

**Santa Barbara County**

**PROBATION DEPARTMENT**

**Santa  
Barbara  
County  
Probation  
Department**



*“Ninety-nine years of serving and protecting the community of Santa Barbara County.”*

***Strategic Plan  
2004-2009  
Updated  
August 2008***

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# Foreword

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In the Spring of 2008, the fourth update of the Probation Department Strategic Plan 2004-2009 was completed. A new five-year Strategic Planning process will be conducted in 2009. Strategic planning is one of a number of important ongoing management processes that have enabled the Department to effectively accomplish our mission. It is responsible management to regularly reassess our mission in accord with actual and projected changes in our community environment, in our mandated responsibilities, and in our resource availability. The commitment of Department staff and our community partners in contributing to this process is greatly appreciated.

As we move forward in the 2008-2009 Fiscal Year, challenges and opportunities are anticipated. We are tasked with establishing priorities and effective responses. Some of our most significant challenges include:

- Maintenance of effective communication of strategic goals and processes in all Divisions and at all levels of the Department;
- Increasing violent crime and gang activity by adult and juvenile offenders;
- Increasing Institution average daily population due to increased Proposition 21 prosecutions of minors;
- Meeting the service needs of the substance abuser and the mentally ill offender;
- A deteriorating economy leading to cutbacks in funding at all levels;
- The outcomes of DJJ realignment and the possible impact of similar CDCR realignment tasking the Probation Department with former state duties;
- Limited fiscal resources and personnel to fully accomplish our mission; and
- Transitional issues due to loss of experienced executive, management, supervisory, and line staff due to retirements and attrition.

It is with great confidence that we respond to these challenges with a standing record of professional excellence in order to accomplish our Probation Department Mission to serve and protect the community.



Patricia J. Stewart  
Chief Probation Officer

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# Introduction

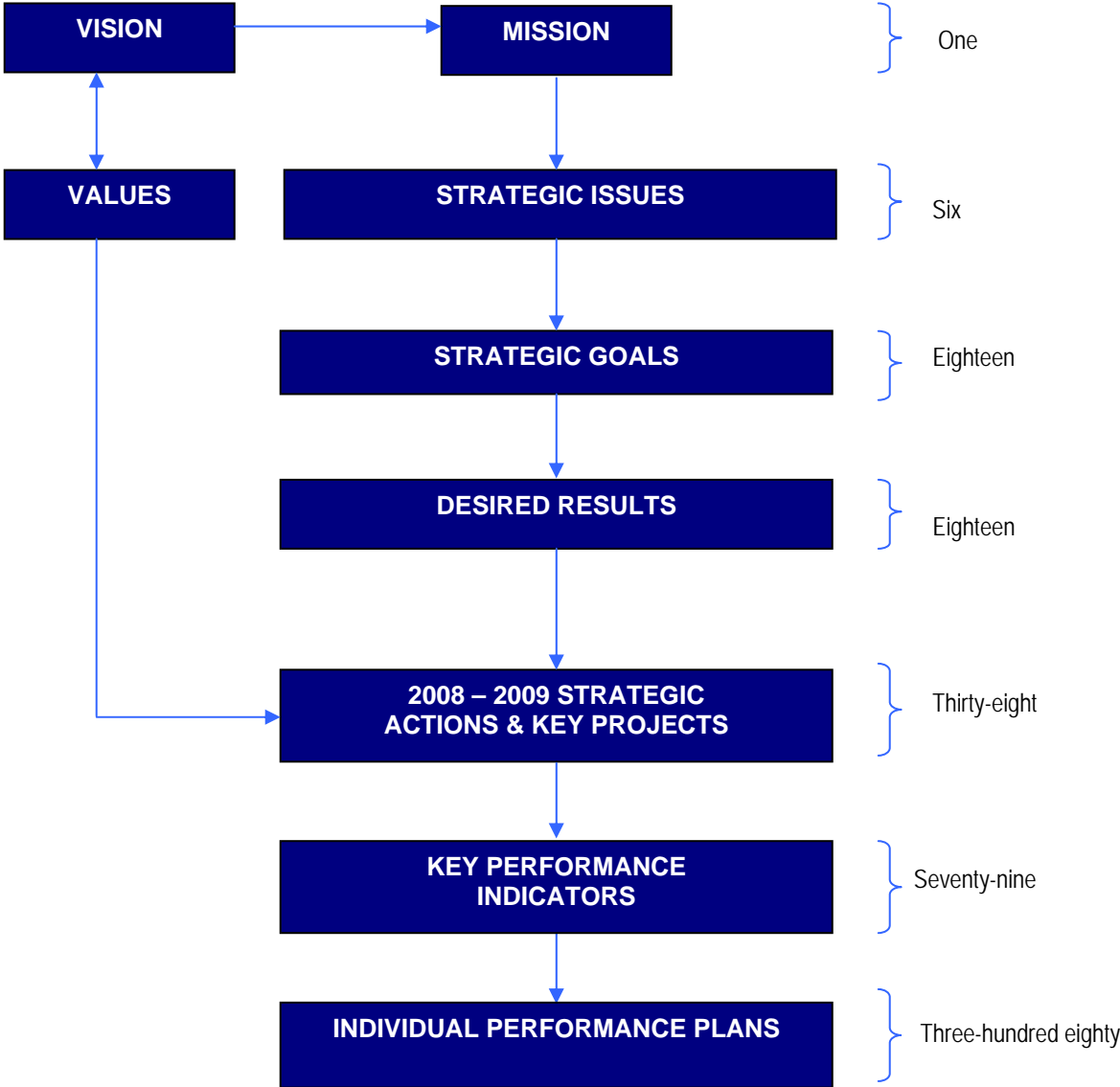
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In 1997 the Probation Department conducted an extensive five-year strategic planning process. In February 1998 the Probation Department Strategic Plan was published. As part of the Department's annual planning process, this Strategic Plan has been updated annually since 1999.

In 2004 a new five-year strategic planning process was initiated which, in addition to an extensive environmental assessment, included input from staff, victims, offenders, families, and community and agency partners. That process was completed in May 2004 and resulted in the Santa Barbara County Probation Department Strategic Plan 2004-2009. An update process similar to that of previous years was repeated during the first quarter of each of the past four years. The Plan was again reviewed during the past six months with current service trends and caseload data analyzed, and new annual goals and projects established. The following 2008 Update includes updated assessments of the various environmental factors affecting Department operations; updated analyses of the Departmental strengths, weaknesses, opportunities and threats; charts representing important trends in crime, demographics, and caseload dynamics; Key Performance Indicator results of Fiscal Years 04-05, 05-06, 06-07 and 07-08; and Fiscal Year 2008-2009 Strategic Actions, Key Projects and Key Performance Indicators.

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# Strategic Planning Framework



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# Mission/Vision/Values/Code of Ethics

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## Our Mission

The Santa Barbara County Probation Department's **mission** is to protect and serve the community by:

- *Providing information and recommendations to the courts;*
- *Providing safe, secure and effective juvenile detention and treatment programs;*
- *Requiring responsible behavior of offenders through enforcing court orders; and*
- *Facilitating reparation and restitution to victims.*

## Our Vision

The Santa Barbara County Probation Department seeks justice and safety in the community through:

- *Utilizing a community corrections approach that is neighborhood-oriented, family-focused, and strength-based;*
- *Maintaining collaborative partnerships with courts, law enforcement, schools and community service agencies;*
- *Supporting victims by collecting restitution and providing balanced and restorative justice interventions for the community;*
- *Encouraging active and informed citizen and community responses to crime.*

# Mission/Vision/Values/Code of Ethics – Cont.

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## **Organizational Values**

Our employees are our greatest assets. The effectiveness of the Department is directly related to the extent to which all employees adhere to the following values: *honesty, integrity, dedication, loyalty, teamwork, and ethical work performance*. These values are the foundation upon which we perform our duties and interact with one another, the courts, probationers, and the general public.

**Positive Work Environment:** *We value and promote a positive work environment that:*

- Protects the safety and welfare of employees, probationers, detainees, and the general public;
- Encourages initiative, productivity, creativity, teamwork and professional growth; and
- Stresses tolerance and is free of racial, ethnic, religious, and sexual harassment.

**Competency:** *We value and promote the competency of all staff by:*

- Providing training to enable employees to effectively carry out their complex duties and individual responsibilities;
- Encouraging a variety of work experiences to enhance employee motivation, advancement, and opportunities for future professional growth;
- Providing employees with timely, balanced and objective assessments of their work performance; and
- Recognizing excellent work performance.

**Leadership:** *We value and promote the development and demonstration of leadership by:*

- Recognizing that leaders exist at all levels of the organization and encouraging the development and exercise of leadership skills;
- Acknowledging that leadership is displayed through initiative, vision, decisiveness, and accountability extending beyond the immediate sphere of responsibility;
- Recognizing that leaders look for the bigger picture, influence beyond their boundaries, and think and act in terms of positive change; and
- Acknowledging that good leadership is objective, compassionate, understanding, and respectful of the dignity of others.

# Mission/Vision/Values/Code of Ethics – Cont.

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**Innovation and Flexibility:** *We value and promote innovation and flexibility within the organization by:*

- Seeking more effective and innovative ways to deliver probation services within an ever changing environment;
- Soliciting and considering feedback from staff, identifying and evaluating alternatives, and communicating outcomes and rationale prior to making formal organizational changes; and
- Planning and preparing for the implementation of organizational change in order to optimize results and cost effectiveness.

**Public Resources:** *We value and promote the effective use of all public resources by:*

- Being accountable for providing all services in an efficient, cost-effective, and customer-focused manner within budgetary constraints;
- Utilizing current technology in order to provide the most effective service delivery;
- Encouraging volunteerism and community involvement by employees; and
- Collaborating with other government and community-based organizations.

## **Our Code of Ethics**

In recognition of the profound responsibilities inherent in a profession dedicated to the adjustment of social relationships, Probation Department employees acknowledge these to be our guiding principles:

*Serve with humility  
Act without prejudice  
Uphold the law with dignity  
Be objective in the performance of my duties  
Respect the inalienable rights of all persons  
Maintain confidences entrusted to me  
Cooperate with fellow workers and related agencies  
Be aware of my responsibilities to the individual and to the community  
Improve my professional standards through continuously seeking knowledge and  
understanding  
Conduct my personal life with decorum*

We accept these principles as our **Code of Ethics** and shall build our professional lives upon them.

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# Section I. 2004 – 2009 Strategic Plan

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## FOCUS AREAS

### A. Providing Proven and Effective Juvenile Probation Programs and Services

Over the past decade, principally with external funding, the Juvenile Services Division has implemented or participated in many proven and effective programs. These include Juvenile Justice Crime Prevention Act programs, Counseling and Education Centers, three Juvenile Drug Courts, partnering in three Children's System of Care Clinics, and utilizing the local Senate Bill 163 wraparound program. These programs have contributed to improved outcomes for probationers and for public safety. The success of each of these endeavors requires staffing, which the Juvenile Division has maintained by leveraging state Medi-Cal and federal Title IVE funding with county general fund, where appropriate. Facing a budget reduction in FY 08-09, the challenge for the Juvenile Division will be to reduce costs and maintain effective programs and services.

#### Strategic Goals

- Increase the utilization of evidence based and promising practices; expand technology and new funding streams; and, incorporate these into existing and new programs serving juvenile offenders, while concurrently reducing general fund costs.

#### Desired Results

- Rate of new law violations by juvenile probationers will be maintained or reduced.
- Rate that juvenile offenders successfully complete probation, satisfactorily complete community service work requirements, and satisfactorily fulfill restitution requirements to victims will be maintained or increased.

#### Strategic Actions – FY08-09

- Utilize to its fullest capability the newly implemented IMPACT case management system to increase the effectiveness and efficiency of Juvenile Services operations. IMPACT data will promote better analysis of outcomes and trends.
- Implement, with state Department of Juvenile Justice (DJJ) realignment funds, evidence based enhanced services for wards returning to the community from DJJ on probation supervision and for intervention with wards who would formerly have been committed to DJJ.
- Explore utilization of MHSB Prop 63 Prevention and Early Intervention funding to provide mental health services for delinquent youth given their status as a target population.

## **Key Projects – FY 08-09**

- **Juvenile Services Efficiency Project**  
This project will ensure the results of reduced full time and extra help staffing as proposed in the FY 08-09 budget at the Counseling and Education Centers, for group home placement visits, at Santa Maria Juvenile Court Services, for Juvenile Justice Crime Prevention Act programs, and for the North County Juvenile Drug Court, with minimal reduction in service levels and external funding or rates of completion, graduation, attendance, recidivism, and external funding recovery. This may be accomplished through technology, consolidation, modifying court report formats, replacing transportation equipment, modifying policies and procedures, and utilization of Teen Court, Restorative Justice, and alternative detention programs. The target date for completion is June 30, 2009.
- **Juvenile Court Services Workflow Improvement Process**  
In coordination with IT, examine all work and case flow processes in the Court Services Units, as well as the different classifications of staff carrying out the work in the Lompoc, Santa Maria, and Santa Barbara offices and implement changes in workflow in order to improve the consistency, effectiveness and cost efficiencies of services and activities of the Juvenile Court Services units. The target date for completion is June 30, 2009.

# **Section I. 2004 – 2009 Strategic Plan**

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## **FOCUS AREAS – Contd.**

### **B. Provide Evidence-Based and Effective Probation Programs and Services for Adult Offenders**

The challenge for the Adult Services division has been the expansion of caseloads and additional mandated services, such as enhanced sex offender monitoring and assessment, without corresponding resources. To enhance our ability to meet the mission of providing programs and services to our clients we continue to move forward in the implementation of Evidence Based Practices. This approach is critical in terms of utilizing quality research evidence to inform policy and practice. With the research evidence, the Probation Department will continue to seek resources and mechanisms to refine programs and services that demonstrate improved outcomes for probationers and for public safety.

#### **Strategic Goals**

- Continue to promote an organizational culture that encourages Accountability, Customer-Focus and Efficiency.
- Increase the utilization of evidence based and promising practices into existing and new programs serving adult offenders, which will include county agency and community-based partners.
- Research and evaluate for implementation, promising cost-effective programs to serve adult offenders.
- Increase the utilization of technology to enhance the supervision of offenders.

#### **Desired Results**

- Rate of new law violations by adult probationers will be maintained or reduced.
- Rate that adult offenders successfully complete probation, satisfactorily complete community service work requirements, and satisfactorily fulfill restitution requirements to victims will be maintained or increased.

#### **Strategic Actions – FY 08-09**

- In coordination with IT, develop an evidenced-based risk/needs process of assessing offenders to more effectively and efficiently determine risk to the community, level of supervision, and treatment needs. In coordination with IT, implement a validated adult risk assessment and case plan tool by December 1, 2008.
- Implement the utilization of mandated continuous electronic monitoring through the use of a state of the art Global Positioning System (GPS) in the supervision of high risk sex offenders.
- Develop and implement procedures to allow for the electronic transmission of DA files in order to streamline the processing of pre-sentence and violation reports.

## **Key Projects – FY 08-09**

- Adult Services Report Efficiency Project  
Explore the parameters for the county-wide implementation of short form violation reports in order to increase efficiency. The target date for full implementation is January 30, 2009.
- Adult Services Process Improvement Project  
In coordination with IT, analyze the workflow and current processes. Establish the appropriate staff classification at which the work is done. The overall purpose will be to improve the effectiveness and cost efficiencies of services and activities of the Adult Services and Administrative Divisions. The target date for completion is June 30, 2009.

# Section I. 2004 – 2009 Strategic Plan

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## FOCUS AREAS – Contd.

### **C. Operating Quality Juvenile Detention and Treatment Facilities and Programs**

The reorganization of the SMJH, SBJH and LPBC and LPBA will provide the necessary space to serve projected growth over the next 10-15 years. In order to serve the projected increase in population and diversity of need, funding strategies will have to be developed for the implementation of program and staffing demands for all the institutional facilities.

#### **Strategic Goals**

- Operate safe and effective Juvenile detention facilities and treatment/intervention programs that are based upon the accurate screening and assessment of detainees/wards and evidence-based and proven programs that consider consumer input, including programming for non-§707(b) Welfare & Institutions Code (W&IC) offenders.
- Conduct periodic review of the booking and detention process to monitor consistency of application and ensure community safety with the fewest detention bed days utilized.
- Enhance programming opportunities in the facilities, including Alternative Detention Programs and restorative justice and community reparation projects.
- Increase parent focused programs.

#### **Desired Result**

- Maintain Average Daily Population (ADP) of juvenile detention and treatment facilities at or below their rated capacity.
- Reduce the rate of return bookings into the JH for new law violations and §777(a) or (b) W&IC.
- Maintain or increase the rate of graduation from treatment programs.
- Maintain or decrease the rate of new law violations by graduates of institutional treatment programs.
- Maintain record of facility inspection outcomes that are free from citations or formal corrective actions.
- Increase positive family participation in the juvenile justice process.
- Maximize use of the Alternative Detention Program.

## **Strategic Actions – FY 08-09**

- Analyze the allocation of institutional post positions related to trends in ADP, critical incidents, and utilization of enhanced staffing ratio classifications in order to redistribute division personnel to meet program needs, on demand, prior to utilizing over time and extra help.
- Evaluate educational opportunities and medical, alcohol, drug and mental health treatment/intervention services at the JH and Camp programs, as well as Home Detention, Alternative Detention, and Community Transition Services by using client and parent surveys to determine efficacy and customer satisfaction.
- Maintain debriefing meetings/written communications to ensure unplanned issues related to division operations/facility incidents are immediately corrected and outcomes/procedural updates are expeditiously communicated to affected staff and incorporated into facility operations manuals.
- Implement a viable and resilient tutoring program to assist clients in preparing to pass the California High School Exit Examination (CAHSEE) as a component of the Alternative Detention Program, in cooperation with County Schools and available local educational resources.
- Analyze and evaluate successful graduation rates, job placements and recidivism rates for wards successfully completing Camp's Vocational Technology Program.
- Ensure all detainees and wards in the facilities with current Individual Education Plans (IEP) are receiving services as outlined in their IEPs.
- Develop informational forums for parents that include navigating through the juvenile justice system, orientation to programs, and insight on relevant current events and issues facing youth.

