

Summary

All Probation Budgets

Stephanie L. James, Chief Probation Officer

Special Revenue Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$38,125,737	\$45,295,513	\$47,830,024	\$47,830,024	\$2,534,511
Services & Supplies	16,076,269	24,571,116	25,615,287	25,615,287	1,044,171
Centrally-Budgeted Expenses	3,278,643	3,833,331	5,531,347	5,531,347	1,698,016
Other Charges & Uses	853,319	1,110,404	1,410,404	1,410,404	300,000
Fixed Assets	389,505	15,366	639,254	639,254	623,888
Operating Transfers Out	6,004,866	6,853,282	6,466,959	6,466,959	(386,323)
Total Expenditures	\$64,728,339	\$81,679,012	\$87,493,275	\$87,493,275	\$5,814,263
Expenditure Reimbursements	(5,235,744)	(7,067,055)	(6,414,558)	(6,414,558)	652,497
Total Appropriations	\$59,492,595	\$74,611,957	\$81,078,717	\$81,078,717	\$6,466,760
Earned Revenues By Source					
Fines/Forfeitures/Penalties	\$14,620	\$13,660	\$9,193	\$9,193	(\$4,467)
Interest/Rents	328,339	271,719	563,906	563,906	292,187
Aid From Other Governments	42,773,850	46,543,505	51,232,555	51,232,555	4,689,050
Charges For Services	400,211	328,817	289,891	289,891	(38,926)
Miscellaneous Revenues	153,011	2,248	3,924	3,924	1,676
Operating Transfers In	643,098	1,071,171	630,139	630,139	(441,032)
Fund Balance	(5,184,780)	905,602	888,493	888,493	(17,109)
Total Revenues	\$39,128,349	\$49,136,722	\$53,618,101	\$53,618,101	\$4,481,379
Net County Cost	\$20,364,246	\$25,475,235	\$27,460,616	\$27,460,616	\$1,985,381
Staffing					
Allocated Positions	339.0	350.0	355.0	355.0	5.0
Temporary (Full-Time Equivalent)	17.1	22.1	25.5	25.5	3.4
Total Staffing	356.1	372.1	380.5	380.5	8.4

This is a summary of the budgets administered by the Probation Department:

- 2021200000 Pretrial Services
- 2022700000 Juvenile Probation
- 2022702000 Adult Probation
- 2022702300 Senate Bill 678
- 2022702510 Local Community Corrections- Assembly Bill (AB) 109
- 2022710000 Justice Assistance Grant
- 2022745000 Administration

➤ 2022785000 Juvenile Supplemental Law Enforcement Act

➤ 2022800000 Juvenile Detention

Board Strategic Priorities 2019-2020 through 2021-2022

The 2019-2020 recommended budget for the Probation Department focuses on the implementation of the Board Strategic Priorities as adopted by the Board on April 9, 2019. The Board Strategic Priorities for fiscal years 2019-2020 through 2021-2022 are a continuation of the Board's original five key priorities established in 2015. The Board has updated

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and augmented the goals associated with these strategic priorities to reflect the Board's direction related to water issues, health, collaboration, and homelessness.

Ensure Fiscal Responsibility

The Probation Department demonstrates sound fiscal responsibility. The Department accurately estimates outside revenue streams and provides fiscal oversight to monitor expenditures to remain in compliance with department budgets. Additionally, vacancies are actively managed to reflect forecasts for outside revenue streams that may negatively impact the Department. The Department has returned unspent funds to the County General Fund for the past seven years. Additionally, many processes have been established to increase transparency and accountability in the services provided as well as provide fiscal and programmatic oversight. The Department is committed to data-driven decision-making and regularly collects data and publishes reports to measure the outcomes of the services it provides.

Promote Good Governance and Increase Organizational Capabilities

Through initiatives, such as Assembly Bill (AB) 109, the Positive Youth Justice Initiative, and Reducing Racial and Ethnic Disparities, the Department actively collaborates with a variety of stakeholders that include public and private agencies, community and faith-based organizations, as well as youth, families, and the formerly incarcerated. This multiprong collaborative approach assists in transparency and inclusion, two principles valued by the Department, which improve the services provided to clients. While outside funding for two of these initiatives has ended, the Department continues to sustain the principles throughout and facilitates the Executive Steering Committees to continue collaboration with stakeholders.

In 2018-2019, the Department worked with the Information Systems Division to update and improve the website, which directs clients to information about services provided by the Probation Department. Additionally, the Department increases its use of social media to further engage and educate the community on services provided.

