

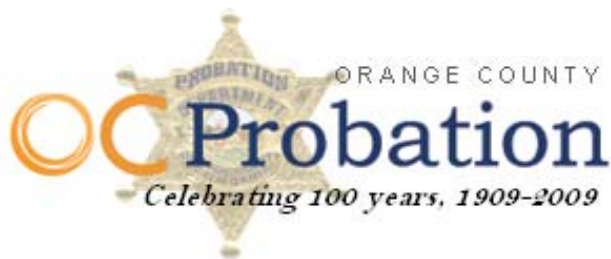
Orange County Probation Department



**Celebrating 100 years
1909-2009**

2010 Business Plan

Colleene Preciado, Chief Probation Officer
March 19, 2010



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PROBATION DEPARTMENT

March 19, 2010

To our readers:

The Orange County Probation Department's 2010 Business Plan is a brief overview of some of the many services the department provides to the Orange County community in carrying out its public protection mission. As we celebrated our 100 years of service, it was a time to reflect upon the outstanding work performed by our employees as well as a time to evaluate our core services due to extreme budgetary shortfalls faced throughout Orange County.

These past few years, the department has faced devastating budget cuts due to the downturn in the economy. Never before have we been faced with such impacts which have resulted in hundreds of layoffs and cutbacks to services we provide to the community. The department was forced to close the last two remaining Youth and Family Resource Centers (8% Program) which provided services to high-risk youth and their families. Los Pinos Conservation Camp closed their doors after over 39 years of dedicated service to youth committed to our care and funding for programs such as PC1210 was cut by the state, resulting in the closure of these field units. Despite these devastating cuts, we have begun to implement Evidence-Based Practices into our operations and are now more focused on what works in community corrections. We have seen some exciting changes within the field of Corrections including: the implementation of SB 678, which will provide funding for Evidence-Based Programming for adults on probation; the Juvenile Detention Alternatives Initiative (JDAI) which began in 2008, officially implemented in 2009, and has seen a drastic reduction in the number of minors housed in our institutions; our own Integrated Case Management System (ICMS) has transformed the way we supervise probationers and document our activities. These years have been difficult, but they have also been among the most exciting times we have ever encountered.

This year, the department continues to incorporate the Balanced Scorecard system as part of our continuing effort to manage more effectively by quantitatively measuring mission critical functions. Though Probation's Balanced Scorecard is still in its early stages, I believe it will transform our Business Plan into "marching orders" for the organization. It provides a framework for performance measurements today and will help us identify Evidence-Based Practices and measures that will improve mission critical functions as we move into 2010 and beyond. This is known as a "dashboard" which will assist in the ongoing evaluation of not just what we are doing, but how well we are doing it.

Pages 1 through 15 of this document provide you with a brief overview of the department and an explanation of four service areas which our management team, with input from our partners in the justice system, identified as being "Mission Critical." Pages 16 through 20 provide you with a snapshot of how the Orange County Probation Department is performing with regard to these "Mission Critical Service Areas." Though still in its beginning stages, it is an early indication of how this performance management system enables Probation to clarify our mission and translate it into action.

Probation's 1,389 employees and about 650 volunteers are essential to carrying out the mission of the agency. Orange County Probation is considered a leader in corrections throughout the state because of our values, dedication and commitment to serving the community. We are a proud workforce. Our employees support one another. As you can see on pages 23 through 27 their achievements are impressive and often recognized statewide and at the national level. I am excited about what we can accomplish in the coming year and I highly encourage you to read our Business Plan. I am confident we will advance effective solutions to the challenges we face with the support of the Board of Supervisors, collaboration with our labor organizations, partnerships with local law enforcement, and dedication of our excellent workforce.

Sincerely,

Colleene Preciado
Chief Probation Officer



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VISION STATEMENT

Promoting excellence and innovation in the field of corrections,
contributing to a safer Orange County through a
systematic reduction in recidivism.



MISSION STATEMENT

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*



Orange County Probation Department Core Services

The Orange County Probation Department is a criminal justice agency that has provided community protection to the residents of Orange County since 1909. As part of the County's continuum of criminal justice services, the Probation Department's primary focus is on adult and juvenile offenders who are charged with or convicted of crimes.

