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**DATE:** December 16, 2011  
**TO:** Thomas G. Mauk, County Executive Officer  
**CC:**  
**FROM:** Steven J. Sentman, Chief Probation Officer  
**SUBJECT:** 2012 Business Plan Update

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It is with pleasure that I submit the Probation Department's Performance Measure Update for 2012 (attached). In addition to providing the updates in the format requested, I have also included a one-page Balanced Scorecard summary of the measure results relative to the BSC targets.

Despite the fiscal challenges we faced in Fiscal Year 2010-11, overall, the Department was successful in meeting or exceeding our performance measure goals in most areas. One of our measures, Satisfactory Employment, which is defined as the change in the percentage of adult probationers with one-year satisfactory employment upon probation entry compared to probation exit, continues to exceed the target of 40% improvement. However, one of our measures, the "Total Restitution Dollars Collected from Offenders", is in the red down range reflecting the negative impact of the economic recession.

In considering these performance measure results, I would like to highlight a few key departmental activities that directly relate to these measures:

- Probation received funding under the American Recovery and Reinvestment Act (ARRA) which preserved a number of positions within the department. The funds were also used to implement Thinking for A Change (T4C), an evidence-based, integrated cognitive behavior change program for adult and juvenile deputy probation officers (DPO) and deputy juvenile corrections officers (DJCO).
- Probation also received funding as part of PC1230 (SB678), the California Community Performance Incentives Act of 2009, which is a performance-based funding stream for Probation Departments. Evidence-based interventions, including T4C, helped reduce recidivism and resulted in 28% fewer prison revocations for Calendar Year 2010.
- The Center for Opportunity, Reentry & Education (CORE), an adult day reporting center which opened in April 2010, has been fully operational in Fiscal Year 2010-11. In partnership with the Orange County Department of Education (OCDE) CORE offers education, job preparation, and employment referral services to offenders over the age of 18. T4C groups are being conducted to assist offenders to change the way they think about many social issues, including employment. Since its inception through June 30, 2011, a total of 182 probationers participated in CORE and earned approximately 1,945 high school credits. 14 individuals earned a high school diploma or GED, and 28 obtained employment.

The coming year continues to pose many challenges to Probation, along with the entire County family. As we strive to stay on a forward course during very serious economic times, it is our intent to use these performance measures as benchmarks to help us keep sight of what is critical to accomplishing our mission.



## Orange County Probation Department 2011 Performance Measure Update



### Key Service Area: COMMUNITY SAFETY

<b>PERFORMANCE MEASURE:</b> Recidivism Metrics
<b>WHAT:</b> % of Probationers Terminating from Formal Probation Without a New Law Violation
<b>WHY:</b> This measure marks Probation's success rate in protecting the community from additional law violations by adult and juvenile offenders while they are under the Department's supervision.

FY 10-11 Results	FY 11-12 Plan	FY 11-12 Anticipated Results	FY 12-13 Plan	How are we doing? <span style="color: green;">Green "up" arrow"</span>
<p><b>Adults:</b> 66% of the 4,215 adults terminated from formal probation without a new law violation in FY 10-11.</p> <p><b>Juveniles:</b> 61% of the 1,331 juveniles terminated from formal probation without a new law violation in FY 10-11.</p>	<p>Maintain the resources and supervision level needed to attain the target goal.</p> <p>Evaluate need to adjust target goal and/or add new measures to align with evidence-based practices.</p>	<p>Meet or exceed 60% or more of adults and juveniles terminating formal probation without any new law violations.</p>	<p>Maintain the resources and supervision level needed to attain the target goal.</p> <p>Implement new EBP recidivism reduction outcome measures.</p>	<p>Almost two-thirds of the adults and over three-fifths of the juveniles terminating from probation did so without committing new law violations while under probation supervision, surpassing the target goal of 60% or better.</p> <p>Probation received funding under the American Recovery and Reinvestment Act (ARRA) which preserved a number of positions within the Department. The funds were also used to implement "Thinking For a Change" (T4C), an evidence-based, integrated cognitive behavior change program. A number of officers completed the training and now, as part of their duties, teach T4C classes to offenders. In addition, as part of SB 678, Probation continues to use evidence-based interventions to reduce recidivism and send fewer offenders to state prison. For Calendar Year 2010, there were 28% fewer prison revocations compared with the baseline rate.</p> <p>The target for juvenile recidivism was reached this year; however, of note is the sharp decline (15%) in terminations from probation (1572 in 09-10 to 1331 in 10-11). During the same year, referrals to administrative supervision increased by 9%. Since this population is expanding, future analysis will include minors completing probation from administrative supervision.</p>

