ As of 6/30/05	Recommended	Projected Amount	Percent
Total Revenues	5,380,933	4,781,103	16,135,529	21,032,996	4,897,467	30.35
Salaries & Benefits	3,770,857	4,446,238	4,923,197	4,894,949	(28,248)	-0.57
Services & Supplies	5,985,002	4,652,946	5,591,468	4,999,977	(591,491)	-10.57
Fixed Assets	0	22,200	0	0	0	0.00
Total Requirements	9,755,859	9,121,384	10,514,665	9,894,926	(619,739)	-5.89
Net County Cost	\$ 4,374,926	\$ 4,340,281	\$ (5,620,864)	\$ (11,138,070)	\$ (5,517,206)	98.15%