Probation means the conditional release of an offender under specific terms ordered by the Court. It provides an opportunity for offenders to redirect their lives and pay restitution to their victims while under the supervision of the Probation Department.

When juvenile or adult defendants are charged with law violations, the Probation Department conducts criminal investigations and provides information for the Juvenile and Criminal Courts to make sentencing decisions. While being processed by the Courts, defendants may be released or they may be detained in custody. The Probation Department provides detention for juveniles at Juvenile Hall while they are going through the court process.

After sentencing, the Probation Department enforces court orders specific to each offender. If the court orders a juvenile offender to serve a commitment in a local institution, that custody time is served in one of five correctional facilities operated by the Probation Department. In addition to providing a safe environment, these institutions offer a variety of treatment services in collaboration with other agencies. (If the Court orders an adult offender to serve a commitment, that custody time is served in a correctional facility operated by the state, the county, or a city.)

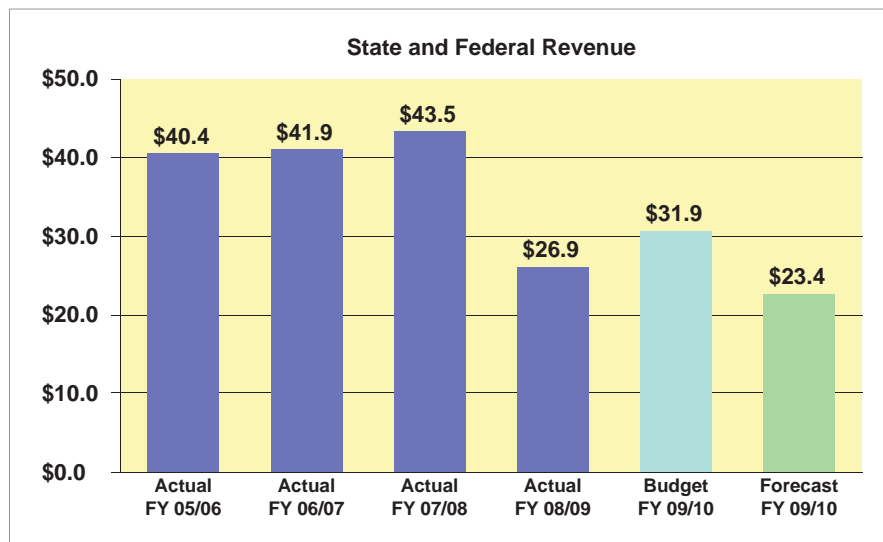
The Probation Department currently has 1,389 employed positions to accomplish its mission. Operationally, it is divided into three key service bureaus (Juvenile Intake and Detention, Field Operations and Operations Support), managed by a Chief Probation Officer, three Chief Deputy Probation Officers, and sixteen Division Directors.

Probation focuses its efforts on ensuring the most efficient and effective use of staff resources by continuing to review the commitment of existing resources. The department also continues to explore the use of automation and other technological advances to improve business operations that increase the quality of services to our clients. It also identifies and plans for training requirements for end users in all automation projects to ensure efficient conversion to new systems.

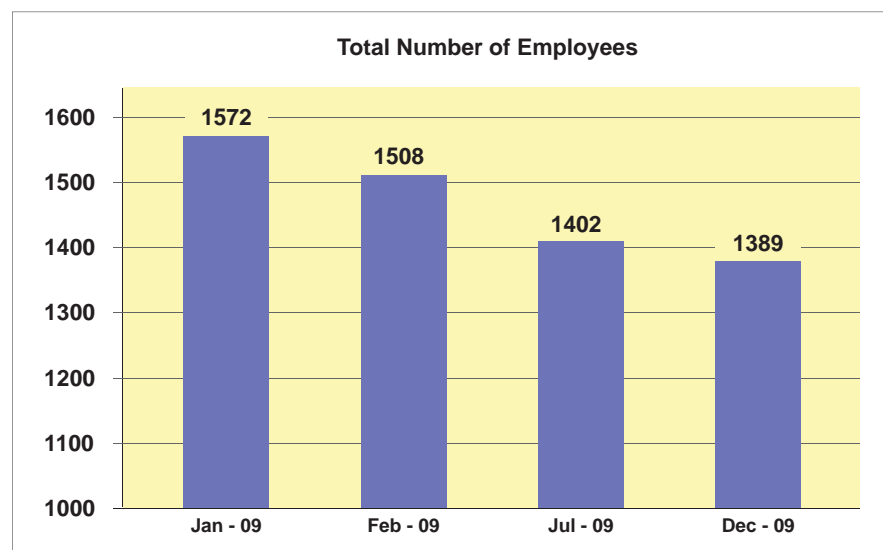
The 2009 year has been especially challenging for the Department due to the ongoing fiscal crisis facing not only Orange County, but the entire State of California. Going back to the beginning of FY 2008/09 the department has had to make significant program and staffing reductions to meet our budget limits. In July 2008, we made reductions **totaling \$4.9 million and eliminated 16 positions**. As a result of a continual decline in the economy, the department was required to cut an additional 2%

