



ORANGE COUNTY PROBATION DEPARTMENT

MEMORANDUM

TO: Thomas G. Mauk, County Executive Officer
CC: Steve Dunivent, Deputy County Executive Officer
FROM: Colleene Preciado, Chief Probation Officer
DATE: December 16, 2008
SUBJECT: 2009 PERFORMANCE MEASURE UPDATE

A handwritten signature in dark ink, appearing to read "Colleene Preciado", is positioned to the right of the "FROM:" line.

It is with pleasure that I submit the Probation Department's Performance Measure Update (attached) as part of the County's 2009 Budget review. 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.

Overall, the Department was quite successful in meeting or exceeding our performance measure goals in almost every area. Results for three of the measures were in the yellow cautionary range and we will plan to monitor these closely.

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

- ◆ **We successfully competed for two national technical assistance grants from the National Institute of Corrections.** The first of these grants provides considerable support from national community corrections experts over the next year to assist the department in further implementation of evidence-based practices in organizational development, collaboration, and evidence-based principles of effective work with offenders. The second grant provided three weeks of intensive training to an Orange County team led by Probation staff on methods for enhancing work with offenders on employment and job skills. Both of these grants will assist us in strengthening our efforts to improve offender competency and to work cooperatively across the Orange County criminal justice system in reducing crime.
- ◆ **Probation continued as one of the County's three Balanced Scorecard Pilot sites.** In this endeavor, department employees worked with other county staff to select a BSC vendor, participate in training on the BSC software and have begun entering data for the Department's measures. Over the coming year, we will be reviewing all BSC performance measures to determine how they align with our key service areas and how they fit within our focus on evidence-based practices.
- ◆ **The Department revised its Mission Statement.** This Mission Statement, while incorporating core elements of our agency's long-standing mission, now also clearly delineates our emphasis on using efficient and research supported corrections practices to accomplish the overall mission of reducing crime.

The coming year will 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.

Attachment



Orange County Probation Department 2009 PERFORMANCE MEASURE UPDATE



Key Service Area: COMMUNITY SAFETY

PERFORMANCE MEASURE: Recidivism Metrics
WHAT: % of Probationers Terminating from Formal Probation Without a New Law Violation
WHY: 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 07/08 Results	FY 08-09 Plan	FY 08-09 Anticipated Results	FY 09-10 Plan	How are we doing?
Adults: 67% of the 5,185 adults terminated from formal probation without a new law violation in FY 07/08. Juveniles: 67% of the 1,975 juveniles terminated from formal probation without a new law violation in FY 07/08.	Maintain the resources and supervision level needed to attain the target goal. Implement evidence-based strategies directed toward improving offender outcomes	Meet or exceed 60% or more of adults and juveniles terminating formal probation without any new law violations.	Maintain the resources and supervision level needed to attain the target goal. Evaluate need to adjust target goal based on progress toward implementing evidence-based practices.	Two-thirds of the juveniles and adults terminating from probation in FY 07/08 did so without committing new law violations while under probation supervision. These results exceed the current goal of 60% and correspond with prior years' findings as well as comparable outcomes from other jurisdictions. With support from a national technical assistance grant, Probation is currently in the process of implementing evidence-based practices designed to improve offender outcomes. A long-term goal for this effort is to reduce recidivism, thereby increasing public safety.

PERFORMANCE MEASURE: Satisfactory Employment
WHAT: Change in % of Adult Probationers with One Year Satisfactory Employment at their initial Probation entry compared to % at termination of Probation Supervision.
WHY: 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.

FY 07/08 Results	FY 08-09 Plan	FY 08-09 Anticipated Results	FY 09-10 Plan	How are we doing?
A 65% gain in the percent of 2,833 terminated probationers with one-year satisfactory employment at initial probation entry (26%) compared to the corresponding percent in the year before termination (43%).	Maintain the resources and supervision level needed to attain the target goal. Continue pursuit of collaboration opportunities for addressing offender employment needs.	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.	The result on this measure greatly exceeded the target of a 40% gain. Maintaining this success will be difficult given the current employment downturn. To help sustain offender employment efforts, the department partnered with the local Workforce Investment Board on several grant proposals that, if funded, will target probationers. The department also successfully competed for a national technical assistance grant that provided three weeks of intensive federal training for a collaborative team on methods to improve offender workforce development and employment outcomes. Over the next few years, this team will be conducting competency-based training workshops for practitioners who assist offenders with employment and career development services.