<b>PERFORMANCE MEASURE:</b> Satisfactory Employment
<b>WHAT:</b> Change in % of Adult Probationers with One Year Satisfactory Employment at their initial Probation entry compared to % at termination of Probation Supervision.
<b>WHY:</b> Regular gainful employment is an evidence-based key indicator of progress on probation and gainfully employed adult offenders have been shown to be less likely to commit further crimes.

<b>FY 10-11 Results</b>	<b>FY 11-12 Plan</b>	<b>FY 11-12 Anticipated Results</b>	<b>FY 12-13 Plan</b>	<b>How are we doing? Green "Up Arrow"</b>
A 69% gain in the percent of 1,295 terminated probationers with one-year satisfactory employment at initial probation entry (20%) compared to the corresponding percent in the year before termination (34%).	Maintain the resources and supervision level needed to attain the target goal.  Continue to partner with public and private agencies to enhance offender employment opportunities.	Meet or exceed a gain of 40% with one year satisfactory employment at termination.	Maintain the resources and supervision level needed to attain the target goal.  Continue to actively partner with community agencies that support offender rehabilitation efforts.	The FY 10-11 result greatly exceeded the target goal. However, the economic downturn continues to be especially challenging for offenders in obtaining and keeping stable employment. In the past 18 months, SB 678 has been implemented, which seeks to offer adult offenders additional supportive casework in order to maintain them in the community and reduce incarceration. Thinking for a Change (T4C) groups are now being conducted to assist offenders to change the way they think about many social issues including employment. In addition, the CORE program offers day reporting for select offenders, with job assistance and educational services a part of the overall program.

## Key Service Area: COURT SUPPORT

### *Quality of Probation Services*

<b>PERFORMANCE MEASURE:</b> On-Time Filing of Court Reports
<b>WHAT:</b> % of adult and juvenile investigation and progress reports submitted to the court within filing deadline requirements.
<b>WHY:</b> The Department strives for 100% compliance with court deadlines in order to ensure there are no delays in the Court process and that Court officers have the necessary information to assist in case disposition and sentencing decisions.

FY 10-11 Results	FY 11-12 Plan	FY 11-12 Anticipated Results	FY 12-13 Plan	How are we doing? <b>Green "Up Arrow"</b>
<p><b>Adult:</b> 100% of the 549 investigations and reports were submitted to the courts within the filing deadlines during FY 10-11.</p> <p><b>Juvenile:</b> 95% of the 876 investigations and reports were submitted to the courts within the filing deadlines during FY 10-11.</p>	<p>Maintain the resources needed to attain the target goal.</p> <p>Continue to engage the court in discussions on evidence-based practices in sentencing and supervision.</p> <p>Continue the implementation of best practices and a robust Quality Assurance monitoring process to maintain a high level of service for the court. Continue IT applications to electronically deliver reports to the court and to allow access to archived reports for case planning and reentry continuity.</p>	<p>Meet or exceed the prior year's rates of on-time filing of court reports.</p>	<p>Maintain the resources needed to attain the target goal.</p> <p>Evaluate other potential measures that reflect any new court support functions.</p> <p>Expand the applications of technology that will enhance our ability to meet the needs of the court through electronic transmission of reports, electronic storage and access of reports for reentry planning.</p>	<p>The Adult Investigations Units complete a variety of reports for the Courts including PrePlea, Probation and Sentencing, Adoption, Diversion and 1203.4 PC Change of Plea reports. All of these reports continue to be completed and filed on time. A variety of proactive measures and strict adherence to timelines that ensure early or on-time completion continue to be utilized.</p> <p>The juvenile result of 95% reflects the on-time rate for reports completed by the juvenile investigation officers. The definition of this measure has been modified to include only reports completed by the investigation officers. This revised juvenile measure is identical to the adult measure definition.</p> <p>During FY 10-11, Probation continued to work closely with our collaborative partners to refining the use of the juvenile detention risk assessment tool. This has allowed the department to better identify youths who must be in secure detention to protect the community and to assure their appearance in court. We also continue to examine disproportionate minority confinement within the Orange County Juvenile Justice System. As part of our collaborative efforts, we continue to leverage technology to better serve the courts.</p>