of our general fund allocation in November 2008. This resulted in a loss of **\$2.3 million in funding**. The department's fiscal picture continued to decline as we entered 2009. Due to the loss of Federal Title IV-E revenue and a plummeting economy the department was forced to make **\$8.2 million in reductions that resulted in 58 staff being laid off**. The fiscal picture continued to deteriorate as we began FY 2009/10. In order to meet our budget limits the department had to take additional reductions in the amount of **\$6.4 million that resulted in 93 staff being laid off, for a total of 151 employees including managers and line staff losing their jobs resulting in service reductions across the department and the closure of the 156 bed Los Pinos Conservation Camp**. While these cuts have been draconian, the department has held true to our core mission and values to ensure that we continue to protect our community.

To help illustrate the impacts on our department the chart below shows the decline in our State and Federal revenue over the last 5 years.



The chart below depicts the sharp decline in the total number of employees during the 2009 calendar year.



In addition there have been, and most likely will continue to be, changes in the California Department of Corrections and Rehabilitation that will result in placing increased responsibility for management of adult and juvenile offenders on county probation departments and other local agencies. Probation and collaborative partners will need to make the necessary adjustments for any additional services, potentially impacting both workforce and financial resources.

The demand for **Evidence-Based Practices (EBP)** that show the effectiveness of department operations continues to grow. The department's quest to improve public safety through Effective Correctional Practices has been supported for the past two years by a technical assistance grant from the National Institute of Corrections (NIC). The Crime and Justice Institute (CJI) has provided consultant expertise as our department has employed components of the "What Works" practices, launching the "Implementing Effective Probation Practices" (IEPP) project. The goal is for the department to focus its resources on programs that are proven to work. Probation has assigned a newly created function implementing practices and program components that have been demonstrated to work. This function is attached to the Training Division in order to coordinate implementation of Evidence-Based Practices into the training of our staff. During the course of the project, relationships with other EBP focused corrections agencies continue to develop into profitable partnerships. NIC is now supporting five Southern California Probation Departments in developing strategic goals.

Several major projects have followed our IEPP efforts. The Juvenile Detention Alternatives Initiative, supported by the Annie E. Casey Foundation, is an example. We are in the process of creating a Day Reporting Center to help address jail overcrowding and support offender accountability. A collaborative work group is formalizing a Graduated Sanctions matrix, identifying swift and certain interventions to violational behaviors, and incentives to promote self-regulation by offenders. We are also customizing our approach to SB 678, the statewide initiative supporting Evidence-Based Probation Supervision for adults. Another step in this direction is the Probation Department piloting the implementation of the **Balanced Scorecard** as a new approach to performance management for the County.

The Balanced Scorecard is a tool used to develop results measurements and information to improve the department's ability to make performance-informed decisions and clearly communicate the value we bring to citizens, customers, and stakeholders. Successful implementation will require participation and buy-in from all levels of the organization, as well as support from the Board of Supervisors and County Executive Office.

The Orange County Probation Department has identified four Mission Critical Service Areas in an effort to measure our performance in achieving our mission as a department: Community Safety, Workforce, Victim Services and Court Services. Within each Service Area, several specific measurements have been determined to help assess Probation's performance. They are highlighted in full in the sections that follow. Tracking Probation's performance in these measures presents a major challenge given the present Research Division resources and will continue to be a growing part of their workload.