**Orange County Probation Department
2009 PERFORMANCE MEASURE UPDATE**

Key Service Area: COURT SUPPORT

Quality of Probation Services

PERFORMANCE MEASURE: On-Time Filing of Court Reports
WHAT: % of adult and juvenile investigation and progress reports submitted to the court within filing deadline requirements.
WHY: 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 07/08 Results	FY 08-09 Plan	FY 08-09 Anticipated Results	FY 09-10 Plan	How are we doing?
Adult: 100% of the 853 investigations and reports were submitted to the courts within the filing deadlines during FY 07/08. Juvenile: 84% of the 4,933 investigations and reports were submitted to the courts within the filing deadlines during FY 07/08.	Maintain the resources needed to attain the target goal. Engage the court in discussions on evidence-based practices in sentencing. Implement one additional Balanced Scorecard (BSC) performance measure.	Meet or exceed the prior year's rates of on-time filing of court reports.	Maintain the resources needed to attain the target goal. Identify measure of quality of service provider performance to provide to the court. Review services to the Court for identifying any new measures for BSC.	As in prior years, all adult reports continue to be filed on time. In FY 07/08, reports on sex offenders were expanded to include additional assessment information. Adult investigation supervisors participated in "training for trainers" on the <i>Static 99</i>, a risk assessment tool required by the State to be completed on registered sex offenders. The results of this assessment are now being incorporated into the pre-sentence reports. To date, there have been 21 court reports that have included the <i>Static 99</i> results. The juvenile on-time rate (84%) reflects a modest increase from the FY 06/07 rate (82%), although it remains in the caution range. It should be noted that juvenile reports include both those requested by the court from juvenile investigations (around 25% of the total) and violation and progress reports submitted by field officers (approximately 75% of the total). Because of the high volume, a monthly "late court report" list was implemented earlier this year that allows unit supervisors to better monitor and track this measure status.

**Orange County Probation Department
2009 PERFORMANCE MEASURE UPDATE**

Key Service Area: VICTIM SERVICES

Victim Satisfaction

PERFORMANCE MEASURE: Victim Satisfaction with Probation Services
WHAT: Ratings of victim satisfaction with the quality and manner of probation services provided to them.
WHY: 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 07/08 Results	FY 08-09 Plan	FY 08-09 Anticipated Results	FY 09-10 Plan	How are we doing?
59% of the 232 individuals responding to the victim survey expressed satisfaction with Probation services.	Maintain the resources and supervision level needed to attain the target goal. Consider refinements to the existing measure for BSC.	Achieve a Satisfaction rate at or above prior year's rate.	Maintain the resources needed to attain the target goal. Implement any changes to performance measure.	While the FY 07/08 satisfaction rate is in the caution range for the second year, the present rate reflects an increase of 5% over last year's rate of 54%. On average, department staff responds to roughly 100 to 150 special requests from victims each year, generated via this survey or through the victim hotline. These special requests are in addition to the ongoing work with victims that occurs as a normal part of probation and collection officers' case management. The Department's recent update of the Mission Statement reiterated the agency's commitment to assisting victims as a top priority.

Victim Restitution

PERFORMANCE MEASURE: Total Restitution Dollars Collected from Offenders
WHAT: Total court-ordered dollars collected from offenders for payment of restitution owed to victims and for repayment of welfare fraud.
WHY: 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 07/08 Results	FY 08-09 Plan	FY 08-09 Anticipated Results	FY 09-10 Plan	How are we doing?
\$3,977,000 was collected from offenders for restitution owed to victims and for repayment of welfare fraud.	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.	The total restitution dollars collected this year is slightly below last year's total of \$4.2 million but remains in very close to the \$4 million target. Toward the end of the fiscal year, a change was implemented in how collection officers' caseloads were structured. Prior to that time, their caseloads were aligned with that of specific probation officers. While this had improved the officer to officer communication, the collection officers were less able to focus on those cases with victim restitution. The collection officers will continue to be co-located with probation officers and remain in close communication with them, however, the new structure will give them the ability to focus 100% of their efforts on those cases where restitution is owed.