## Key Service Area: VICTIM SERVICES

### *Victim Satisfaction*

<b>PERFORMANCE MEASURE:</b> Victim Satisfaction with Probation Services
<b>WHAT:</b> Ratings of victim satisfaction with the quality and manner of probation services provided to them.
<b>WHY:</b> The victim survey responses measure probation's success in meeting victim needs, identifies areas to improve services, and offers victims an opportunity to request specific assistance.

FY 10-11 Results	FY 11-12 Plan	FY 11-12 Anticipated Results	FY 12-13 Plan	How are we doing? Green "Up Arrow"
65% of the 124 individuals responding to the victim survey expressed satisfaction with Probation Services	Assess what department resources would be needed to attain the target goal.  Consider refinements to the BSC measure	Achieve a satisfaction rate at or above prior year's rate.	Maintain the resources needed to attain the target goal.  Evaluate and implement other possible measures of quality of victim services.	The FY 09-10 victim satisfaction rate of 65% exceeds the target of 60%. This is the first time since FY 06-07 that the Victim Satisfaction rate moved from the caution range to the "meets or exceeds" range.  The vast improvement in victim satisfaction reflects the "client-centered" culture of the Probation Department which had, in recent years emphasized the use of effective probation practices in managing offenders in the face of dwindling resources.

### *Victim Restitution*

<b>PERFORMANCE MEASURE:</b> Total Restitution Dollars Collected from Offenders
<b>WHAT:</b> Total court-ordered dollars collected from offenders for payment of restitution owed to victims and for repayment of welfare fraud.
<b>WHY:</b> The dollars collected from offenders toward restitution and welfare fraud payments measures probation's support to victims and to the community and also demonstrates a key component of holding offenders accountable for their crimes.

FY 10-11 Results	FY 11-12 Plan	FY 11-12 Anticipated Results	FY 12-13 Plan	How are we doing? Red "Down Arrow"
\$2,586,229 was collected from Adult & Juvenile offenders for restitution owed to victims and for repayment of welfare fraud in FY 10-11.	Maintain the resources needed to attain the target goal.  Consider refinements to the existing measure for BSC.	Meet or exceed prior year's total dollars collected.	Maintain the resources needed to attain the target goal.  Implement any changes to performance measure.	Restitution collected from Adult and Juvenile offenders for victims and repayment of welfare fraud during this fiscal year was 11% below the \$2,905,978 collected in FY 09-10. This decrease clearly reflects the negative impact of the economic recession. It may also be a factor in the lower response rate and satisfaction rate found for the survey measure.  Staff shortages caused by the County hiring freeze and the resulting lower levels of authorized positions negatively impact workload for the Collections Unit. But by focusing resources towards victim services, the unit actively pursues collection of restitution in order to hold offenders accountable within their ability to pay.

## Key Service Area: WORKFORCE

### *Workplace Safety*

<b>PERFORMANCE MEASURE:</b> Worker's Compensation Claims
<b>WHAT:</b> Total number of worker's compensation claims filed during the fiscal year.
<b>WHY:</b> The number of worker's compensation claims filed in any given time period is a measure of the department's safety record and the agency's commitment to ensuring a safe and healthy workplace.