Improve Public Safety, and Enhance Overall Criminal Justice System

The Department continues to improve public safety and enhance the overall criminal justice system by its commitment to employing the eight Principles of Effective Interventions in the services provided. These principles have been proven to be effective at reducing recidivism. The specific strategies the Department performs in these areas are:

1. **Assessing Actuarial Risk** - The Department utilizes a variety of validated risk and need assessment instruments to ensure the provision of services to those individuals at the highest risk of committing future crimes. When dealing with juvenile offenders, the Department uses the Detention Risk Assessment Instrument, the Positive Achievement Change Tool, the Massachusetts Youth Screening Instrument, and the Juvenile Sex Offense Recidivism Risk Assessment Tool H. When dealing with adult offenders, the Department uses the Virginia Pretrial Risk Assessment Instrument (VPRAI), the Static Risk and Offender Need Guide (STRONG), and the Static Sex Offender Risk Assessment Instrument. Research has shown that services should be prioritized to the highest-risk offenders, as providing services to low-risk offenders can actually increase recidivism.

The Department currently is working on validating the STRONG and the VPRAI. Over the next three years, the Department will implement any changes indicated from the norming of these tools.

2. **Enhancing Intrinsic Motivation** - The majority of Probation Officers are trained in Motivational Interviewing, which is a style and method of communication used to help people overcome their ambivalence regarding behavior change. Additionally, the majority of Probation Officers are trained in Effective Practices in Community Supervision (EPICS), where Officers teach structured social learning and cognitive behavioral interactions in one-on-one interactions with the client. Monthly EPICS sessions are structured with a check-in, review, modeling an intervention, and giving homework.

In 2019-2020, the Department will continue to train new Officers, and provide booster trainings to current Officers on Motivational Interviewing and Effective Practices in Community Supervision. Currently, the Department has in-house trainers for Motivational Interviewing. Both of these trainings include a component where interactions with clients are audiotaped, so the tape can be reviewed and the Officer can receive coaching on their use of the strategy.

In 2019-2020, the Juvenile Detention Officers will undergo training on Core Correctional Practices (which is the institution version of EPICS) and the Department will continue to train all Juvenile Detention Officers on Motivational Interviewing.

3. **Targeting Interventions** - This includes the principles of risk, need, responsivity, dosage, and treatment. The Department provides more intensive supervision services to high-risk offenders and provides interventions that target their top three criminogenic

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needs. The goal is to match treatment to the type of client, and matching style and methods of communication with the client's stage of change readiness. High-risk clients should attend 200 hours of Cognitive Behavioral Treatment (CBT) classes to effectively reduce recidivism. CBT focuses on current risk/need factors and is action oriented, using a proactive and strategic approach to supervision and case planning.

During 2016-2017, the Department focused on redesigning program offerings to increase the hours of CBT. In 2017-2018, this programming redesign was implemented throughout all of the adult and juvenile supervision units. The Department will continue refining and expanding the Programming Passport so that all clients are receiving the required number of hours.

4. **Skill Train with Directed Practice** - All Probation Officers are trained in at least one cognitive behavioral intervention and facilitate formal groups with clients as well as use these skills in routine interactions with the clients. The skills taught to clients are role-played so the client can practice pro-social skills.

In 2019-2020, the Department will continue to train new Officers in CBT curricula and continue to work with the University of Cincinnati Correctional Institute to review and make necessary changes to the curriculum offerings.

5. **Increasing Positive Reinforcement** - The Department follows a Rewards Matrix that provides positive reinforcement to clients when they display pro-social attitudes and behaviors. Conversely, the Department follows a Sanctions Matrix, which provides swift, certain, and clear responses to violations of probation. This Matrix takes into account the risk level of the clients, the severity of the violation, and provides a range of responses to match the client's individual needs.

In 2019-2020, the Department will continue to review the Rewards and Sanctions Matrices for juvenile and adult offenders to ensure the rewards being offered are resulting in positive outcomes.

6. **Engage Ongoing Support in Natural Communities** - The Department partners with various community-based organizations to actively engage pro-social support for clients in their communities. These agencies actively recruit and partner with family members, spouses, and supportive others in the client's immediate environment to positively reinforce desired new behaviors. These community-based organizations provide clients with the opportunity to become

involved in a variety of pro-social activities in the community.

In 2017-2018, the Department implemented the 10X Moonshot, Innovative Care for Adolescent Needs (ICan) through the Google Government Innovation Lab to create virtual multi-disciplinary teams for the clients under supervision. ICan involves all the stakeholders in the clients' lives to work together to reinforce positive, pro-social behaviors and assist with behavior change. In addition to integrating data from the Human Services Agency and the Probation Department, the application has a matching component to better match youth to appropriate resource families. Over the next three years, ICan will be expanded to further integrate data from other stakeholders as well as expand the matching component for short-term residential treatment programs. This innovative solution will better serve foster youth in the juvenile delinquency and dependency systems.