## **Key Projects – FY 08-09**

- Conversion of the SBJH to the SBBS.
  - Review booking trend data and booking facility hours.
  - Develop and refine operational protocols that reduce redundancy at booking facility, home detention programs, and Alternative Detention Programs in SB and SM.
  - Train re-assigned staff at all three facilities.
  - Review service needs at SMJH resulting from an increase in detainee population, including school, medical, mental health, volunteers, etc.
  - Assess safety concerns and program/equipment needs resulting from commingled and increased detainee population.
- YOBG  
(This project includes Field and Institutions Divisions work with DJJ realignment of services for non-§707(b) W&IC offenders)
  - Coordinate contracts and service development
  - Develop data collection reporting system
  - On-going staff training/development
  - Maximize service delivery
  - Monitor state legislature for updates
  - Incorporate and enhance the CEC and Camp programs as options for YOBG wards
  - Begin strategizing for opening YOBG beds for out of county wards in Camp or JH

# Section I. 2004 – 2009 Strategic Plan

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## FOCUS AREAS – Contd.

### **D. Improve Information and Technology Systems Support for Departmental Operations**

Over the past seven years the Department has invested significant resources in information and technology system development to increase the effectiveness of services delivery. The IMPACT system was fully implemented in the Adult Division in FY 04-05 and was implemented in Juvenile Services and Institutions in FY 07-08. Prioritized system modifications and quality assurance is ongoing. The future challenge is to maximize the efficiencies this system offers, to adopt other technology that increases our effectiveness and efficiency, and to improve customer service.

#### **Strategic Goals**

- Review and improve Probation business processes to increase the efficiency and accuracy with which data is collected, stored and retrieved.
- Evaluate and implement promising technologies that increase the opportunities to use automated interfaces to collect and provide information to victims and probationers.
- Use computer based training and self testing to assure user mastery of IMPACT and other data bases by users.

#### **Desired Results**

- Increase effectiveness through the use of technology for training, customer service, performance accountability, and supervision of probationers.

#### **Strategic Actions – FY 08-09**

- Create business process diagrams for collections and selected juvenile and adult business processes.
- Redesign the Probation internet site to increase interactivity, raise public awareness and improve attitudes about Santa Barbara County Probation Department.
- In coordination with Adult Services fully implement and revalidate the Adult Risk Initial Screening Tool (ARIST), a computer based adult risk assessment tool.
- In coordination with Adult Services implement the utilization of Static-99, a mandated and State Authorized Risk Assessment Tool for Sex Offenders (SARATSO).

## **Key projects – FY 08-09**

- **Impact Quality Control Project**
  - Identify key data elements to be collected for all cases by Division; correlate the data elements with AMPP and Management Information Reports; design a system of regular quality checks.
- **Management Information Reports Project**
  - Review, improve and update adult caseload and management reports based on APPA standards and input from the Adult Field Services Division.
  - In collaboration with Personnel and Training staff, develop and implement a database to track the appointment/background process and outcomes by June 30, 2009.
  - Implement enhanced customer call service in all Probation Field Services offices by June 30, 2009.
- **Adult Services Process Improvement Project**
  - In collaboration with Personnel and Training staff, develop and implement a database to track the appointment/background process and outcomes by June 30, 2009.
  - Analyze the workflow and current processes; establish the appropriate staff classification at which the work is done. The overall purpose will be to improve the effectiveness and cost efficiencies of services and activities of the Adult Services and Administrative Divisions.
  - In coordination with Adult Services develop and implement procedures to allow for the electronic transmission of DA files in order to streamline the processing of pre-sentence and violation reports.

# Section I. 2004 – 2009 Strategic Plan

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## FOCUS AREAS – Contd.

### E. Financing Probation Services

Current Probation funding continues to be in jeopardy as the result of the possibility of two important federal funding streams, Medi-Cal and Title IV-E, being reduced. These funding streams are being threatened during a time when the County is experiencing a leveling of discretionary revenues. The challenge ahead will be to secure additional sources of funding and increase offender payments to serve the anticipated increase of 5% to 10% in adult and juvenile offenders that will be referred to the Probation Department in the next several years.

#### **Strategic Goals**

- Pursue, secure and/or enhance other state and federal funding for probation services to replace revenues lost, or due to be lost, from federal and state sources.
- Increase offender accountability through the payment of fines, fees and restitution.
- Increase Probation services to citizens through improved restitution collection and distribution efforts.

#### **Desired Result**

- Annual budgeted revenues will be realized that will allow Departmental operations to meet minimum legal and court mandates and enhance our ability to serve and protect the community.
- Increased restitution payments will reach victims in a timely manner.
- Increase fee and fine payments from probationers.

#### **Strategic Actions – FY 08-09**

- Continue to review all past due probation expired collection accounts that are 90 days old for referral to FTBCOD or write off.
- Implement the IMPACT cashing and collections modules.
- Increase Medi-Cal reimbursement from ADMHS for eligible services provided to juveniles by DPOs by providing structured billing and claiming orientation for all CSOC Probation staff.
- Collect approximately \$650,000 in restitution from adult and juvenile offenders.

#### **Key Projects – FY 08-09**

- Collections Improvement Project  
Implement the recommendations of the Restitution Improvement Project.
  - Create an implementation/replacement plan for new Cashiering System
  - Create a data integration plan between IMPACT and TTC collection systems
  - Create a data integration plan between IMPACT and the DA system.
- Collect Approximately \$650,000 in Restitution from Adult and Juvenile Offenders
- Fee Schedule Update Project
  - Develop and implement updated service fees for probation reports, supervision, and other services based on actual costs. In coordination with the CPO, present the plan and obtain the approval of the Executive Committee of the Courts for full implementation. Targeted completion date is January 1, 2009.

# Section I. 2004 – 2009 Strategic Plan

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## FOCUS AREAS – Contd.

### F. Ensuring Quality Staffing

The Probation Department's public safety mission is by nature a labor intensive process. While some tasks are supported by automated systems, most of the work requires highly trained, competent sworn peace officers and support staff. The Department continues to experience high turnover due to retirements and various job market factors. The challenge for the Department is to continue to hire and retain quality staff, provide effective staff training and development and ensure training and support for the new supervisors and managers.

#### **Strategic Goal**

- Maintain a full work force through retention of existing staff and recruitment and hiring of new quality staff.
- Provide training and development opportunities and guidance to ensure a fully trained workforce.
- Utilize resources through maximizing volunteer/intern opportunities.

#### **Desired Results**

- Annual retention rate for Probation employees will be maintained or increased.
- Position vacancies will be filled expeditiously.
- Time available for case work conducted by Probation Officers will be increased.

#### **Strategic Actions – FY 08-09**

- In collaboration with IT staff, develop and implement a database to track the personnel appointment/background process and outcomes by June 30, 2009.
- Develop and implement a Leadership Training Program for all Supervisors and Managers by June 30, 2009.
- In collaboration with IT staff, develop and implement a database to track Citizens' Complaints and outcomes by March 1, 2009.

#### **Key Project – FY 08-09**

- Staff Training Assessment Project  
By June 30, 2009, review the staff training programs and develop a plan for updating staff training programs to ensure relevance and quality.
- Volunteer/Intern Project  
By March 30, 2009, expand volunteer/intern utilization within the department by reviewing, revising and implementing new methodology for the recruitment, selection and retention of volunteers/interns.

## Section II. 2004 - 2009 Environmental Assessment

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### FY 08-09 Environmental Assessment

**After a thorough review of demographic, caseload, and operational data and trends, the following conclusions have been made concerning the key environmental impacts on accomplishing the Probation Mission in FY 08-09:**

- Although gang activity and felony crimes by juveniles continued to increase in all areas of the County, there were fewer total juvenile referrals and lowered admissions to the JH in FY 07-08. As the juvenile population has begun to decline in south County and Lompoc Valley, and is beginning to level off in the Santa Maria Valley, juvenile criminal activity is expected to level off and decline slightly in FY 08-09.
- As the population of adults age 18-35 is only projected to increase very slowly over the next several years, and with decreasing felony arrests in 2006 and 2007, adult caseload is anticipated to be level or decrease somewhat in the next FY.
- Because of increased juvenile felony crimes and Proposition 21 cases, demand for JH space will continue to be at or above budgeted staff capacity.
- Providing increased juvenile institution staffing to meet occupancy demands could require additional funds.
- Full implementation of IMPACT Automated Case Management System will provide opportunities for improved efficiencies for case services.
- Reductions in federal funding for juvenile programs are likely to occur in the coming years.
- Criminal Justice reforms and realignment at the state level may provide more opportunities for state funding of local adult and juvenile probation activities, but along with realignment funding comes increased service demands redirected to the County by the State.
- New leadership in Santa Barbara County Law Enforcement agencies will provide new opportunities for positive collaboration among County and local agencies.

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# APPENDICES

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# Appendix A. Strengths

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## **Administrative/General**

- Administration staff commitment
- Strong Financial Management
- Experienced and skilled Administrative Support, IT, and Personnel & Training staff
- Improved ergonomic equipment
- Improved management reports
- Strong project management focus
- Teamwork ethic
- Strong linkage and positive collaboration with most county departments and agencies and statewide organizations
- Excellent Department reputation both locally and statewide
- New leadership in the Department
- Availability of expert retired ExH staff

## **Adult Services Division**

- Maintaining relationships and collaboration with other agencies
- Collaboration of Therapeutic Justice System and core committees
- High credibility with the Courts
- Programs and services for offenders
- Staff flexibility, willingness, enthusiasm, dedication, and positive attitude
- Specialized caseloads to meet unique offender needs
- Performance measures outcome and evaluation of specific adult programs
- Effective support from IT staff
- Increased efficiencies due to IMPACT
- Proposition 36 providing better assessment and treatment for probationers with drug-related problems

## **Institutions**

- Continuous inspections
- Budget management and collective division line item reviews
- Positive collaboration with partner agencies (SBCEO, ADMHS, Prison Health Service, CBOs)
- Development of staff trained for intra-division assignment resulting in a high percentage of cross-trained personnel ready for full duty in multiple facilities
- Quality of core workforce
- Availability of 9/80 and “flex” scheduling for Senior/Supervisory positions and shift alternatives for line staff
- On-going review and assessment of institutional programming services
- Juvenile Court on site in SM
- Departmental commitment to institutional operations/needs
- Career ladder for Institution staff
- Class consolidation for Institutions administration and supervisors to Supervising Probation Officer and Deputy Probation Officer Senior classifications
- Reassignment of Institutions staff due to SBJH conversion
- Use of Treatment Team meetings at JH and Camp
- Implementation of IMPACT

- JPCF/TANF funding
- YOBG funding
- DPO and JIO core-certified staff who are available for ExH
- Ongoing recruitment of JIOs
- Assigned Physician to the Institutions
- Availability of Institution-specific STC training
- Tele-Med conferencing at SMJH
- Implementation of staff housing at Camp
- Enhancement to vocational program at Camp
- Conversion of the SBJH into a Booking Station enhances resources at the SMJH and eliminates multiple transportations per detainee
- Implementation of the Alternative Detention Program in SB and SM to reduce bed use days
- Enhanced Medical Services hours for SMJH since consolidation with SBJH

### **Juvenile Services Division**

- Dedicated, professional, knowledgeable staff
- Strong leadership
- YOBG Program
- Multicultural/bilingual staff
- Adaptability of division to change - flexibility and responsiveness of staff
- Flexible work schedules
- Services from CBOs
- Division teamwork
- CSOC Caseloads
- Camp Program/CECs
- Strong and positive internal collaboration and collocation with public and private agencies
- SB 163 and Spirit Wraparound programs
- Strong structure in the selection of juveniles for placement (Placement Review Committee)
- Ability to generate alternative/external funding
- Services of S.A.F.T.Y., shelter program
- Streamlining intake process across County
- Good communication/problem solving between Supervisors
- Five SBOs
- Cross-training of all staff
- Juvenile IMPACT Case Management System
- Alternative Detention Program

# Appendix B. Weaknesses

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## **Administrative/General**

- Need for more effective, consistent and timely communication within division
- Various challenges of geographical distances and differences
- Capability of collection system in Treasurer's office
- Need for clarity of duties and responsibilities of Administrative management staff
- Many new administrative staff and the loss of institutional memory
- Reductions in the number of managers

## **Adult Services Division**

- High warrant caseload
- Lack of coordinated criminal justice information systems
- Demands of specialized caseloads
- Court automation problems
- Lack of sober living/residential treatment/detoxification programs
- Inability to supervise offenders at appropriate level based on risk due to lack of resources to support the appropriate ratio of offender to officer
- Lack of an adequate number of support staff
- Increased demand for CHO time/court reports
- Time demands for IMPACT data entry
- Unavailability of CUBS financial reports
- Lack of coordinated focus on gang issues
- Distribution of support staff is not uniform across the Department

## **Institutions**

- Shortage of qualified ExH staff
- Limited recruitment and availability of ExH candidates
- Reduced availability of JIO core-trained DPOs available for ExH
- No preference points for trained ExH staff applying for full-time employment
- Rigorous hiring/background process coupled with high incidence of disqualifications results in delays in staff assignments
- Trouble shooting needs, system modifications, and data delays/gaps as a result of IMPACT implementation
- Lack of adequate medical and ADMHS staff coverage on weekends for LPBC/LPBA
- Lack of clerical coverage on weekends for LPBC/LPBA
- Home Detention staff redirected to a posing position to meet facility needs
- Higher than projected population of south county detainees in the JH
- Absence of non custodial community-based restorative/educational sanctions
- Lack of standard back-fill personnel for psychiatrist absences from the facilities
- Absence of Tele-Med conferencing at the Camp
- Santa Maria and Lompoc JDC not collocated at SMJH
- Reduction in promotional applicants due to loss of basic pay parity between Senior JIO and DPO classifications
- Higher level of ExH and OT due to long-term vacancies
- Antiquated video surveillance at Camp
- Lack of local female residential treatment programs resulting in multiple, long-term JH commitments

- Increasing fuel cost has negative impact on recruiting staff at Camp
- Lack of adequate facilitators/curriculum to provide gang curriculum to gang members
- Increased transportation needs for court appearances, medical appointments due to the conversion of the SBJH

### **Juvenile Services Division**

- Increasing complexity of workload and client needs
- Workload demand too much/too high
- Paperwork in Juvenile Division
- High numbers on some caseloads
- Vacancies overwhelm remaining staff
- Need for additional staff because of workload
- Lack of experienced staff for vacancies
- Lack of enough support staff
- Limited CSOC services for non-Medi-Cal probation minors
- Few local placements/foster homes
- Lack of services designed specifically for female offenders
- Inadequate time for necessary and appropriate on the job training
- More field training needed
- Increasing caseload size impacting ability to perform adequate field supervision
- DJJ limitations and changes/realignment
- High population at JH
- Limited free community-based resources

# Appendix C. Opportunities

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## **Administrative/General**

- Improvement to management information reports resulting in more timely and relevant tools
- Improve information to supervisors regarding supply and equipment acquisition
- Collaboration with other departments
- Opportunity for streamlining in face of reduced funding
- Increased availability of experienced retirees for part time work and training roles
- Increased fee revenue
- Student Interns/volunteers
- New promotional and leadership opportunities as a result of retirements
- Reduced transportation costs through more efficient use of County cars
- New ideas and energy with promotions and new supervisors, managers and executives
- Redesign of the Probation Internet site to make it more interactive and e-County oriented
- New Countywide Performance Management System
- Shift in responsibilities from the State to the County
- Development of Personnel and Training databases to track and evaluate effectiveness and outcomes
- Effective use of teleconferencing for meetings
- Updated Probation Website

## **Adult Services Division**

- To be creative in community supervision approaches and victim services
- Increased effectiveness through improvement of IMPACT/kiosk reporting
- New leadership
- Increased collection of restitution money to victims
- Changes in judge assignments and responsibilities
- Collaboration with law enforcement
- Community-based providers of evidenced-based practices
- New and/or reassigned Supervisors and DPOs bringing creativity and fresh approaches
- SCRAM implementation
- Design and implement protocol for uniformity and consistency in training of Field Service Officers, including the use of specialized Field Training Officers
- New jail construction and prisoner re-entry programs
- Possible implementation of State Safe Neighborhoods Act
- Possible implementation of the 2008 NORA Initiative for Non-Violent Drug Offender Rehabilitation

## **Institutions**

- Division reorganization, funding reductions, loss of revenue, and downsizing activities have sparked creative analysis for alternative programming, bed usage, and operations in all Institutions
- Staff relationships further developed and strengthened by collaboration during various projects and by reassessment of staff due to the SBJH conversion

- Completed the installation of modular staff housing at Camp which may assist in recruiting Camp staff
- Improved Information Systems – Implementation of IMPACT
- Application of evidence-based mental health intake instrument/screening for all juvenile Institutions
- Community service outreach and recognition of positive public relations, fundraising, and community support
- Expanded volunteer outreach
- Attractive target population for outside grant applications
- On-site leadership development and training
- Medi-Cal billing at SMJH for wards pending placement
- Investigate revenue opportunities to replace our dependence on JPCF
- DJJ Realignment and YOGB funding
- Development of gang experts in the Institutions
- Robust scholarship program at the Camp
- Established collaboration with Santa Barbara and Allan Hancock City Colleges
- Parent Information/Orientation Forums
- Biannual parent, client and staff surveys
- Refine use of alternative scheduling to promote staff coverage, reduce retention issues, increase staff morale, reduce ExH and OT
- Implementation of Alternative Detention Program for evening and weekend supervision to reduce JH bed usage and develop expanded programming for Alternative Sanctions

### **Juvenile Services Division**

- Seek out new programs and funding sources
- Maximize Title IVE dollars
- Increase Medi-Cal revenues
- Streamline/reduce paperwork
- Improve delivery of probation services
- Increase training opportunities
- Promotional opportunities
- Transfer staff to new assignments to promote cross-training and to prevent burn-out
- Joint field work with Adult officers
- New staff bring new ideas
- Promote positive reinforcement for staff
- Promote two-way communication between line staff and Administration
- Reconfiguring of caseloads

# Appendix D. Threats

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## **Administrative/General**

- Internal and external regional political disharmony and conflict
- Federal and State Policy deadlocks and budget deficits
- Retirement of key experienced managers and executives
- Increased housing costs in Santa Barbara County
- Possibilities of disruption of staffing and services due to increased commuting within and outside of the county
- Loss of experienced staff due to recruitment by State Parole
- Disregard of established compensation relationships between classifications can cause inequitable compensation and lower morale
- Devalued dollar and rising inflation
- Out-posted staff raises new ergonomic challenges
- Decreasing resources may disrupt existing collaborative relationships
- The number, frequency and/or short timelines of administrative/operational modifications required by County, State or Federal government divert significant management resources from operations and future planning