MISSION CRITICAL SERVICES #1

Community Safety

The first of the Orange County Probation Department's Mission Critical Service Areas is to help maintain a safe community. The foremost way that the Orange County Probation Department provides protection to the communities by ensuring that adult and juvenile offenders on probation comply with court orders.

The Probation Department focuses its attention on adults and juveniles who have already committed crimes. For the adult and juvenile offenders living in the community, Probation Officers make sure these offenders follow the orders of the Court and rules of probation. They also assist these offenders to address problems in their lives that may contribute to their illegal activities, such as unemployment, drug addiction, gang affiliation, etc. For juvenile offenders in custody, Probation provides a safe residential setting where the issues that contributed to their criminal behavior can be addressed. Probation operates other programs designed to hold offenders accountable while providing alternatives to incarceration.

At any given time, there are approximately 6,234 juveniles and 15,291 adults on probation supervision. The main goal of the Probation Department when it comes to these offenders is simple: **Reduce Recidivism**. By holding offenders accountable to meet court required terms and through close partnerships with criminal justice agencies, such as local police departments and the District Attorney, law violations are reduced and offenders become contributing community members.

OFFENDERS IN THE COMMUNITY

Within Probation's Field Operations Bureau are three divisions assigned specifically to maintain community safety. They are Adult Supervision, Juvenile Supervision, and Special Supervision. These divisions balance strict enforcement of the Court's conditions of probation while assisting probationers to conduct themselves as law-abiding citizens in the community. Offenders who violate their conditions of probation are held accountable by a Deputy Probation Officer and can be returned to custody.

Deputy Probation Officers assess offenders while they are on probation to identify risk levels and crime producing issues. Assessment results assist Deputy Probation Officers in identifying and prioritizing the supervision intensity. These assessments create supervision strategies to address offender accountability, enforcement and safety concerns, and facilitate rehabilitation services, all for the purposes of reducing recidivism.

In view of the department's strategic movement towards Evidence-Based Practices (EBP) and its current coordination with the Annie E. Casey Foundation's Juvenile Detention Alternatives Initiative (JDAI), the decision was made to convert the long time Youth and Family Resource Centers to a

Youth Reporting Center (YRC) model in order to effectively and efficiently manage its juvenile offender population as well as safely reduce reliance on secure detention.

The YRC program is a collaborative partnership that includes the Orange County Probation Department, Orange County Department of Education, Orange County Health Care Agency (Children and Youth Services), and participating community based organizations. It is felt that the YRC program, as part of an overall continuum of juvenile supervision strategies, will decrease the number of youthful offenders in need of secure detention, promote lawful and productive lifestyles of its youthful offenders by providing proven intervention and programming, and will assist the Orange County Probation Department in redirecting public funds towards additional effective juvenile justice strategies while ensuring public safety.

Among the many plans for integrating Evidence-Based Practices into operations, is a current effort to establish a “Graduated Response” for adult probationers not presenting a risk to public safety but who are demonstrating low level technical probation violations. The use of gradual sanctions and incentives in corrections has been proven by research to significantly improve successful completion of probation, most notably in Hawaii’s HOPE program in which “swift and certain” responses to violational behavior proved significantly effective in reducing continued violations and re-arrests. This department continues to meet with the Court, District Attorney, Public Defender and other key criminal justice stakeholders to devise a continuum of sanctions for use in Orange County in the ongoing pursuit of achieving greater successful completion of probation terms.

JUVENILE CUSTODY PROGRAMS

The Probation Department operates five juvenile correctional institutions that have a combined state-rated capacity of 799 beds. These include secure detention facilities at Juvenile Hall and the Lacy Juvenile Annex, a module of beds at the Lacy Men’s Jail for minors who represent a security risk due to the nature of their charges. The Probation Department also operates three non-secure institutions: Joplin Youth Center, the Youth Guidance Center, and the Youth Leadership Academy.