<b>FY 10-11 Results</b>	<b>FY 11-12 Plan</b>	<b>FY 11-12 Anticipated Results</b>	<b>FY 12-13 Plan</b>	<b>How are we doing? Green "Up Arrow"</b>
238 worker's comp claims were filed in FY 10-11.	Maintain the resources needed to attain the target goal.  Identify additional refinements to this measure for Balanced Scorecard.	Total number of claims filed not to exceed prior year's total.	Maintain the resources needed to attain the target goal.  Implement and/or revise measures of workplace safety as needed.	There was a decrease in the number of claims filed this past year compared to the FY 09-10 total of 263. However, in FY 10-11, 50% (119 of 238) of the claims were approved compared with FY 09-10, in which 43% (113 of 263) of the claims were approved.  The Workers' Compensation Manager and Probation Safety Officer continue to work together and communicate with County Risk Management. The Safety Officer conducts regular site visits to our business offices and institutions; at times they are impromptu site visits. Building Safety Officers conduct inspections twice a year of our business offices. Institutions and camps maintain a quarterly inspection schedule. The site visits and inspections, along with regular safety training ensure a safer environment for our workforce.

### *Recruitment, Selection and Retention*

<b>PERFORMANCE MEASURE:</b> Recruitment of Peace Officers
<b>WHAT:</b> Total Number of Entry-level Institutional Peace Officer Applications Received in the Fiscal Year.
<b>WHY:</b> This measures the Department's success in recruiting high-quality applicants in a very competitive labor force market for law enforcement officers.

<b>FY 10-11 Results</b>	<b>FY 11-12 Plan</b>	<b>FY 11-12 Anticipated Results</b>	<b>FY 12-13 Plan</b>	<b>How are we doing? Green "Up Arrow"</b>
Zero (0) Peace Officer Applications were received in FY 10-11.	Recruitment is to reopen in October 2011 due to current and project shortfalls regarding Institutional Peace Officers for FY 11-12.	Anticipate an increase in recruiting entry-level Institutional Peace Officers due to staffing shortfalls.	Taking into account budget conditions, revise recruitment and retention measures as needed.	This year's total of zero (0) applications was the same as FY 10-11. Due to the Probation Department's fiscal challenges, the recruitment for entry-level Institutional Peace Officer was closed on November 25, 2008. The recruitment is scheduled to reopen in October 2011.



COUNTY OF ORANGE PROBATION DEPARTMENT

# 2012 BALANCED SCORECARD AT A GLANCE

As a public safety agency, the Orange County Probation Department serves the community using efficient and research supported corrections practices to:

- Reduce Crime
- Assist the Courts in Managing Offenders
- Promote Lawful and Productive Lifestyles
- Assist Victims

Score	Meets or Exceeds Goal	Close Monitoring	Corrective Action	Goal	FY 10/11 Results	Results vs. Goal
<b>COMMUNITY SAFETY KEY SERVICE AREA</b>						
Recidivism Metrics						
% of probationers terminating probation without a new law violation.						
Adult				> 60%	66%	↑
Juvenile				> 60%	61%	↑
Recidivism Reduction: Risk Reduction/Offender Competency						
% change in adult probationers with one year satisfactory employment at beginning of probation compared to % at termination of probation supervision.						
% change in juvenile probationers attending school regularly at beginning of probation compared to % at termination of probation supervision.						
Recidivism Reduction: Compliance Monitoring						
<b>COURT SUPPORT KEY SERVICE AREA</b>						
Quality of Probation Services						
% of reports completed and delivered on time						
Adult				> 95%	100%	↑
Juvenile				> 95%	95%	↑
% of bench officers satisfied with probation services						
Quality Assurance Service Providers						
<b>VICTIM SERVICES KEY SERVICE AREA</b>						
Victim Satisfaction with Services						
% of victims satisfied with the quality and manner of department services provided to them						
Victim Restitution Collected from Offenders						
Total dollars collected and paid during FY 10/11						
Victim Protection						
<b>WORKFORCE KEY SERVICE AREA</b>						
Workplace Safety						
Total number of workers' compensation claims filed during FY 10/11						
Recruitment, Selection and Retention						
Total number of applications for entry level peace officer position received						
Workforce Involvement, Reward and Recognition						
Succession Planning						
Workload (Caseload) Management and Planning						