## **Adult Services Division**

- Increasing felony arrests
- Budget cuts
- Insufficient jail bed availability
- Workload driven by outside forces
- High-risk domestic violence/sex offender cases increase workload
- Lack of input on Court operational changes that affect Department operations
- Diminished funding
- Impact of vacancies on remaining staff
- Diminished public safety and increased liability as a result of decreasing services and staff
- Effect of budget and leadership transition issues on morale
- Increased CHO time in Court
- Veteran staff retirements leaving less accomplished staff without experienced leadership
- Early CDCR releases or realignment could tax limited County service resources and add State Parole related tasks to County Probation duties

## **Institutions**

- Significant number of minors with severe emotional disturbances, psychiatric diagnoses and requiring psychotropic medications
- Absence of secure beds statewide for juveniles subject to §5150 W&IC
- SMJH is housing an increasing number of long-term commitments and Proposition 21/direct file cases
- Potential for loss of significant JPCF revenues for Institution operations
- Potential negative impact to facilities as result of looming State and Federal funding reductions
- Over-dependence on ExH staff and usage of OT
- Increased level of gang activity impacting countywide admissions

- Increased population with no increase in staffing, including support and auxiliary staff
- Loss of experienced staff to transfer/promote to field services due to loss of basic pay parity between JIO and DPO classes
- Loss of experienced staff due to promotions and retirements from the Institutions
- Lack of qualified candidates able to successfully complete background process for Peace Officer positions
- Lack of sufficient personnel results in negative impacts on programming and reduces flexibility for staff schedules
- Increased transportation security concerns resulting from JH consolidation and countywide housings at SMJH
- Maintenance issues associated with the aging SBJH and SBBS site
- Significant number of staff commute 30 to 60 minutes to work site
- Potential for additional realignment of DJJ commitments without sufficient resources allocated to counties
- Loss of one MFT at Camp resulting in suspension of ART
- Loss of ADMHS funding for AOD program
- Uncertainty relative to ADMHS budget, resources and services

### **Juvenile Services Division**

- Inability to effectively supervise non-specialty caseloads at appropriate level of risk
- Lack of proper safety precautions (e.g. metal detectors) building security
- Safety concerns at Santa Barbara CSOC site
- Increased Department/Administrative demands
- Increased State/Federal requirements for our funding
- Higher risk for female out-of-home placement due to absence of sufficient girls' programs
- Recruitment of new staff for Juvenile Division assignments is challenging
- Timely filling of vacant positions
- Rising numbers on lower supervision caseloads
- Changes in workforce demographics
- Increased workload demands and staffing challenges impact quality of product
- Increased violence and gang activity impacting JH capacity
- Audit risks associated with Federal and State revenues

# Appendix E

## FY 2004–2009 Key Performance Indicators

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### Key Performance Indicators for 2008 – 2009

#### 022 Probation

Department-wide Key Effectiveness Measures	Actual FY04-05	Actual FY05-06	Actual FY06- 07	Actual FY07-08	New Budget FY08-09
<b>Program: 1000 Administration</b> Collect approximately \$650,000 in restitution from adult and juvenile offenders. (0039)	557,237	666,199	668,609	691,830	\$650,000
<b>Programs: 2300 LPBC and 2400 LPBA</b> Ensure that at least 85% of minors committed to the LPBC and LPBA successfully graduate from the program. (0020 and 0050) <i>combined KPI</i>	80.2% 158 197	74.7% 121 162	87.6% 156 178	89.5% 162 181	85.0% 153 180
<b>Program: 3910 Delinquent Prevention/Care Wards – DJJ</b> Commit no more than six youth to the California DJJ (formerly CYA). (0058)	3	3	2	6	6
<b>Program: 4000 Adult Services Administration</b> Provide effective community supervision to adult probationers so that at least 60% of offenders exit probation having successfully completed the terms and conditions of probation. (0120)	48.0% 1,549 3,227	49.5% 1,752 3,539	53.5% 1661 3,105	56.6% 2,346 4,144	60.0% 2,055 3,425
<b>Program: 4150 Prop 36</b> Provide services so that at least 60% of Prop 36 offenders successfully complete their treatment program exceeding the statewide average treatment completion rate of approximately 35%. (0121) <i>Changed criteria in FY06-07 to completion of treatment from completion of program</i>	34.0% 89 262	41.8% 163 390	63.4% 239 377	65.4% 318 486	60.0% 225 375

## Key Performance Indicators for 2008 – 2009

### 22 Probation

Countywide Key Effectiveness Measures	Actual FY04- 05	Actual FY05- 06	Actual FY06-07	Actual FY07-08	New Budget FY08-09
<b>Countywide Measures</b>					
<b>Program: 1000 Administration</b>	100%	70.2%	82%	79%	96%
Reduce the number of Workers' Compensation Claims filed from 27 to 26. (0996)	47 47	33 47	34 41	27 34	26 27
Reduce the lost time rate from 6.1 to 5.9 (0997)	7.5%	7.4%	7.0%	6.06%	5.9%
			54,205 770,577	47,307 780,654	45,725 775,000
Maintain the rate of General Liability claims filed at no more than 90-100% of the previous year's actual claims filed. (0998)	100%	100%	100%	75%	100%
	4 4	4 4	4 4	3 4	3 3
Complete 95-100% of employee evaluations by the probation/anniversary due date of each employee. (0999)	80.1%	80.7%	71.4%	80.2%	95%
	359 448	471 584	415 581	402 551	499 525
Maintain rate of Workers' Compensation Claims incidents to 12 or less than 4 per 100 FTE employees. <i>New measure in FY07-08</i>	NA	NA	8.65 34 3.93	13.3 27 2.03	8.70 33 3.79
Maintain the cost of Workers' Compensation incident claims to \$1.17 per \$100 payroll (salaries including overtime) <i>New measure in FY07-08</i>	NA	NA	\$4.93 \$1,090,119 \$221,355	\$4.32 \$998,912 \$231,454	\$4.71 \$1,062,000 \$225,155

**Key Performance Indicators for 2008 – 2009**  
**022 Probation**

<b>Activity Description Department Key Activity Measures</b>	<b>Actual FY04-05</b>	<b>Actual FY05-06</b>	<b>Actual FY06-07</b>	<b>Actual FY07-08</b>	<b>New Budget FY08-09</b>
<b><u>Program: 2000 Institutions Administration</u></b> Institution staff will serve an ADP of 195 youth admitted/committed to the SBBS and SMJH and the LPBC and LPBA. (0110)	142	170	184	186	195
Institution staff will safely process and serve 2,800 admissions of youth committed to the SMJH, SBBS and LPBC and LBPA. (0111)	2,835	2,823	2,936	2,809	2,800
<b><u>Program: 3000 Juvenile Services</u></b> Juvenile Services staff will supervise a total of 2,025 youthful offenders. (0112)	1,919	1,977	2,093	2,132	2,025
Juvenile Services will respond and provide services to 6,500 referrals of youthful offenders for new ordinance and law violations. (0113)	6,346	6,789	6,822	6,289	6,500
<b><u>Program: 4000 Adult Services Administration</u></b> Adult Services staff will complete and submit to the Santa Barbara County Superior Court 13,000 mandated court reports on adult offenders. (0114)	11,901	12,329	12,551	12,458	13,000
Adult Services staff will supervise an average of 6,700 active adult cases each month assigned for probation supervision by the Superior Court. (0115)	5,929	6,287	6,518	6,659	6,700

**Key Performance Indicators for 2008-2009**  
**022 Probation – Administration**

<b>SubDiv. Description Division Key Performance Indicators</b>	<b>Actual FY04-05</b>	<b>Actual FY05-06</b>	<b>Actual FY06-07</b>	<b>Actual FY07-08</b>	<b>New Budget FY08-09</b>
<b>Administration</b> <b>Fiscal Support</b> <b>Program: 1010 Fiscal Support</b> Ensure that 100% of grant/entitlement adult/compliance cost reports are completed by their due date. (0100)	100.0% 15 15	100.0% 17 17	100.0% 16 16	100.0% 14 14	100.0% 16 16
<b>Personnel</b> <b>Program: 1030 Personnel</b> Ensure that 85% of background investigations are completed within 8 weeks. (0003)	82.5% 151 183	94.8% 183 193	82.5% 118 143	93.3% 127 136	85.0% 85 100
Provide 15,750 hours of mandated Core and annual STC training to Probation peace officers. (002)	140% 15,132 10,809	117.4% 18,786 16,056	110.0% 18,560 16,873	100.0% 18,114 18,114	100.0% 15,750 15,750
<b>Firearms/Safety Equipment</b> <b>Program: 1040 Firearms/Safety Equipment</b> Maintain quarterly firearms qualifications of 100% for armed Probation Officer. (0102)	98.4% 12 13	100.0% 11 11	100.0% 12 12	100.0% 12 12	100.0% 14 14
<b>Information Systems</b> <b>Program: 1050 Information Systems</b> Ensure 95% of IT requests are completed by the requested date. (0078)	94.8% 1,031 1,088	89.8% 930 1,036	94.1% 1,033 1,098	93.2% 1,640 1,759	95.2% 1,000 1,050
<i>Changed definition in this KPI for FY 6-07 to include requested date as the target.</i>					

## Key Performance Indicators for 2008-2009

### 022 Probation – Institutions

SubDiv. Description	Actual FY04-05	Actual FY05-06	Actual FY06-07	Actual FY07-08	New Budget FY08-09
<b>Administration</b> <b>Program: 2000 Institutions Administration</b> Ensure that 80% of youth successfully completing the Aggression Replacement Training program (ART) have no new arrests for violent offenses within 6 months of program completion. (0129) <i>New Measure FY07-08.</i>	NA	NA	NA	92.8% 64 69	80.0% 48 60
<b>Santa Barbara Juvenile Hall</b> <b>Program: 2100 SBJH</b> Provide no more than 100% of 9,125 annual bed days (based on ADA of 25) at SBJH. (0011)  <i>*12/07 reduced SBJH operations to staffed capacity of 20 beds</i>	68.5% 12,491 18,235	141.1% 10,303 7,307	124.2% 11,332 9,139	99.2% 9,059 9,125	Facility converted to Booking Station
Ensure that 80% of youth spending more than 7 days in the SBJH will participate in Cognitive Behavioral Training. (130) <i>New measure in FY07-08</i>	NA	NA	NA	80.0% 160 200	Facility converted to Booking Station
Provide 100% of 8,000 hours of JPCF preventative and support services to youth at SBJH and their families which generates \$320,000 in revenue. (0045) <i>Increased claiming due to increased admissions in South County</i>	141.8% 9,362 6,602	182.4% 7,420 4,068	126.4% 8,847 6,999	110.7% 8,853 7,998	Facility converted to Booking Station
Ensure that approximately 85% of youth on Home Detention remain complaint each month. (0081)	86.1% 56 65	89.0% 80 90	95.7% 85 89	96.4% 80 83	84.4% 76 90
<b>Santa Maria Juvenile Hall</b> <b>Program: 2200 SMJH</b> Utilize no more than 100% of staffed beds on an annual basis in the JH. (based on an ADA of 120) (0010) <i>Increase in bed days due to increased length of stay. SBJH converted to Booking Station June 30, 2008</i>	91.1% 18,857 20,699	83.6% 27,453 32,839	90.2% 29,627 32,846	102.2% 33,590 32,850	100.0% 43,850 43,850
Ensure that 80% of youth spending more than 7 days in the SMJH will participate in Cognitive Behavioral Training. (131) <i>New measure in FY07-08</i> <i>SBJH converted to SBBS June 30, 2008 and base increased</i>	NA	NA	NA	80% 400 500	80.0% 640 800
Provide 100% of 34,000 hours of JPCF preventative and support services to youth at SMJH and their families which generates approximately \$1,050,000 in revenues. (0046) <i>SBJH converted to SBBS June 30, 2008 and base increased</i>	86.0% 12,050 14,012	141.3% 24,046 17,018	130.7% 26,147 20,005	103.3% 27,291 26,400	100.0% 34,000 34,000

## Key Performance Indicators for 2007-2008

### 022 Probation - Institutions

Sub Div. Description	Actual FY04-05	Actual FY05-06	Actual FY06-07	Actual FY07-08	New Budget FY08-09
Ensure that 85% of youth on Home Supervision remain compliant each month. (0082)	81.4% 124 152	87.2% 124 142	90.0% 122 136	92.8% 137 148	85.3% 105 123
Ensure that the readmission rate for youth to the SMJH is no more than 2.0 admissions per year. <i>New KPI FY08-09.</i>	2.23	2.13	2.08	2.10	2.00
<b>Program: 2000 Institutions Administration</b> Provide community confinement alternatives (Home Supervision, House Arrest and Electronic Monitoring) saving at least 100% of 24,000 JH bed days. (0071)	87.9% 21,985 24,000	90.0% 23,991 24,000	104.5% 25,070 24,000	100.9% 24,229 24,012	100.0% 24,000 24,000
<b>Los Prietos Boys Camp</b> <b>Program: 2300 LPBC</b> Utilize no more than 100% of staffed beds on an annual basis in LPBC. (based on an ADA of 45) (0018) <i>Increased capacity by 5 in FY07-08</i>	79.1% 10,971 13,870	99.3% 13,409 13,504	106.1% 14,319 13,496	109.2% 15,139 13,864	100.0% 16,425 16,425
Provide 100% of 17,000 productive work hours at LPBC for US Forest Services, the County, and in community. (0019)	146.4% 16,846 11,507	97.7% 17,098 17,500	97.2% 17,002 17,500	85.9% 15,013 17,500	100.0% 17,000 17,000
Ensure that at least 85% of youth committed to LPBC graduate from the program after completing an individualized program of education and counseling to reduce delinquent behavior. (0020) <i>Increased capacity by 5 in FY07-08</i>	87.7% 71 81	69.8% 67 96	86.6% 84 97	90.7% 98 108	85.2% 98 115
Provide 100% of 23,000 hours of JPCF preventative and support services to youth at LPBC and their families which generates \$900,000 in revenues. (0047) <i>Increased capacity by 5 in FY07-08</i>	104.4% 21,492 20,586	95.0% 21,318 22,440	112.5% 22,500 20,000	95.9% 19,183 20,000	100.0% 23,000 23,000
<b>Los Prietos Boys Academy</b> <b>Program: 2400 LPBA</b> Provide 100% of 10,950 bed days annually (based on an ADA of 28) for offenders at LPBA. (0048) <i>Decreased capacity by 5 in FY07-08</i>	82.7% 9,981 12,069	96.4% 11,261 11,682	106.6% 11,680 10,957	90.8% 10,940 12,045	100.0% 10,950 10,950
Provide 100% of 15,500 productive work hours at LPBA for the US Forest Service, the county, and in the community. (0049) <i>Decreased capacity by 5 in FY07-08</i>	175.8% 17,598 10,010	98.8% 17,292 17,502	98.3% 16,711 17,000	85.1% 14,468 17,000	100.0% 15,500 15,500
Ensure that at least 85% of youth committed to LPBA successfully graduate from the program after completing an individualized program of education and counseling to reduce delinquent behavior. (0050) <i>Decreased capacity by 5 in FY07-08</i>	75.0% 87 116	81.8% 54 66	88.9% 72 81	87.7% 64 73	84.6% 55 65
Provide 100% of 16,000 hours of JPCF preventative and support services to youth at LPBA and their families which generate \$780,000 in revenues. (0051) <i>Decreased capacity by 5 in FY07-08</i>	96.6% 16,420 16,998	112.9% 19,192 16,999	108.4% 19,511 17,999	83.2% 17,483 21,014	100.0% 16,000 16,000

## Key Performance Indicators for 2007-2008

### 022 Probation – Juvenile Services

Sub Div. Description	Actual FY04-05	Actual FY05-06	Actual FY06-07	Actual FY07-08	New Budget FY08-09
<b>Non Secure Detention</b>					
<b>Program: 2600 Youth Shelters</b>					
Ensure that at least 83% of youth placed through the North County Youth Shelter Program return to their home or a safe placement. (0101)	60.0%	64.4%	100.0%	66.6%	83.3%
	9	9	6	4	5
	15	6	6	6	6
Ensure that at least 90% of youth placed in non secure detention through Noah's Anchorage return to their home or a safe placement. (0122)	NA	93.0%	89.1%	96.7%	90.0%
		28	41	30	45
		30	46	31	50
<b>Intake: Investigation, Supervision</b>					
<b>Program: 3100 Juvenile Services</b>					
Complete at least 1,650 Santa Barbara Asset and Risk Assessment (SBARA) assessments. (0026)	4,380	1,500	1,748	1,499	1,650
<i>In FY05-06 this KPI was changed from the more brief Orange County Risk Assessment to the more comprehensive locally designed SBARA.</i>					
File 1,300 juvenile offense investigation and review reports with the Court. (0027)	1,081	1,157	1,313	1,304	1,300
<i>This KPI was changed for FY06-07 to include all investigation and review reports submitted to the Juvenile Court.</i>					
Submit approximately 2,050 Petition Requests to the District Attorney for juvenile court jurisdiction over a minor due to a felony, misdemeanor, status offense or a probation violation. (0029)	1,855	1,951	2,048	2,009	2,050
Maintain the monthly average number of youth in group-foster home placements per month at or below 4.5% of the monthly average of youth under supervision. (0036)	6.2%	7.3%	5.0%	3.9%	4.5%
	74	84	62	49	56
	1,194	1,151	1,240	1,235	1,250
Ensure that 75% of youth complete Community Services Work requirements. (0066)	75.0%	70.9	74.4%	77.1%	75.1%
	428	464	557	484	582
	571	654	749	627	775
Ensure that 70% of youth exiting probation supervision complete restitution payment requirements. (0067)	67.0%	67.2%	64.7%	62.6%	70.0%
	150	203	213	196	245
	224	302	329	313	350
Ensure that 80% of youth successfully complete probation. (0068)	75.2	75.4%	73.7%	74.5%	80.0%
	604	606	576	573	620
	803	804	782	769	775
Maintain the average daily cost per placement of approximately 55 youth in Group/Foster Home placement at or below \$170. (0106)	97.7%	100.0%	102.1%	97.5% 170.00	100.0%
	\$161.25	\$162.00	\$169.60	\$165.72	\$170.00
	\$165.04	\$162.00	\$166.11	170.00	\$170.00
Ensure that 86% of youth successfully completing the Aftercare Program have no new arrests within six months of program completion. (0119)	72.0%	88.5%	76.5%	80.1%	85.4%
	40	46	39	38	41
	56	52	51	47	48
				8 mo data	
<b>Program: 3120 Community Service Work</b>					
Ensure that approximately 75,000 Community Service Work hours are completed. (0035)	106,672	107,945	77,792	79,220	75,000
<i>Prior to FY06-07 community service work hours also included hours of community work completed by Camp youth and in the Weekend Work Program. In FY06-07 and afterwards only hours completed in the Community Service Work Program will be counted.</i>					
Ensure that at least 50% of youth enrolled in the JDC graduate from the program. (0117)	n/a	47.0%	59.3%	53.1%	50.0%
		39	54	34	30
		83	91	64	60