Juvenile offenders are removed from the community by the Court and detained in one of the juvenile institutions to hold them accountable for the crimes they have committed and to protect the community. While incarcerated, Probation’s role is to assist these offenders to develop vocational and life skills and to alter criminal thinking patterns which lead to delinquent behaviors. In collaboration with a wide variety of public and private partners, evidence-based institutional programs prepare wards for a successful reentry to the community.



Minors talk with firemen during Career Day at YGC.

Juveniles come to the institutions with a variety of needs for care and treatment. In addition to receiving the basic necessities of shelter, clothing, and food, the minors receive services to meet their mental, physical, and emotional needs. Juvenile offenders are assessed for medical and mental health needs and substance abuse issues with treatment provided directly by Probation Deputy Juvenile Correctional Officers or by Health Care Agency and Department of Education therapists. Accredited classes are provided by the Department of Education to meet the educational needs of each minor. A variety of recreational and community service programs are also provided.

Due to the economic downturn in Orange County and extraordinary budget shortfalls, Los Pinos Conservation Camp was closed in July 2009. Los Pinos was opened in 1970 as a camp for our older male youth. Through the years the camp increased its bed space converting to a 156-bed co-ed facility. New trends in sentencing revealed that the average length of stay at Los Pinos had been reduced to 45 days. In lieu of housing these short term commitment youth, alternatives to incarceration were developed.



Los Pinos Conservation Camp 1970-2009

The Probation Department provides programs that offer alternatives to incarceration. The Juvenile Court Work Program allows offenders to work on weekend crews cleaning parks or public land in lieu of serving institutional commitments. The Accountability Commitment Program permits offenders to be released home on electronic confinement and report to a day school and treatment program.

Case Study

In April 2009, Jose was released from the Youth Leadership Academy (YLA), after serving a 250-day commitment. While at YLA, he participated in the Extensive Support and Treatment Program (ESTP) which included wraparound services through the Youthful Offender Wraparound (YOW) program. Upon release, he obtained temporary employment through North Regional Occupational Program (ROP). After obtaining his job, he was able to obtain an ATM card and learned to log his deposits and withdrawals in his checkbook register. He set a goal of learning to be financially independent and how to manage his money. Additionally, he enrolled in school at Cypress College, where he continues to attend. Jose submitted to over 38 drug tests, as well as one breathalyzer test. All of the tests returned negative for drug/alcohol use except for five tests conducted during the month of May 2009. After testing positive, Jose was directed to enroll in a substance abuse program. Jose enrolled in weekly individual counseling and a weekly substance abuse program at The Gary Center. He successfully completed the nineteen week substance abuse program through The Gary Center and continued weekly individual therapy. After completing the Gary Center Program, Jose remained clean and sober. Jose's mother reported she noticed a marked improvement in Jose's behavior and attitude, and noticed after participating in ESTP, Jose seemed to have developed a sense of responsibility and accountability. In October 2009, the Court granted Jose's wardship and probation terminated for his successful completion of Probation.

SPECIALIZED SERVICES FOR OFFENDERS

Orange County Probation recognizes that certain types of offenders have very special needs. This is why Probation offers many specialized programs within its field supervision and institutional programs.

Probation has specialized programs for substance abuse offenders of all ages. Juveniles with significant histories of substance abuse and those recovering from alcohol/drug addiction receive special programming. One of Probation's five juvenile facilities is geared strictly for minors with substance abuse issues.

Probation also provides specialized services and supervision for adults and juvenile sex offenders in and out of custody. Juvenile Hall has two secure units for male wards with court-ordered commitments for sex offenses. These offenders receive programming to address their offenses, including treatment from a therapist who specializes in working with youthful sex offenders. All program progress in these units is shared with the field probation officers to ensure continuity of care upon the minors' release. After their release, sexually abusive minors are supervised by juvenile field deputies who receive specialized training in addressing this population's specific risks and needs. These deputies carry smaller caseloads to allow for more intensive supervision and collateral contacts, including extensive use of Wraparound services.

In addition, many adults convicted of sex crimes are supervised by the Probation Department. These probationers receive a program of intense supervision, specialized sex offender treatment, and polygraph examinations. The goal is to provide proactive supervision and ongoing risk assessment to allow for intervention at points of high-risk conduct prior to recidivism, thereby reducing victimization of the community.