7. **Measure Relevant Processes and Practices** - The Department assesses offender change in cognitive and skill development and evaluates offender recidivism. The Department is committed to using data to drive decision-making and regularly conducts a variety of evaluation studies to measure the impacts of efforts at reducing recidivism. The Department has implemented a Continuous Quality Improvement (CQI) process to ensure employee performance is being assessed in regards to facilitating groups and ensuring program fidelity.

In 2019-2020, the Department will continue the CQI process to ensure all Probation Officers are showing proficiency at facilitating CBT groups. These findings are presented on a dashboard that shows the proficiency of Probation Officers at the unit, division, and department level.

8. **Provide Measurement Feedback** - This principle includes: 1) providing feedback to clients regarding their progress; 2) monitoring and evaluating the delivery of services and fidelity to procedures to build accountability and maintain integrity to the Department's mission; and 3) performing regular performance audits and case reviews to keep staff focused on the goal of reducing recidivism through the use of evidence-based programming (EBP).

In 2019-2020, as indicated above, the Department will continue to work on these principles. While regular performance audits and case reviews are currently conducted, the Research and Evaluation Unit will continue to assist the Department in this area by creating electronic processes and reports that will provide consistency and efficiency.

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The Department anticipates these enhancements to service delivery will occur with current funding streams; however, if one of those funding streams is significantly reduced or eliminated, it would hinder the Department's ability to further these goals.

Research has shown that following the above stated principles is effective at reducing recidivism. Through the implementation of EBP, the Department is successful at changing clients' behavior, which reduces recidivism and increases public safety.

Proposition 172

In 1993, Proposition 172 established a permanent Statewide half-cent sales tax to provide funding for qualifying public safety programs. Funds are collected by the State Board of Equalization and apportioned to each county based on its proportionate share of Statewide taxable sales.

AB 2788 created a Maintenance of Effort (MOE) provision requiring cities and counties to maintain funding levels to public safety programs, which receive Proposition 172 funds. AB 2788 also established 1992-1993 as the MOE base year and required an adjustment to MOE levels based on the annual change in Proposition 172 revenues. In 1992-1993, the total

for all qualifying budgets in San Joaquin County was \$68,997,254 (base year).

The current program allocation formula for San Joaquin County was established by the Board on May 24, 1994, which allocates Proposition 172 revenue to the Sheriff (68.1%), Probation (13%), District Attorney (11%), and the Public Defender/Court Assigned Counsel (7.9%). During 2019-2020, the County Administrator's Office, working with Law and Justice departments, will review the current program allocation formula and determine if the Board should consider revising the percentage of allocation distributed to each department in 2020-2021.

In 2018-2019, the MOE for all qualifying public safety programs was \$106,870,787. The County's adjusted AB 2788 Certification for 2018-2019 was \$221,193,951. Overall, the General Fund provided overmatching funds of \$114,323,164 to all qualifying public safety programs. Not all budgets are included for each public safety department.

The Probation Department's portion of the MOE was \$17.2 million. The chart below illustrates that County General funds provided approximately \$17.6 million above the required MOE for 2018-2019.

Public Safety Fund (Proposition 172) - AB 2788 Maintenance of Effort

Probation	2018-2019 Adopted	AB 2788 Adjustments				Adjusted AB 2788	1992-1993 Base Year	Prop 172 MOE	Overmatch
		State/Federal Grant	Charges for Service	Trust Fund	Fixed Assets				
Pretrial	\$1,273,479	\$0	\$0	\$0	\$0	\$1,273,479	\$486,729	\$753,901	\$519,578
ADAP*	331,769	0	0	0	0	331,769	180,223	279,150	52,619
Juvenile	5,578,368	(709,046)	(5,241)		0	4,864,081	2,791,363	4,323,580	540,501
Adult	8,014,680	(556,051)	(750)	(60,000)	0	7,397,879	2,464,566	3,817,400	3,580,479
Administration	5,525,483	(1,563,586)	0	(67,921)	0	3,893,976	899,269	1,392,890	2,501,086
Juvenile Hall	18,052,634	(1,086,022)	0	0	0	16,966,612	4,257,141	6,593,944	10,372,668
Total	\$38,776,413	(\$3,914,705)	(\$5,991)	(\$127,921)	\$0	\$34,727,796	\$11,079,291	\$17,160,865	\$17,566,931

*ADAP Program was consolidated in Substance Abuse Services Budget #4040600000 on July 1, 2018