**Key Performance Indicators for 2007-2008  
022 Probation – Juvenile Services**

<b>Sub Div. Description</b>	<b>Actual FY04-05</b>	<b>Actual FY05-06</b>	<b>Actual FY06-07</b>	<b>Actual FY07-08</b>	<b>New Budget FY08-09</b>
<b>Special Programs</b> <b>Program: 3500 CEC</b> Ensure that the rate of attendance at the CEC is at least 76% of the enrollment capacity. (0054)	66.2% 44 66	66.2% 44 66	65.2% 43 66	66.6% 44 66	75.8% 50 66
Ensure that at least 80% of youth graduating successfully from the CEC have no new arrests within six months of program completion. (0107)	63.3% 50 79	53.4% 31 58	74.0% 54 73	75% 27 36 6 mo data	80.0% 60 75
Ensure that at least 60% of youth committed to CEC graduate from the program. (0116)	n/a	35.6% 65 180	47.1% 65 138	53.2% 82 152	60.0% 84 140
<b>Program: 3700 CPA 2000</b> Ensure that 85% of youth successfully completing the Early Intervention Program have no new arrests within six months of program completion. (0118)	65.0% 83 128	84.0% 79 94	88.3% 98 111	88.9% 88 99 8 mo data	85.4% 94 110
<b>Extra Parental Placement</b> <b>Program: 3900 Delinquent Prevention/Care Wards – Parents</b> Ensure that 94% of youth who successfully complete placement requirements do not return to group or foster home care within six months of termination of placement. (0057)	96.6% 28 29	95.6% 43 48	97.5% 39 40	100% 20 20	94.3% 33 35

## Key Performance Indicators for 2007-2008

### 022 Probation – Adult Services

SubDiv. Description	Actual FY04-05	Actual FY05-06	Actual FY06-07	Actual FY07-08	New Budget FY08-09
<b>Administration</b> <b>Program: 4000 Adult Services Administration</b> Complete approximately 2,300 risk assessments on new adult offenders. (0038)	2,052	2,603	2,634	2,375	2,300
Assess for eligibility 95% of offenders for Prop 69 DNA collection requirements. (0125)	n/a	95.4% 7,621 7,988	96.2% 7,942 8,256	96.8% 7,922 8,176	95.0% 7,885 8,300
Ensure collection of DNA samples on approximately 80% of qualifying adult offenders at either probation entry or termination. (0127)	n/a	68.0% 1,877 2,760	80.3% 2,167 2,699	85.4% 2,356 2,758	80.0% 2,140 2,675
<b>Medium/Minimum Supervision</b> <b>Program: 4125 Medium Supervision</b> Supervise 50% of medium risk offenders at the medium or high risk priority level. (0025)	53.5% 706 1,230	56.2% 836 1,488	56.7% 879 1,550	52.2% 850 1,627	50.0% 800 1,600
<i>Staffing not adequate to provide appropriate level of supervision to all medium risk offenders.</i>					
<b>Program: 4150 Prop 36</b> File approximately 2,425 violation reports of 1210.1 PC (Prop 36) cases. (0092)	1,824	1,957	2,546	2,138	2,425
<b>Intensive Supervision</b> <b>Program: 4200 High Priority Supervision</b> Ensure that 80% of High Risk offenders are supervised at the high priority level. (0024)	66.8% 1,505 2,253	70.5% 1,650 2,340	71.5% 1,661 2,323	68.9% 1,527 2,215	80.0% 1,600 2,000
<i>Staffing not adequate to provide appropriate level of supervision to all high-risk offenders.</i>					
Ensure that 90% of High Risk Offenders on High Priority Caseloads are not committed to State Prison. (0061)	84.2% 1,198 1,423	87.9% 1,578 1,795	87.2% 1,867 2,141	89.6% 1,787 1,994	90.0% 2,003 2,225
Ensure that 75% of High Risk Offenders on High Priority Caseloads are contacted on an average of two times per month. (0062)	50.9% 1785 3,507	44.7% 1730 3,870	48.4% 1,892 3,909	48.4% 1,831 3,778	75.0% 2,939 3,918
<i>Staffing levels are not adequate to enable required number of contacts to be made.</i>					
File approximately 2,650 Adult Supervision violation reports. (0088)	2,807	2,905	2,698	2,443	2,650
Conduct searches on adult offenders of which 10% will yield contraband of weapons or drugs. (128) <i>New Measure FY07-08</i>	NA	NA	5.7% 113 1,982	8.8% 104 1,172	10.0% 110 1,100
Decrease open DUI cases with outstanding warrants by 15%. (132) <i>New Measure FY07-08</i>	NA	NA	NA	12.5% 55 441	15.2% 50 328
Probation staff will participate in at least 12 DUI warrant operations to apprehend DUI offenders. (133) <i>New Measure FY07-08</i>	NA	NA	11	6	12

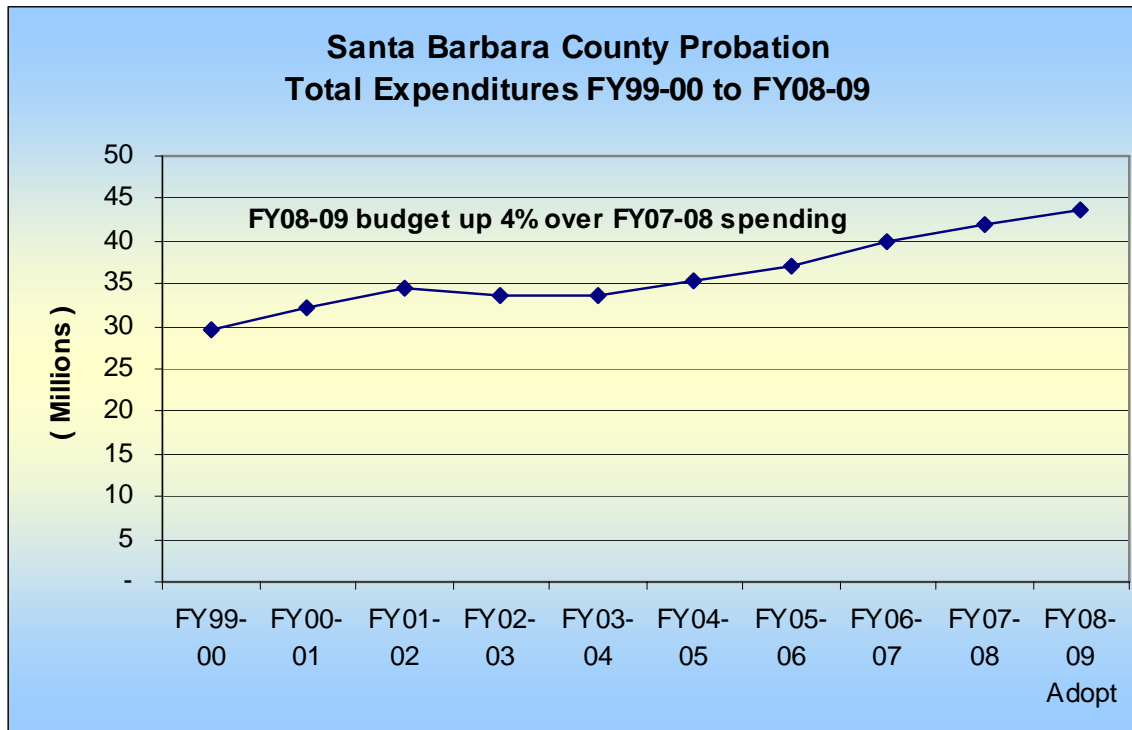
**Key Performance Indicators for 2007-2008**  
**022 Probation – Adult Services**

<b>Sub Div. Description</b>	<b>Actual FY04-05</b>	<b>Actual FY05-06</b>	<b>Actual FY06-07</b>	<b>Actual FY07-08</b>	<b>New Budget FY08-09</b>
<b>Program: 4210 Domestic Violence Program</b> Ensure that approximately 80% adults referred for domestic violence have the Propensity for Violence Assessment completed within 45 days of court sentence. (0084)	97.6% 320 328	99.2% 378 381	94.6% 295 312	83.4% 298 357	80.0% 340 425
Ensure that 80% of adults referred for domestic violence successfully complete the Batterers' Intervention Program. (0085)	69.9% 223 319	70.3% 154 219	78.9% 202 256	59.3% 130 219	80.0% 152 190
Ensure that 80% of domestic violence victims living with high risk offenders are contacted each month until the defendant successfully completes the Batterers' Intervention Program. (0086) <i>Caseload sizes are too high to enable required number of contacts to be made at current staffing levels.</i>	48.2% 57 118	43.8% 40 91	60.3% 41 68	58.4% 31 53	80.0% 52 65
<b>Program: 4225 Sex Offender</b> Ensure that 100% of registerable sex offenders in Santa Barbara County are registered with current residential information per 290 PC. (0108)	96.8% 301 311	99.1% 96 97	99.8% 102 102	98.7% 79 80	100.0% 93 93
<b>Program: 4250 Mentally Ill Offender</b> Ensure that 90% of mentally ill offenders on mental health caseloads who are court ordered into treatment are actively engaged in treatment. (0109)	83.8% 434 518	93.7% 151 161	91.6% 153 167	89.6% 138 154	89.6% 130 145
<b>Program: 4300 Drug Court</b> Ensure that 100% of babies born to women offenders in the Substance Abuse Treatment Court Program are drug-free. (0073)	100.0% 1 1	100.0% 5 5	100.0% 5 5	100.0% 4 4	100.0% 4 4
Ensure that 90% of Substance Abuse Treatment Court offenders test clean and sober each month. (0074)	88.3% 86 97	85.5% 73 85	88.4% 69 78	90.3% 75 83	90.6% 77 85
<b>Court Investigations</b> <b>Program: 4500 Court Investigations</b> File approximately 1,625 Adult Investigation sentencing reports (0021)	2,175	1,750	1,698	1,573	1,625

# Illustrations

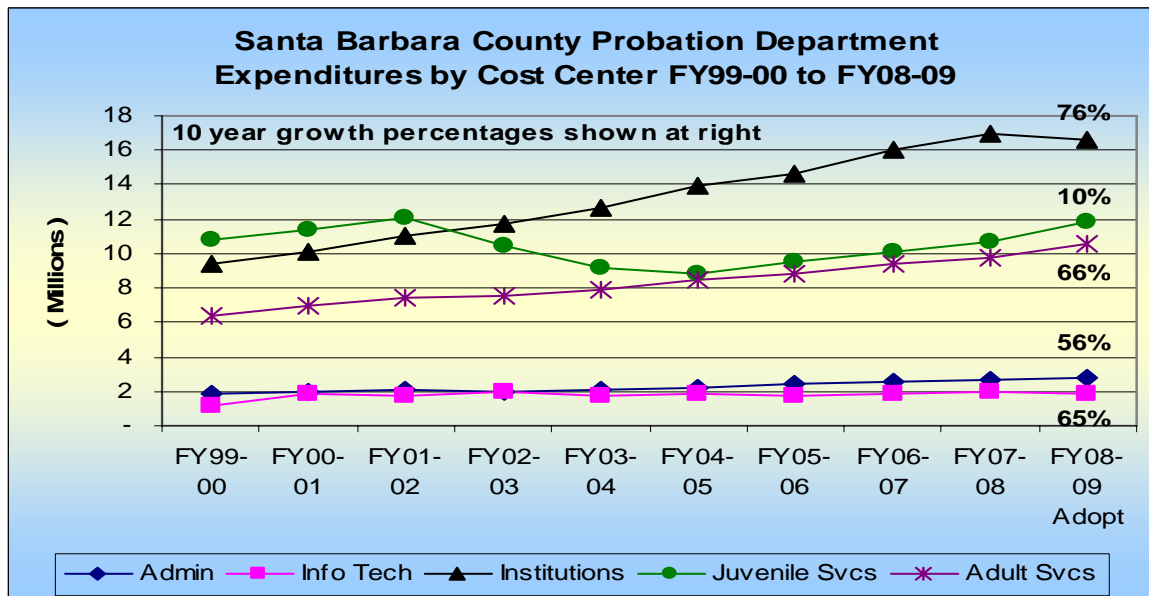
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## 1.0 Santa Barbara County Probation Total Expenditures FY99-00 to FY08-09



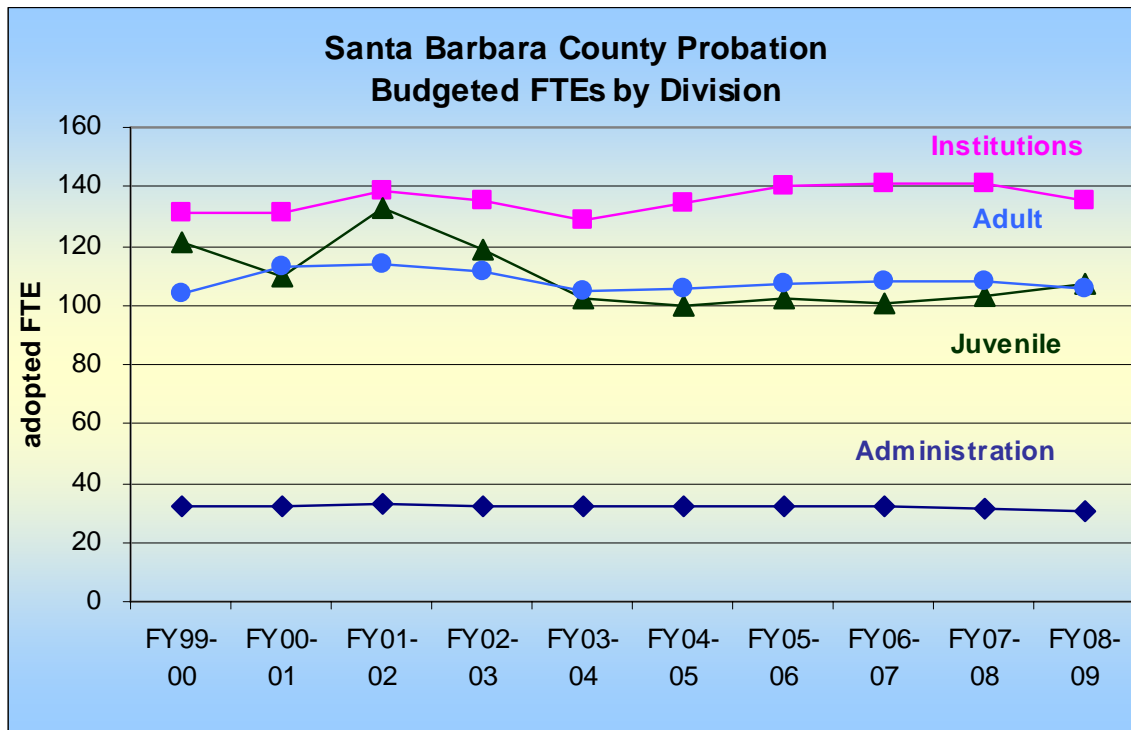
**Source:** Santa Barbara County Database

## 2.0 Santa Barbara County Probation Expenditures by Cost Center FY99-00 to FY08-09



**Source:** Santa Barbara County Database

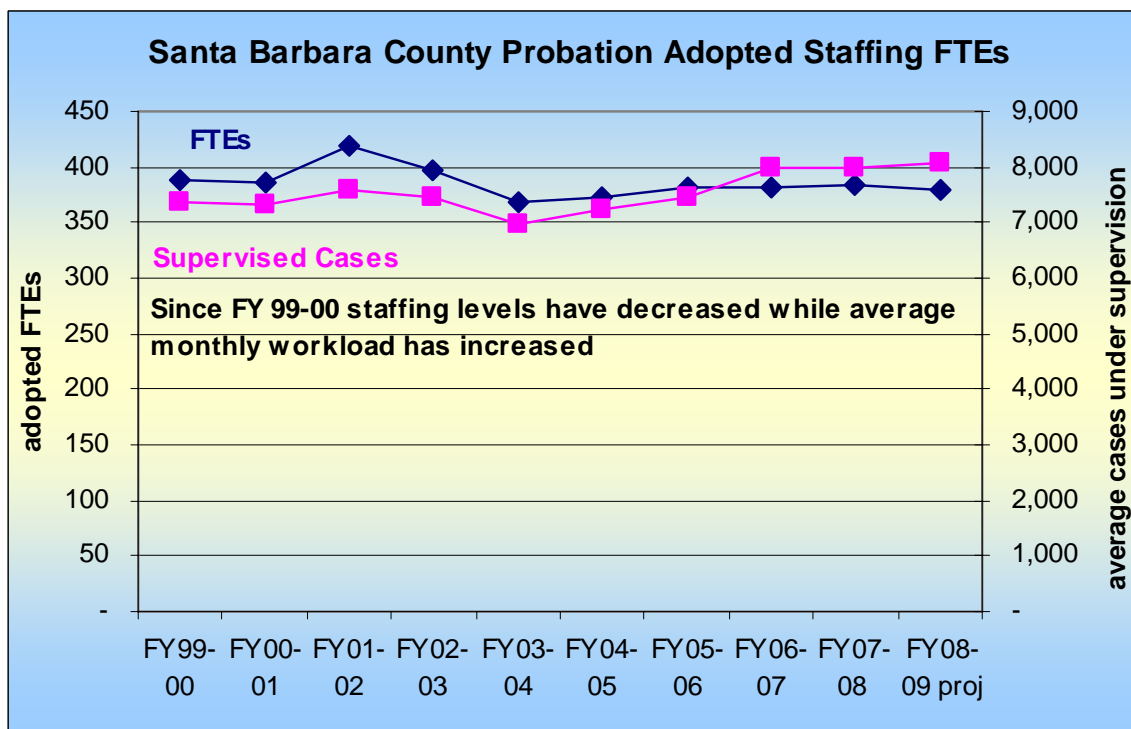
### 3.0 Santa Barbara County Probation Budgeted FTEs by Division