Another specialized service is our Global Positioning System (GPS). The department is continuously evaluating and enhancing our GPS with up to date and state of the art equipment and software. The Department has expanded the use of GPS to juvenile and adult offenders as an enhanced supervision tool and as an alternative to custody time. Much of the success of the GPS program is due to our collaborating with other county agencies (OC Courts, Orange County Sheriff's Department, District Attorney, and Public Defender) to develop a GPS process mutually benefiting all resulting in the use of less staff while enhancing supervision.

Probation also has specialized services for severely emotionally disturbed offenders. These offenders require extensive collaboration to manage their behavior and meet their needs. In some juvenile cases, their behavior is so severe that psychiatric facilities are unwilling to accept them. Juvenile Hall has developed a special housing unit to manage emotionally disturbed offenders. Once these minors are stabilized, they move to other institutions for additional program opportunities.

The department is also currently supervising adults placed on probation for intimate partner violence, stalking, elder abuse, or child abuse. Emphasis in these domestic violence cases is to provide accountability and education to the offender and enhance the safety of victims and their children through education and resource referrals.



Left to right: CDPO Sean Barry, DJCO II Todd Brown, ADD Tim Todd, DJCO II Eric Burnell, SJCO Doug Cochran, DJCO II Kelly Scanlon and DJCO II Clarence Taylor are honored by CPPCA with the John B. Clark Memorial Award for their work with emotionally disturbed minors.

Adult and juvenile gang members identified as the most serious gang cases are supervised by the department's Gang Violence Suppression Units. Deputies in these units are armed and stationed at police departments countywide. These Deputies also go into the community and provide gang education to local schools and parents. This community outreach helps educate the community and empower parents to combat gang violence.

In addition to all these groups, there are adult criminal offenders considered at high-risk to re-offend or with histories of violent behavior. The department's Special Enforcement Unit has armed deputies who supervise these offenders and work closely with local, state, and federal agencies to monitor their compliance with court-ordered terms of probation. Two Narcotic Detection K-9 Teams support search and seizure activities for this population, as well as the entire department.

The performance measures used to gauge Probation's effectiveness in this Mission Critical Service Area are Adult Employment, Juvenile School Attendance and Recidivism Rate.

MISSION CRITICAL SERVICES #2

Court Services

The second of the Orange County Probation Department's Key Service Areas is preparation of investigative reports and other documents that aid judges in reaching appropriate court dispositions. It is essential the judges and commissioners of the Orange County Juvenile and Criminal Courts receive accurate, thorough and timely information to assist them in making detention and sentencing decisions.

To accomplish this, the Probation Department has committed 45 positions (deputized and support staff). Deputy Probation Officers assigned to investigation functions conduct nearly 200 investigations per month for the adult and juvenile courts. Probation determines its effectiveness in this area by measuring the percentage of court reports that are completed by Adult and Juvenile Investigations and delivered on time. Deputy Probation Officers and Probation support staff are stationed at all County Courts to provide timely on-site assistance during the court process. The Probation Department also screens appropriate cases for diversion services as provided by law. This allows the Orange County Superior Court to focus on the most serious cases.

Orange County has been moving toward a greater use of courts with a specialized focus. This specialization facilitates expertise among agencies that work with these courts (i.e., Probation, the District Attorney, Public Defender, Health Care Agency, Social Services Agency, Veterans Administration, etc.) and results in achieving more effective sentencing outcomes. Deputy Probation Officers are assigned to these specialized Courts.

Probation has an Adult Court Division and a Juvenile Court Division. **The Adult Court Division** provides services to the Courts and supervises Interstate Compact, Courtesy Supervision, Adult Drug Court, DUI Court, Collaborative Courts, Proposition 36/PC 1210 and Adult Investigation cases. The division also provides the Courts with Resident Probation Officers.

Facilitating the activities of the Adult RPO Unit with the Courts has been the development and implementation of eMinutes. Part of a larger Integrated Law and Justice (ILJ) project at the County level, eMinutes was initiated in April of 2008, with the goal of establishing a data link between Orange County Superior Court and the Probation Department to replace the manual process of sharing information, specifically Minute Orders generated at sentencing hearings and all probation-related matters. Since September of 2008, all court orders are received electronically. This integration and transmission of court orders provides an increase in efficiency by eliminating paper and physical routing of documents, as well as virtually eliminating missing documents.