Orange County Probation Department
2009 PERFORMANCE MEASURE UPDATE
Key Service Area: WORKFORCE

Workplace Safety

PERFORMANCE MEASURE: Worker's Compensation Claims
WHAT: Total number of worker's compensation claims filed during the fiscal year.
WHY: 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.

FY 07/08 Results	FY 08-09 Plan	FY 08-09 Anticipated Results	FY 09-10 Plan	How are we doing?
77 Worker's Compensation Claims were filed during FY 07/08	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.	The FY 07/08 total number of worker's compensation claims filed is above last year's total (62) and puts this measure in the caution range for future monitoring. However, it should be noted that the current total of 77 is considerably lower than the average number of claims filed through FY 03/04, which was 105 claims per year. Over the past four years in particular, the agency's Safety Officer and worker's Compensation manager have made a concerted effort to work with CEO/Risk Management to conduct regular evaluations of workplace environments, provide appropriate staff training, and respond immediately to all claims initiated from staff.

Recruitment, Selection and Retention

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

FY 07/08 Results	FY 08-09 Plan	FY 08-09 Anticipated Results	FY 09-10 Plan	How are we doing?
7,313 Peace Officer Applications were received in FY 07/08.	Maintain the resources needed to attain the target goal. Identify additional refinements to this measure for Balanced Scorecard.	Anticipate lower number of applications received due to County restrictions on hiring.	Maintain the resources needed to attain the target goal. Implement and/or revise recruitment and retention measures as needed.	The Department's recruitment efforts were very successful this year with the number of applications received for entry-level peace officer positions nearly doubling. This success is clearly the result of the Department's enhanced efforts over the past several years in the recruitment and marketing of entry-level Institutional peace officers. These efforts include creating an improved employment web page, running a pre-movie advertisement video throughout Orange County, placing numerous ads in local newspapers and publications, advertising in the Angel's "Halo Magazine", and reaching out to potential applicants by attending job fairs at local colleges and universities and other recruitment opportunities. At this time, however, recruitment activities have been reduced due to the county freeze on hiring.

COUNTY OF ORANGE PROBATION DEPARTMENT

2009 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 Card Codes:  Meets or Exceeds Goal  Close Monitoring  Corrective Actions				Goal	FY 07/08 Results	Results vs. Goal
COMMUNITY SAFETY KEY SERVICE AREA						
Recidivism Metrics						
% of probationers terminating probation without a new law violation.						
Adult				> 60%	67%	
Juvenile				> 60%	67%	
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.				> 40%	65%	
% change in juvenile probationers attending school regularly at beginning of probation compared to % at termination of probation supervision.				(Measure	Under Development)	
Recidivism Reduction: Compliance Monitoring				(Measure	Under Development)	
COURT SUPPORT KEY SERVICE AREA						
Quality of Probation Services						
% of reports completed and delivered on time						
Adult				> 95%	100%	
Juvenile				> 95%	84%	
% of bench officers satisfied with probation services				(Measure	Under Development)	
Quality Assurance Service Providers				(Measure	Under Development)	
VICTIM SERVICES KEY SERVICE AREA						
Victim Satisfaction with Services						
% of victims satisfied with the quality and manner of department services provided to them				> 60%	59%	
Victim Restitution Collected from Offenders						
Total dollars collected and paid per reporting period (year)				> \$4 M	\$ 3.98M	
Victim Protection				(Measure	Under Development)	
WORKFORCE KEY SERVICE AREA						
Workplace Safety						
Total number of workers' compensation claims filed during FY 07/08				< 70	77	
Recruitment, Selection and Retention						
Total number of applications for entry level peace officer position received				> 4,120	7,313	
Workforce Involvement, Reward and Recognition				(Measure	Under Development)	
Succession Planning				(Measure	Under Development)	
Workload (Caseload) Management and Planning				(Measure	Under Development)	