**Source:** Santa Barbara County Database

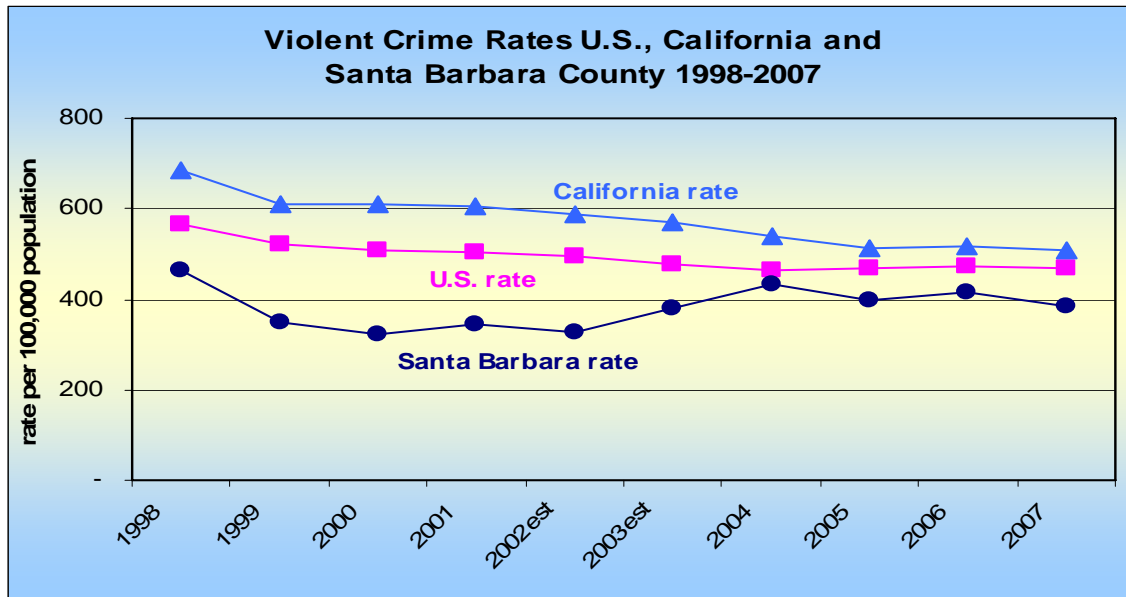
**Note:** FY00-01 & 01-02 reflect Juvenile Division Challenge Grants and FTE increases  
 FY01-02 reflects a 31% increase in staffed JH beds and enhanced CSA staffing requirements.  
 FY04-05/05-06 Institutional FTE increases due to SMJH expansion

### 4.0 Santa Barbara County Probation Adopted Staffing FTEs



**Source:** Santa Barbara County Database

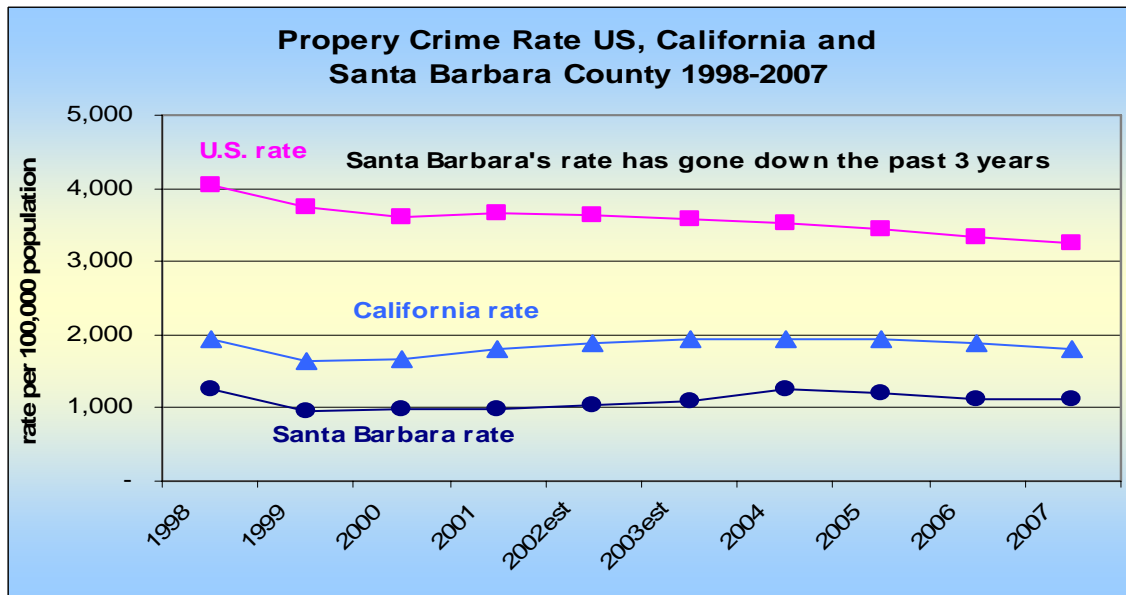
## 5.0 Violent Crime Rates: US, California and Santa Barbara County 1998-2007



**Source:** California Attorney General

**Note:** City of Santa Maria did not report arrests or crimes from Oct 2002 thru Dec 2003; data was estimated for 2002 and 2003.

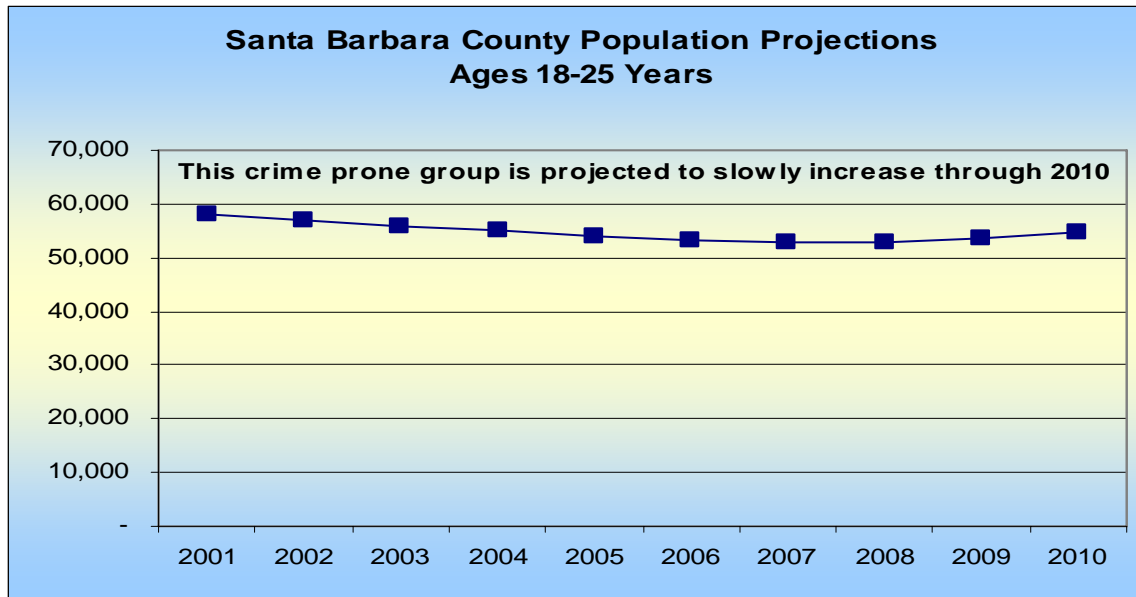
## 6.0 Property Crime Rates: US, California and Santa Barbara County 1998-2007



**Source:** California Attorney General

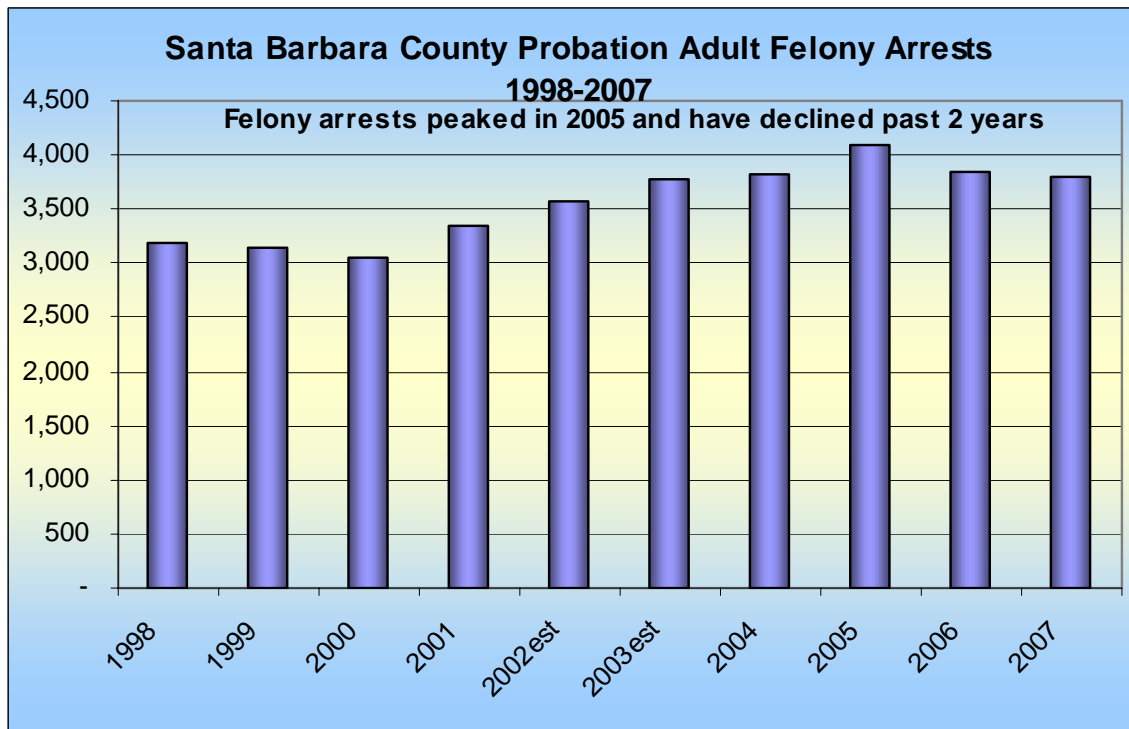
**Note:** City of Santa Maria did not report arrests or crimes from Oct 2002 thru Dec 2003; data was estimated for 2002 and 2003.

## 7.0 Santa Barbara County Probation Population Projections ages 18-25



**Source:** State Department of Finance

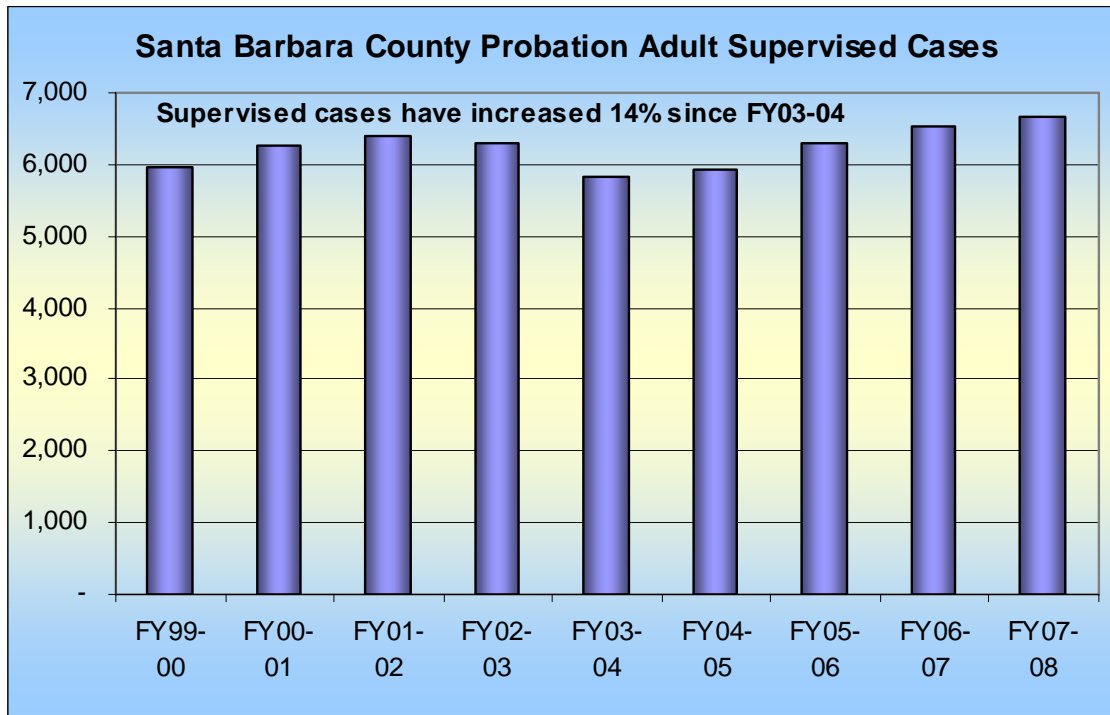
## 8.0 Santa Barbara County Probation Adult Felony Arrests 1998 – 2007



**Source:** California Attorney General

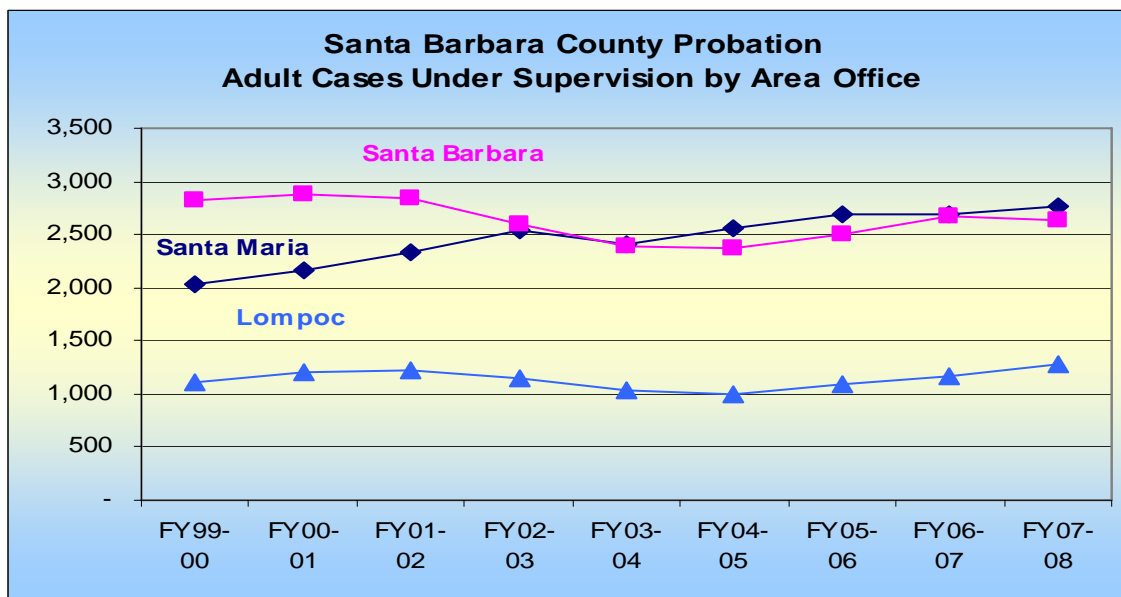
**Note:** City of Santa Maria did not report arrests or crimes from Oct 2002 thru Dec 2003; data was estimated for 2002 and 2003.

## 9.0 Santa Barbara County Probation Adult Supervised Cases



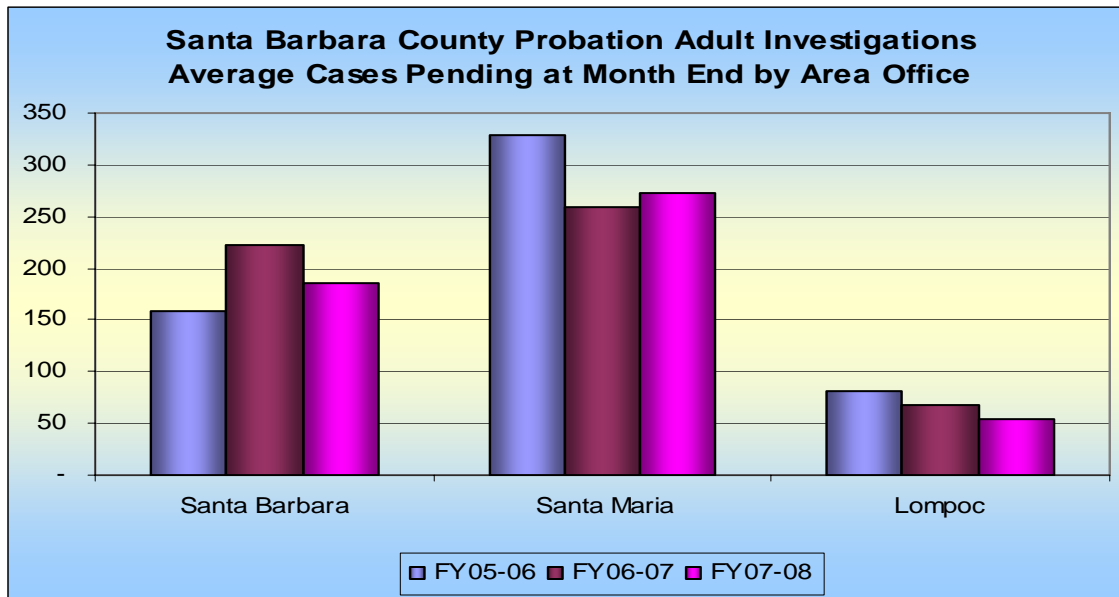
**Source:** Santa Barbara County Database