The Juvenile Court Division processes custody intakes and non-custody intakes, diversion, and conducts investigations for the Court, supervises Juvenile Drug Court, Truancy Court, the Home Supervision Program and provides Juvenile Court Officers to each delinquency courtroom.

The Juvenile Court Division recently added the new function of Juvenile Hearing Officer (JHO) to help the court alleviate some of its budget constraints from the State. The JHO hears juvenile traffic matters in what is called an “Informal Juvenile and Traffic Court” (IJTC) at the Lamoreaux Justice Center. IJTC is permitted under the Welfare and Institutions Code and allows for a probation officer of suitable experience to be appointed as a juvenile hearing officer to handle traffic matters. Juvenile Court’s traffic caseload was recently centralized to one department, thereby removing this workload from six delinquency courtrooms. Centralizing the work allows for more consistent outcome of cases, enables increased engagement of minors and parents in juvenile traffic proceedings and saves judicial officer time.



DPO Karla Siefkes sits at the bench as the new Juvenile Hearing Officer in Traffic Court.

The Truancy Response Program (TRP) is a cooperative effort to address the problem of chronic truancy in Orange County schools. First implemented in November 2001, TRP targets chronically truant students who have failed to respond to traditional, district-level school engagement efforts. A primary goal of the program is to reduce truanancies and absences, thereby increasing the chances of future success for these at-risk youth. When a chronically truant youth is referred to TRP, the program works with local school districts to provide a continuum of interventions. TRP students showed a significant decline in their average truancy rate after entering the program (42% truancy in the six months before entry vs. 28% in the six months after entry). In addition, students who satisfactorily completed the program were significantly less likely to be arrested for a new crime in the six months following program exit compared with those exiting unsatisfactorily (6.5% vs. 22% respectively).

Case Study

Emma, a 16-year old student, had a long history as a runaway, a chronic truant and a methamphetamine user. At TRP referral, she was more than a semester behind in school credits. When Emma failed to respond to initial TRP interventions, the family was referred to Truancy Court. Soon after, Emma ran away from home and after failing to appear in Court, a warrant was issued for her arrest. TRP contact with the mother continued. When the mother suffered a significant injury resulting in hospitalization, the probation officer located Emma, who was homeless, and brought her in on the arrest warrant, eventually convincing her to move in with a relative offering a stable environment. Through the focused interventions of the TRP team over the next year, Emma began attending the Sunburst Youth Academy, a six-month program for at-risk youth and was able to stop using methamphetamine. At 18, Emma graduated from the Academy, received her high school diploma, and is now able to look forward to a more promising future.

Juvenile Detention Alternatives Initiative (JDAI)

Over the past year, the Juvenile Court Division has launched an aggressive, multi-agency effort to reform juvenile detention in the County. While pursuing the evidence-based strategies of the Juvenile Detention Alternatives Initiative (JDAI), a project of the Annie E. Casey Foundation, Probation and other juvenile justice partners have taken steps to improve efficiency in the use of secure detention beds, maximize the use of more cost-effective detention alternatives and produce meaningful data to drive decision making. On October 21, 2009, the County of Orange was selected by the Annie E. Casey Foundation to become an official JDAI site.

One vital strategy of JDAI is to ensure objective admissions screening. The stakeholder group developed a Risk Assessment Instrument (RAI) to help guide detention decisions. The introduction of the RAI has shown a consistent 17% reduction in the Juvenile Hall detention rate.

Another strategy of JDAI is to have effective alternatives to confinement available. In the past 12 months, the Home Supervision Program (HSP) and Accountability Commitment Program (ACP) were expanded through the incorporation of GPS technology. Through the incorporation of GPS and meetings with the court and other stakeholders, the RAI and training throughout the system, the population of HSP has increased by 51% and the population of ACP has increased by 9%. There are currently over 300 fewer minors in custody now than there were one year ago. Other strategies that will be pursued under JDAI are: expedited case processing, reduction of racial disparities, strategies for special cases such as warrants and probation violations and rigorous facility self inspections. While reduced reliance on costly detention beds is beneficial, the project cannot be successful without public safety benefits.