## 10.0 Santa Barbara County Probation Adult Cases Under Supervision by Area Office



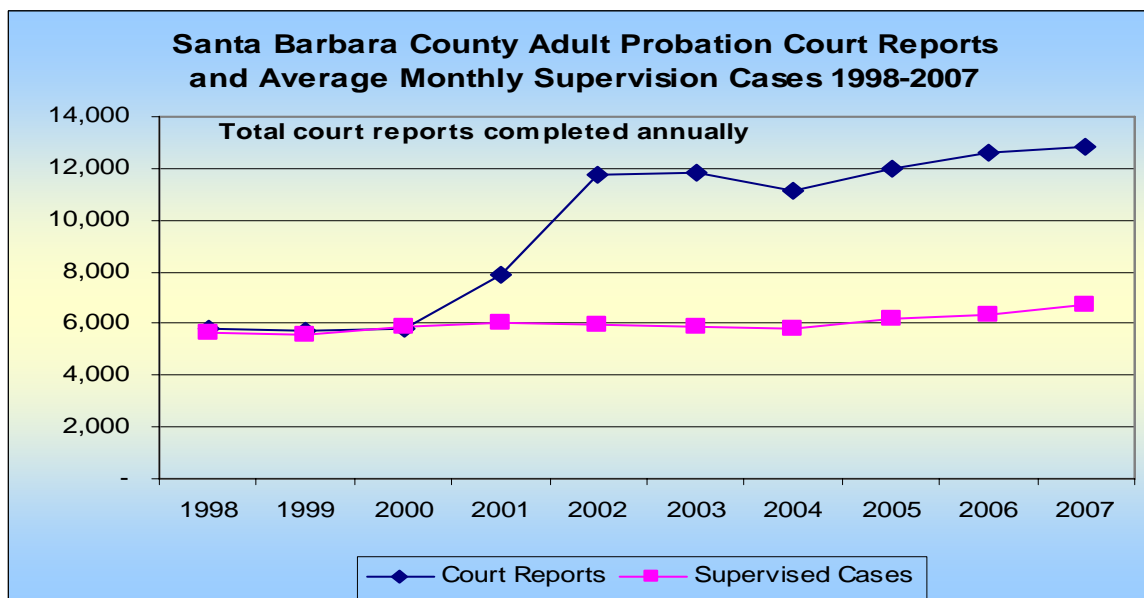
**Source:** Santa Barbara County Database

### 11.0 Santa Barbara County Probation Adult Investigations Average Cases Pending at Month End by Area Office



**Source:** Santa Barbara County Database

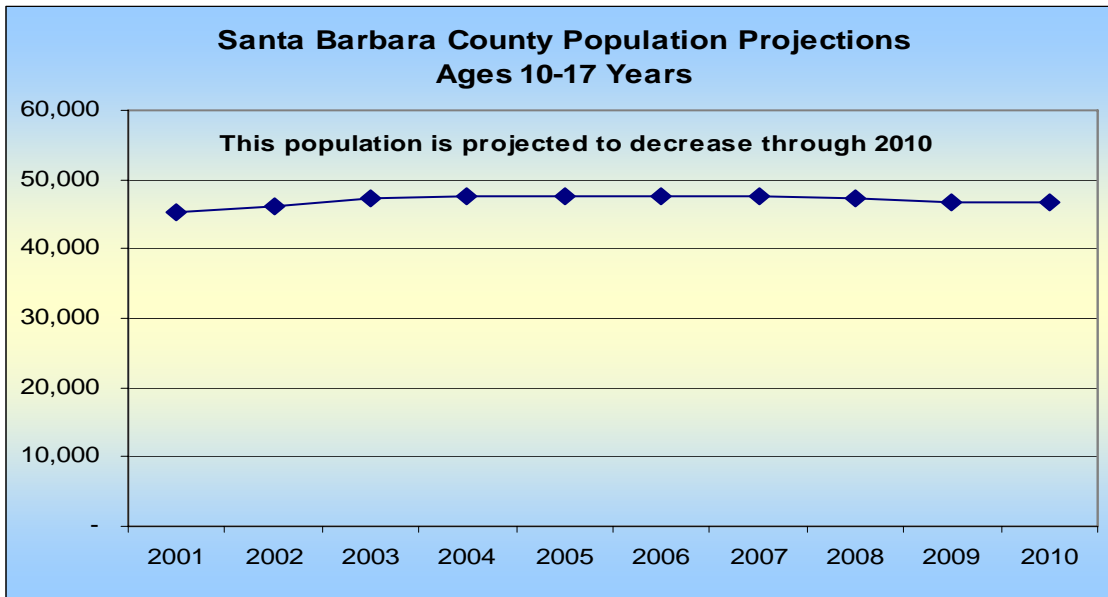
### 12.0 Santa Barbara County Probation Adult Probation Court Reports and Average Monthly Supervision Cases 1998-2007



**Source:** Santa Barbara County Database

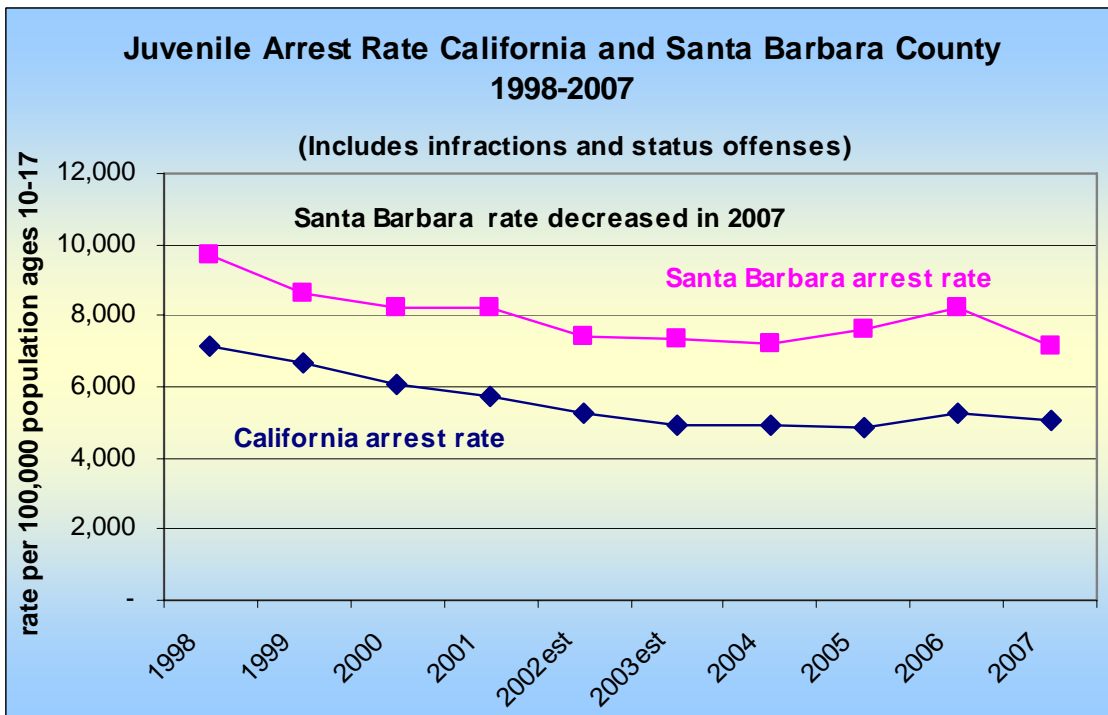
**Note:** Increase since 2001 reflects Prop 36 workload (effective date of a voter initiative: 11/2000)

### 13.0 Santa Barbara County Population Projections Ages 10-17 Years



**Source:** State Department of Finance

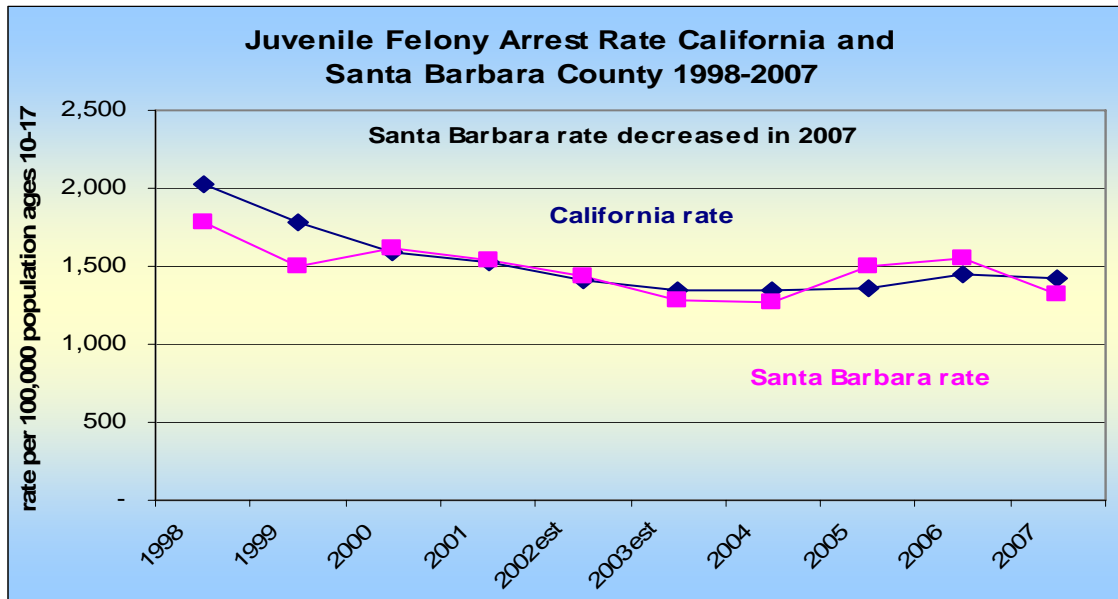
### 14.0 Juvenile Arrest Rate California and Santa Barbara County 1998-2007



**Source:** California Attorney General

**Note:** City of Santa Maria did not report arrests or crimes from Oct 2002 thru Dec 2003; data was estimated for 2002 and 2003.

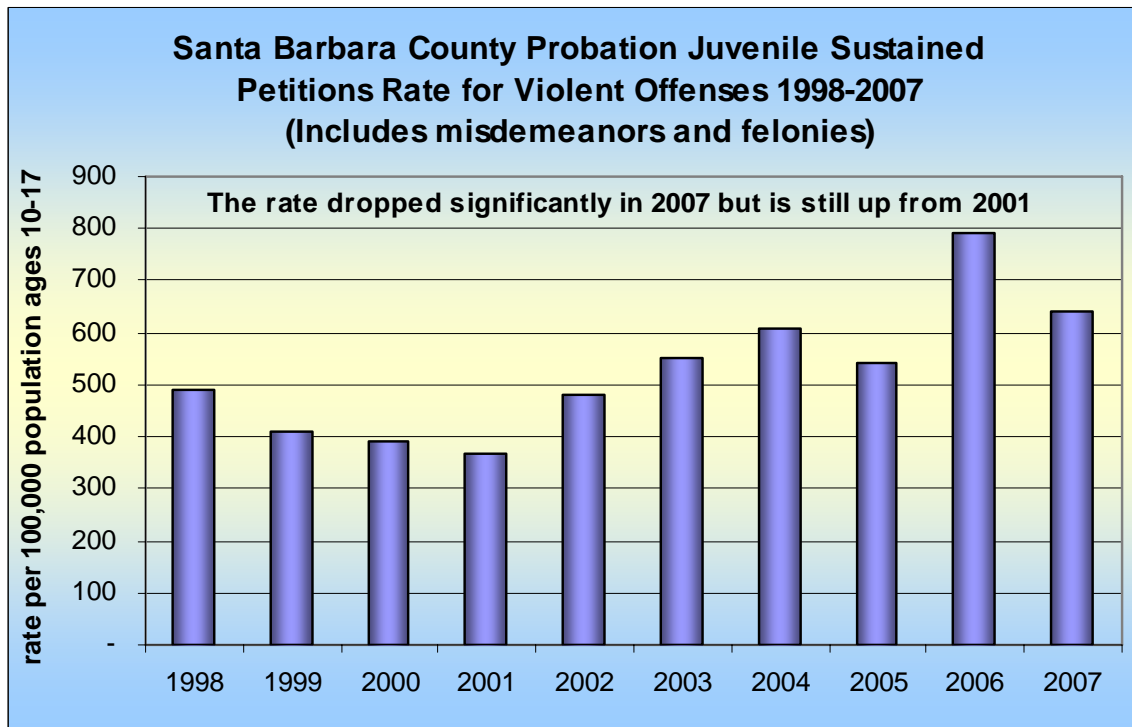
### 15.0 Juvenile Felony Arrest Rate California and Santa Barbara County 1998-2007



**Source:** California Attorney General

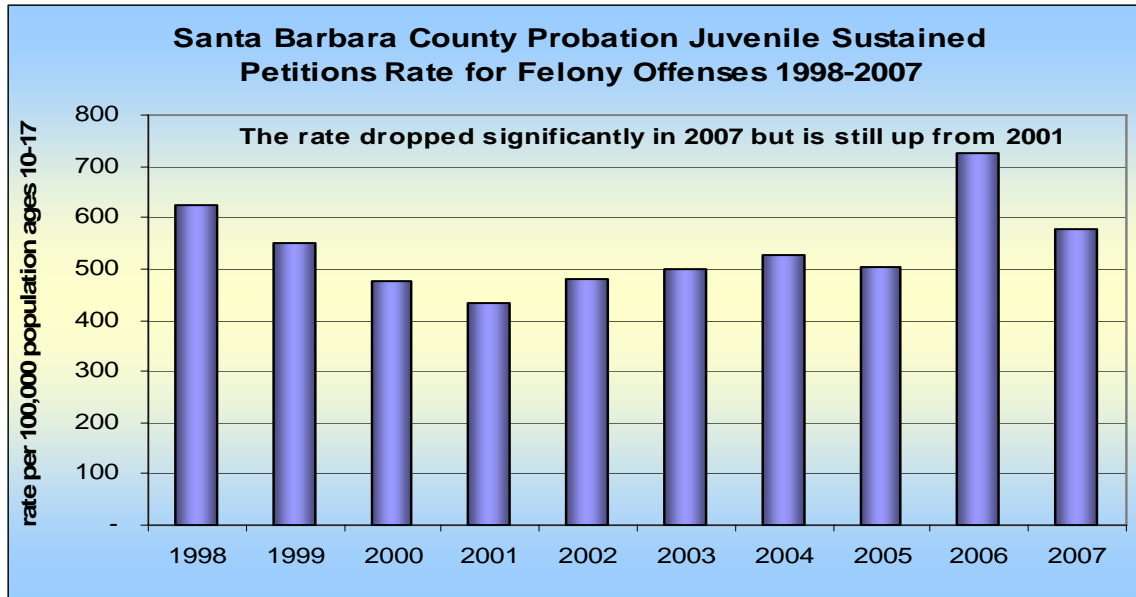
**Note:** City of Santa Maria did not report arrests or crimes from Oct 2002 thru Dec 2003; data was estimated for 2002 and 2003.

### 16.0 Santa Barbara County Probation Juvenile Sustained Petitions Rate for Violent Offenses 1998-2007



**Source:** Santa Barbara County Database

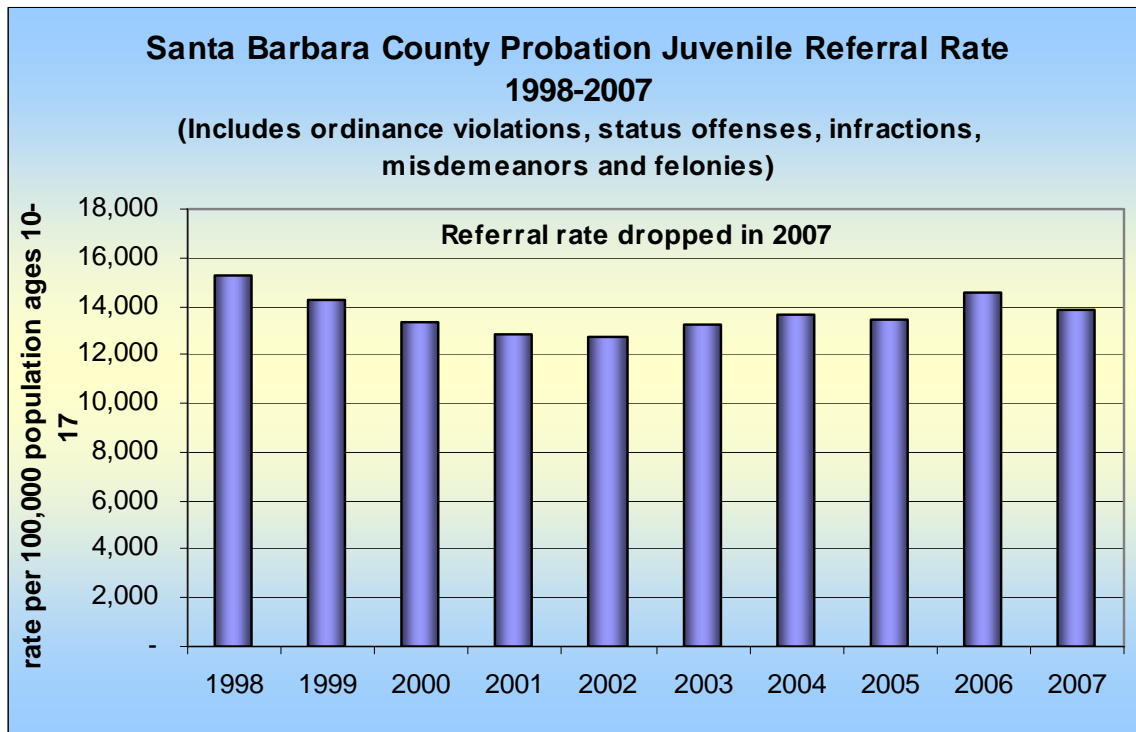
### 17.0 Santa Barbara County Probation Juvenile Sustained Petitions Rate for Felony Offenses 1998-2007



**Source:** Santa Barbara County Database

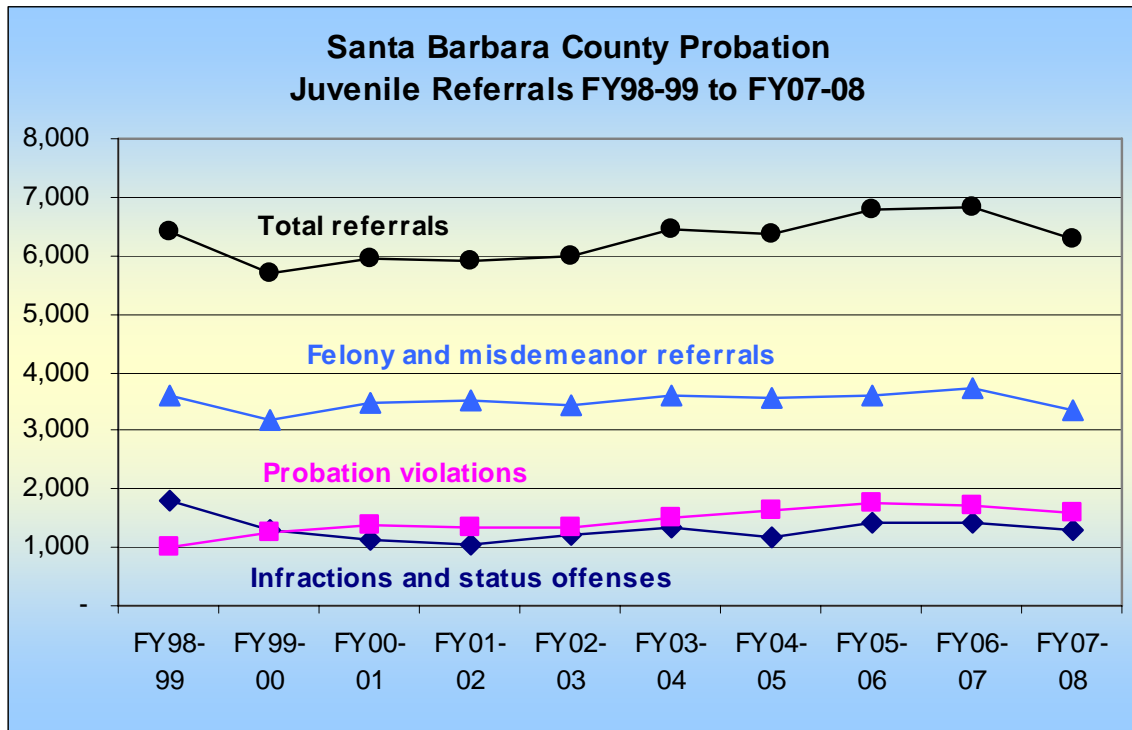
**Note:** 2007 rate = 4.3% of all juvenile referrals

### 18.0 Santa Barbara County Probation Juvenile Referral Rate 1998-2007



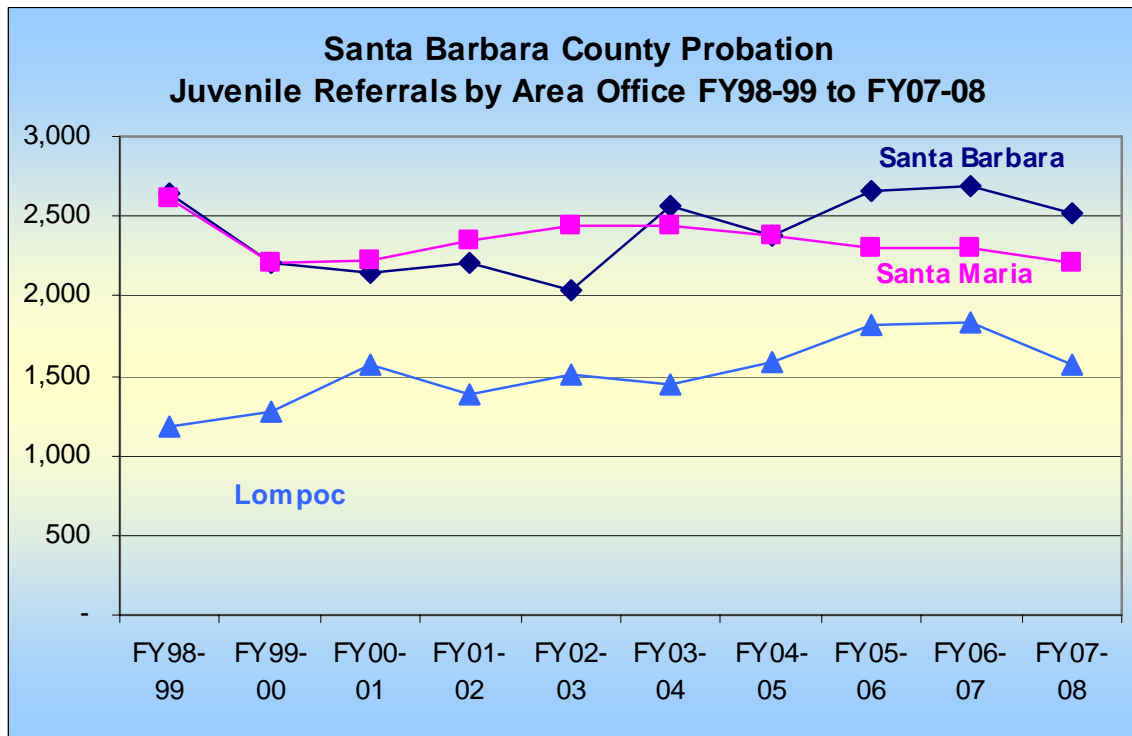
**Source:** Santa Barbara County Database

## 19.0 Santa Barbara County Probation Juvenile Referrals FY98-99 to FY07-08



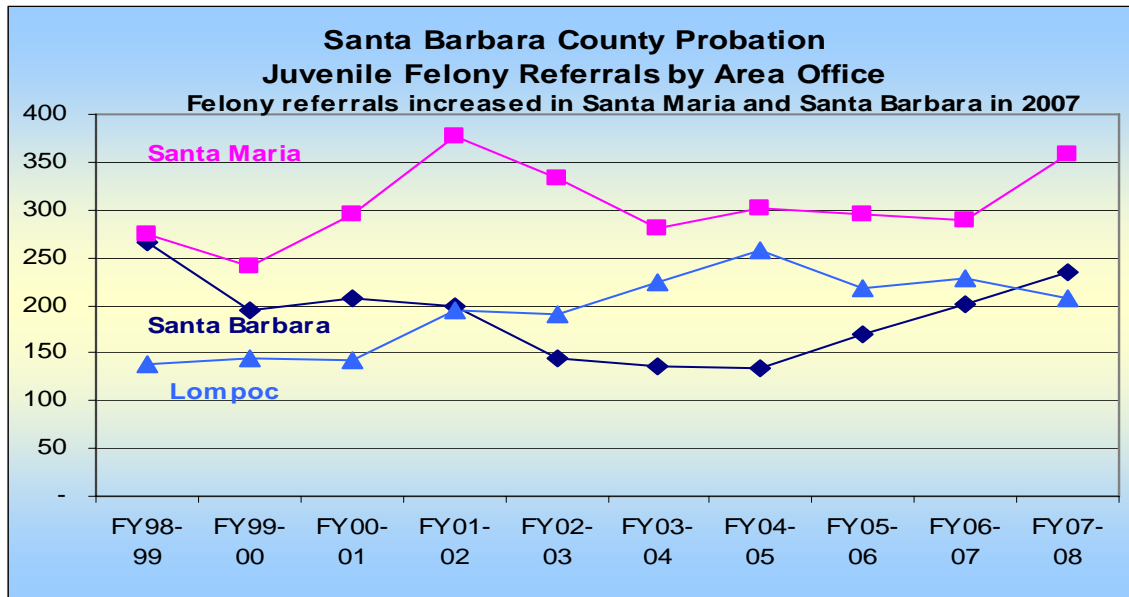
**Source:** Santa Barbara County Database

## 20.0 Santa Barbara County Probation Juvenile Referrals by Area Office FY98-99 to FY07-08



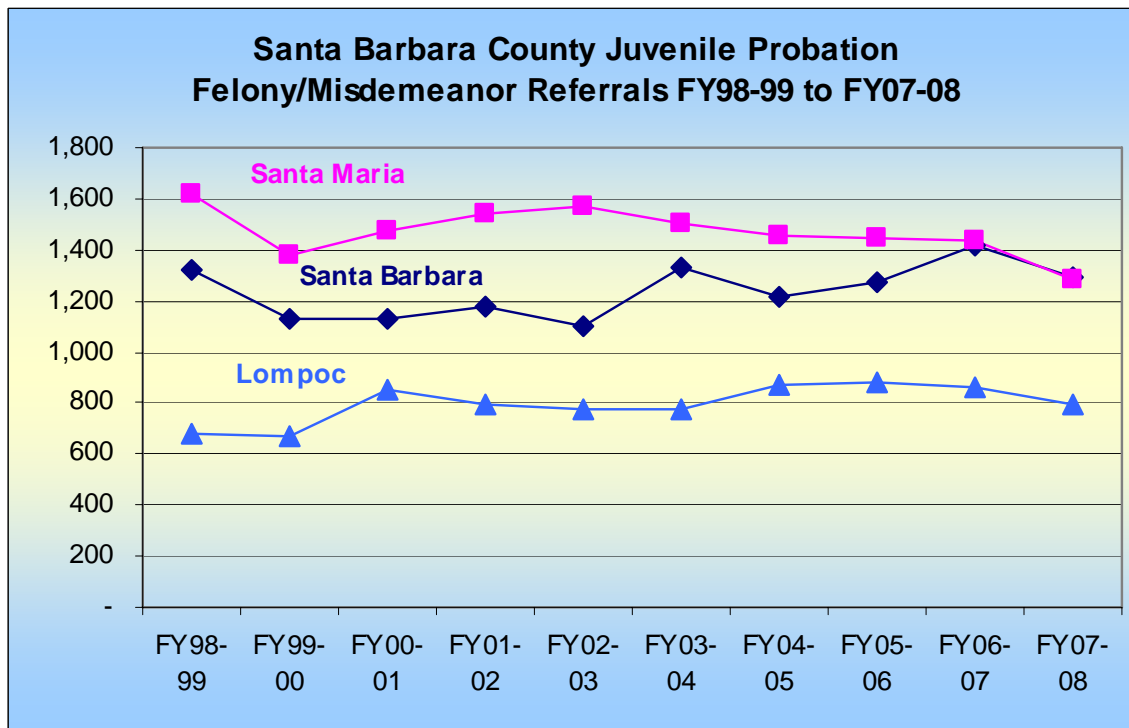
**Source:** Santa Barbara County Database

## 21.0 Santa Barbara County Probation Juvenile Felony Referrals by Area Office



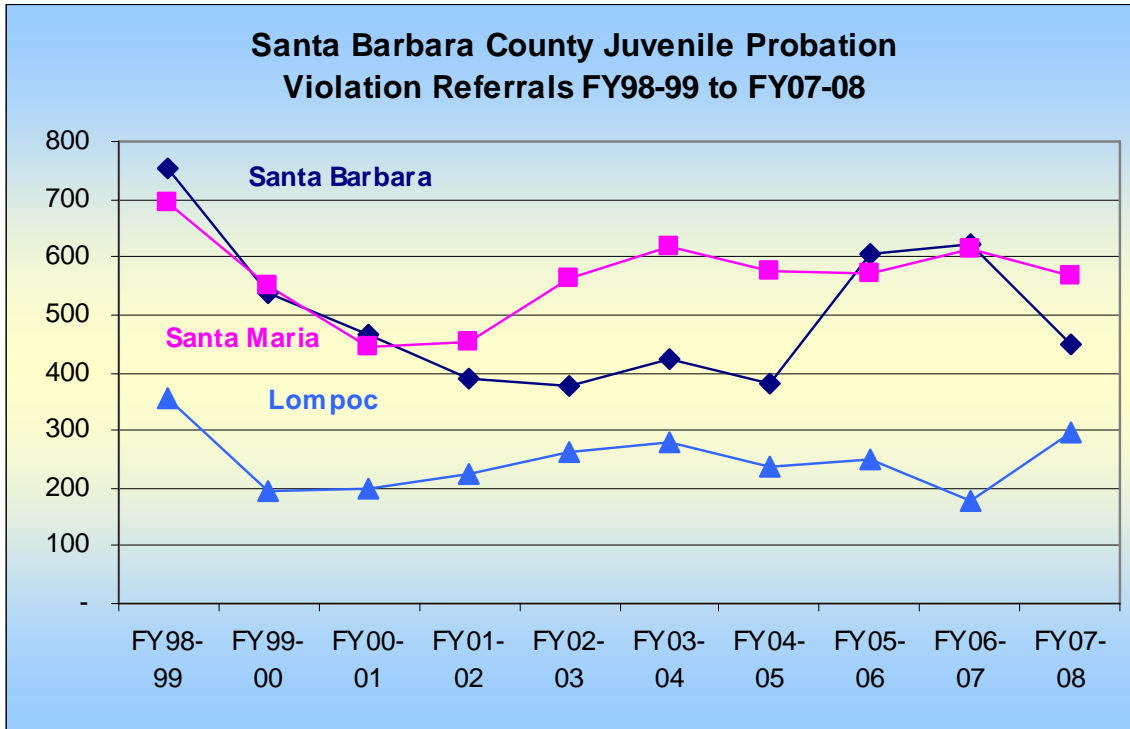
**Source:** Santa Barbara County Database

## 22.0 Santa Barbara County Juvenile Probation Felony/Misdemeanor Referrals FY98-99 to FY07-08



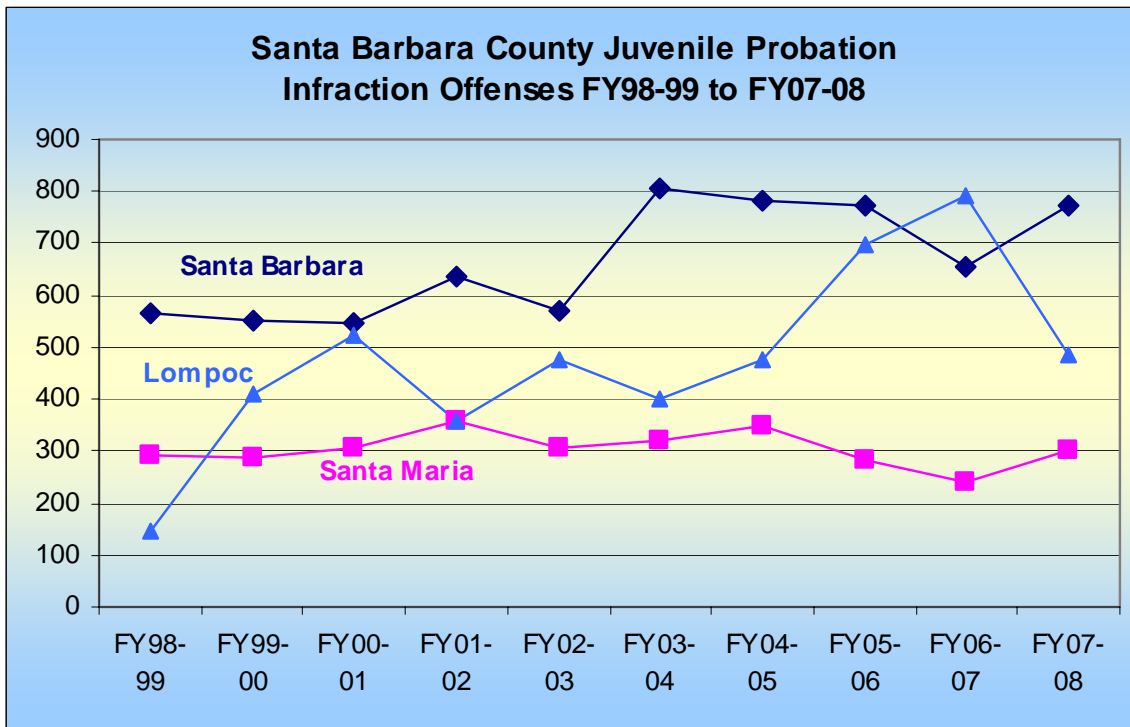
**Source:** Santa Barbara County Database

**23.0 Santa Barbara County Juvenile Probation Violation Referrals  
FY98-99 to FY07-08**



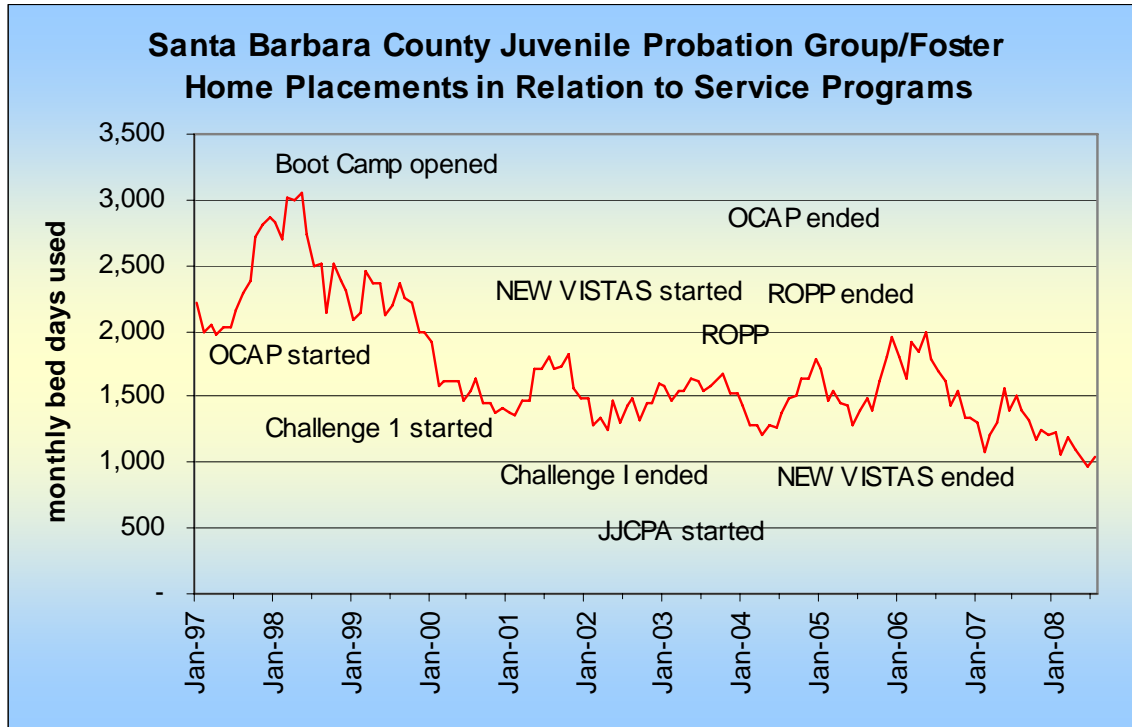
**Source:** Santa Barbara County Database

**24.0 Santa Barbara County Juvenile Probation Infraction Offenses  
FY98-99 to FY07-08**



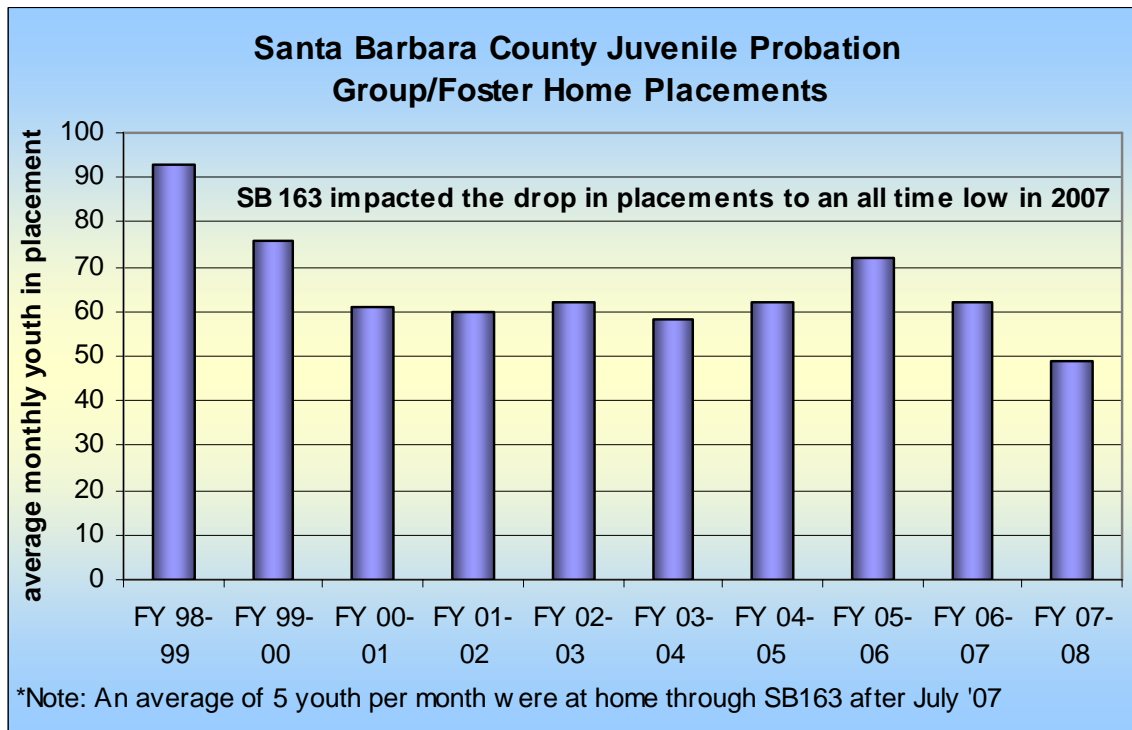
**Source:** Santa Barbara County Database

## 25.0 Santa Barbara County Juvenile Probation Group/Foster Home Placements in Relation to Service Programs



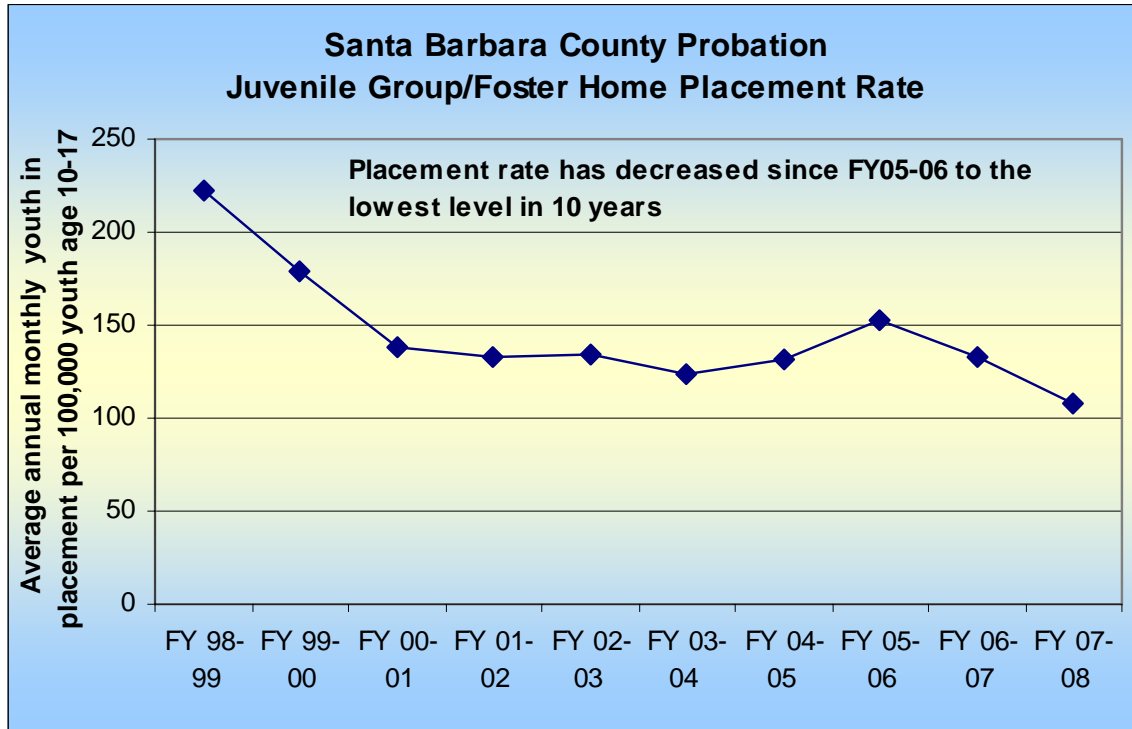
**Source:** Santa Barbara County Database

## 26.0 Santa Barbara County Juvenile Probation Group/Foster Home Placements



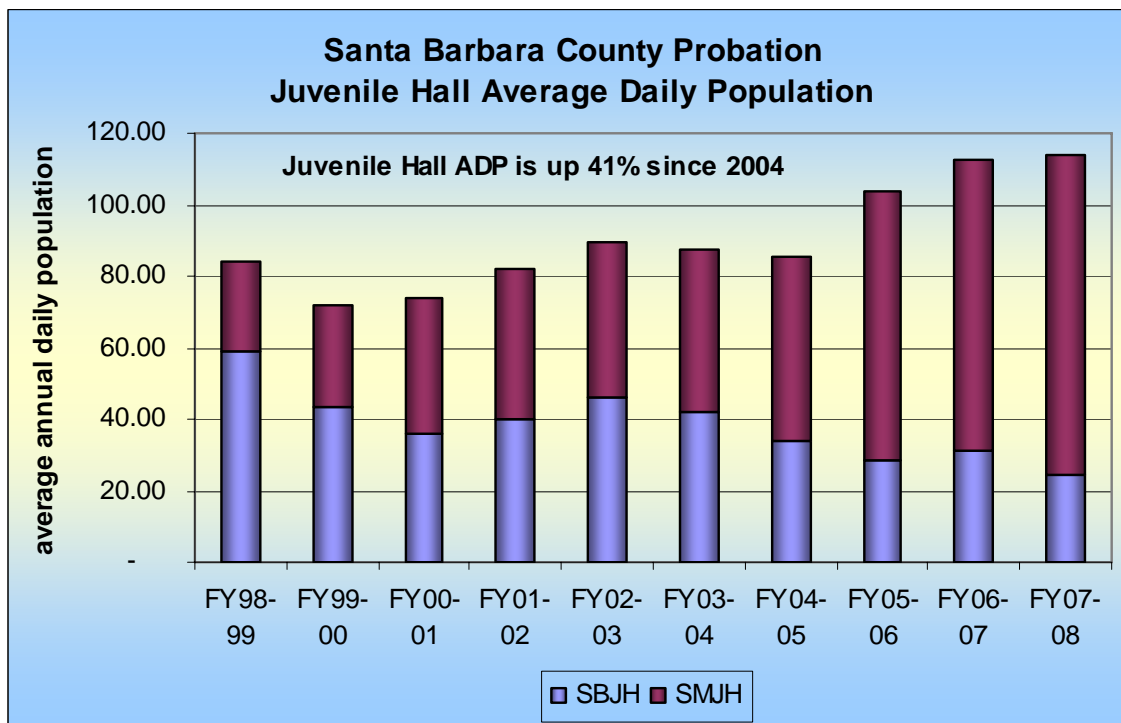
**Source:** Santa Barbara County Database

## 27.0 Santa Barbara County Probation Juvenile Group/Foster Home Placement Rate



**Source:** Santa Barbara County Database

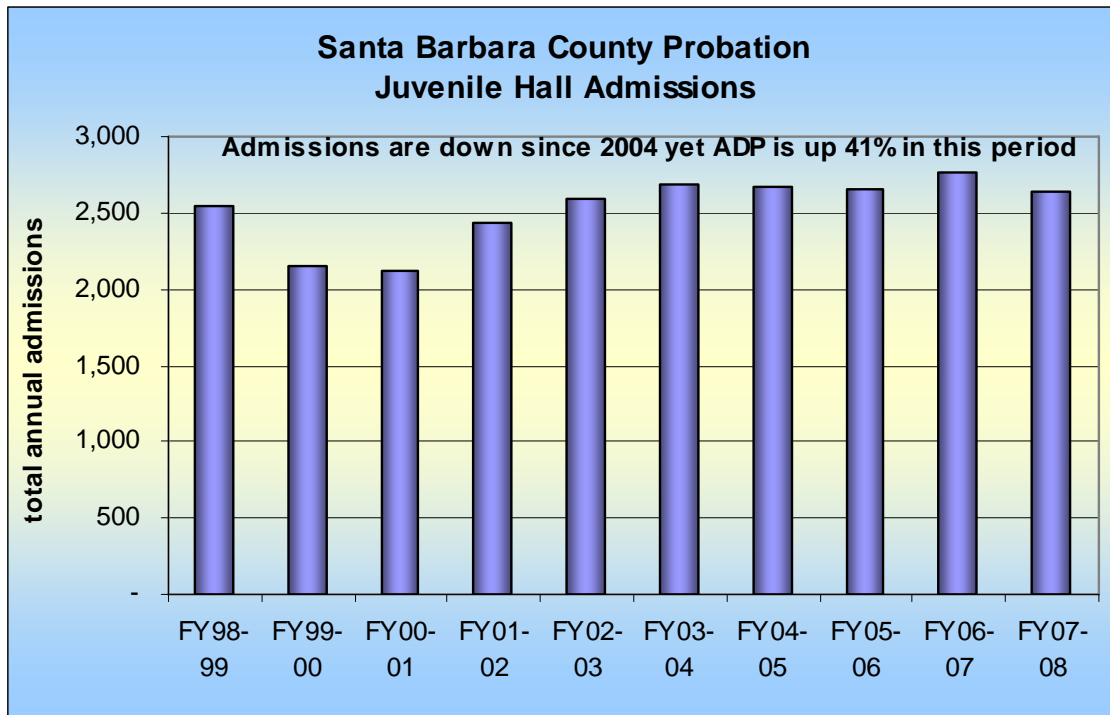
## 28.0 Santa Barbara County Probation Juvenile Hall Average Daily Population



**Source:** Santa Barbara County Database

**Note:** SBJH downsized and SMJH expansion opened in 2005.

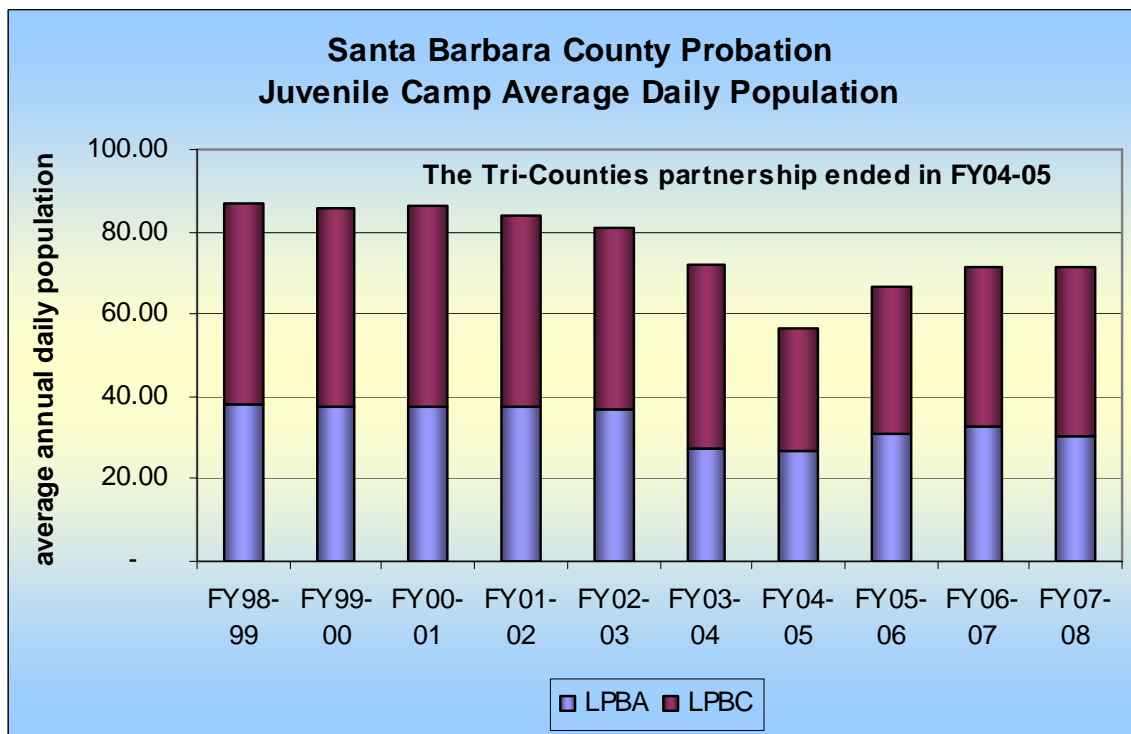
## 29.0 Santa Barbara County Probation Juvenile Hall Admissions



**Source:** Santa Barbara County Database

**Note:** SBJH downsized and SMJH expansion opened in 2005.

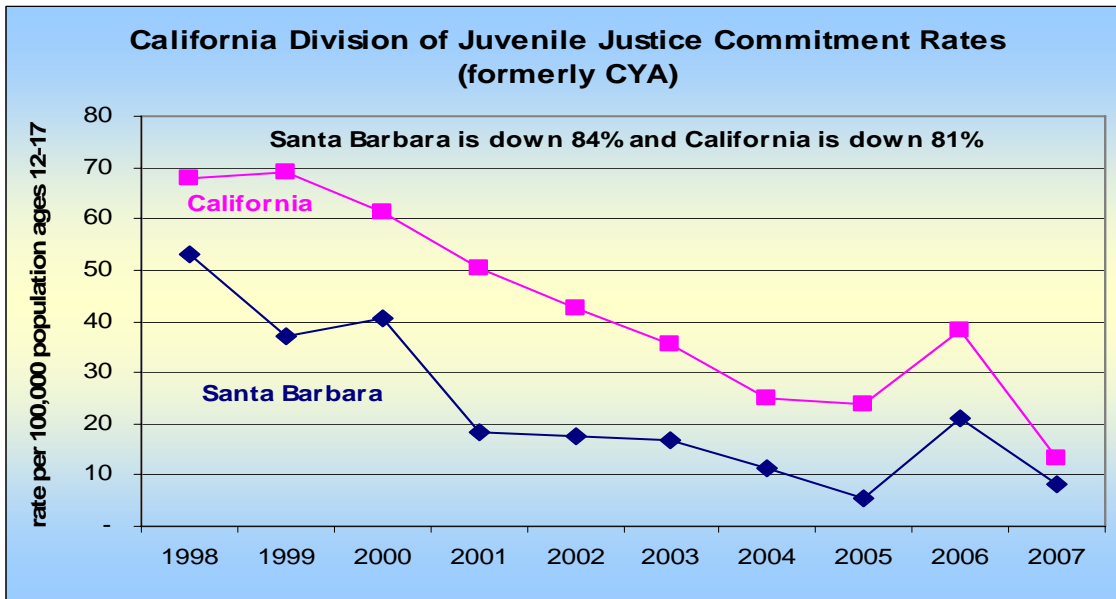
## 30.0 Santa Barbara County Probation Juvenile Camp Average Daily Population



**Source:** Santa Barbara County Database

**Note:** December 2003 Camp population decreased with expiration of the operational MOA with Ventura and San Luis Obispo counties.

### 31.0 California Division of Juvenile Justice Commitment Rates (formerly CYA)



**Source:** CSA

**Note:** SB81 DJJ realignment effective September 2007.

# Glossary

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# Glossary

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## List of Acronyms

ADA.....	Average Daily Attendance
ADMHS .....	Alcohol, Drug, & Mental Health Services
ADP .....	Average Daily Population
AMPP .....	Advanced Management of Performance and Projects
AOD .....	Alcohol or Drug
APPA.....	American Probation and Parole Association
ART .....	Aggression Replacement Training
CBO .....	Community-Based Organization
CDCR.....	California Department of Corrections and Rehabilitation
CEC.....	Counseling and Education Center
CHO .....	Court Hearing Officer
CPO .....	Chief Probation Officer
CSA.....	Correction Standards Authority
CSOC.....	Children’s System of Care
CUBS .....	Columbia Ultimate Business System
DA .....	District Attorney
DJJ .....	Division of Juvenile Justice
DNA.....	Deoxyribonucleic Acid
DPO .....	Deputy Probation Officer
DUI .....	Driving Under the Influence
ExH .....	Extra Help
FTBCOD .....	Franchise Tax Board Court Ordered Debt
FTE .....	Full-Time Equivalent

## **Glossary – Cont.**

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### **List of Acronyms – Cont.**

FY.....	Fiscal Year
IMPACT.....	Information Management for Probation Automated Client Tracking
IT.....	Information Technology
JDC.....	Juvenile Drug Court
JH.....	Juvenile Hall
JIO.....	Juvenile Institutions Officer
JPCF.....	Juvenile Probation and Camps Funding
LPBA.....	Los Prietos Boys Academy
LPBC.....	Los Prietos Boys Camp
MHSA.....	Mental Health Services Act
MFT.....	Marriage and Family Therapist
OT.....	Overtime
S.A.F.T.Y.....	Safe Alternatives for Treating Youth
SBARA.....	Santa Barbara Asset and Risk Assessment
SBJH.....	Santa Barbara Juvenile Hall
SBBS.....	Santa Barbara Booking Station
SBCEO.....	Santa Barbara County Education Office
SCRAM.....	Secure Continuous Remote Alcohol Monitoring
SMJH.....	Santa Maria Juvenile Hall
STC.....	Standards and Training for Corrections
TTC.....	Treasurer Tax Collector
YOBG.....	Youthful Offender Block Grant