Girls Court cases are staffed by a treatment team including social workers, attorneys and investigators, doctors, counselors, Court Appointed Special Advocates (CASAs), Department of Education and Probation. Girls Court assists teen girls in dependency/foster care by providing comprehensive, strength-based, gender-responsive services. The support services are designed to increase each girl's self-sufficiency, nurture positive relationships, and promote healthy physical, emotional, social and educational development. The primary goal is to successfully transition the minors from 300 WIC dependency status into adulthood and independence.

Deferred Entry of Judgment (DEJ) Court was created in September of 2009. Non-Custody Intake (NCI) created a process to screen all incoming cases for DEJ eligibility and flag and expedite them to the District Attorney. All DEJ cases are now heard in one courtroom, with one Court Officer and one field DPO. Centralizing this population will allow for more consistent handling, expedited processing and collection of restitution for victims.

In every case, whether it is an Adult, Juvenile or Collaborative Court, it is Probation's role to ensure that these Courts receive the most accurate and thorough information so that Orange County's Judges can make sentencing decisions.

The internal performance measure used to gauge Probation's effectiveness in this Key Service Area is the Percentage of Court Reports Completed and Delivered on Time.

MISSION CRITICAL SERVICES #3

Victim Services

The third of the Orange County Probation Department's Mission Critical Service Areas is to ensure the needs and interests of victims are addressed in the criminal justice process. Probation recognizes that victims want to have a voice and need information to help them understand the system. They may need support services, restitution and referrals to resources.

The Probation Department continues the mission of supporting victims that have become unwilling participants in the Criminal Justice system. The Adult Investigation Units make every effort to contact victims of crime in an effort to represent their interests in the comprehensive pre-sentence reports delivered to the Court. For all of 2008, and thus far for 2009, Adult Investigation Officers averaged a victim contact rate of 83%. Additionally, in November of 2008, the voters of the State of California approved Proposition 9, the "Victim's Bill of Rights Act of 2008: Marsy's Law." This is a measure to provide all victims with rights and due process. Per the provisions of Marsy's Law, victims are entitled to receive, upon request, the pre-sentence report at the time it is available to the defendant (with the exception of the portions made confidential by law). The Adult Court Investigations Unit provides a copy of the report to the victim upon request through the unit or through the resident Probation Officer.

Case Study

In 2005, a probationer was ordered to pay \$48,864.90 in restitution to several victims due to property crimes which he had committed. In the three years he was on probation, he had only paid \$7,360 in restitution. The assigned Deputy Probation Officer made a case decision and petitioned the Court to extend probation for two additional years, to 2010. The probationer was reactivated and transferred from a banked caseload to field supervision. When the probationer reported to his first field office appointment, his new Probation Officer questioned him about his personal information which includes providing the license plate number of his vehicle. A DMV record check reflected that he had recently purchased a new car and this car was registered in his name. Probation Officers conducted a vehicle search and located a copy of the sales contract, which reflected a cash down payment of \$7,000.00. Obviously, at this point the probationer knew that his attempts to claim he had no money were not believable. In 2009, the probationer was arrested for a new law violation, but that case was later dismissed. However, this made it possible to bring the restitution issues to the Court's attention. It was discovered in court proceedings that the probationer had traveled six times, via deluxe accommodations, to Vietnam. Additionally, his wife provided proof that he had stashed \$80,000.00 in a bank account under her name only. Ultimately, the Court ordered the probationer to pay the remaining \$41,504.90 in full or face prison. The probationer ultimately agreed to pay the restitution in full. When the restitution funds were dispersed among the three victims, the largest check for \$36,238.00 was returned as the victim had moved. In dedication to the victim, the Probation Financial Officer followed up on the victim's residence and discovered that the house was now owned by the bank due to foreclosure. The Financial Officer immediately generated a certified letter to the victim, which was forwarded by the post office. This victim subsequently contacted the Financial Officer and could not believe the probationer had paid the restitution; she thought her money was lost forever. As you can see, many people benefited in this case by holding the probationer accountable and ensuring the victims were made whole.

As stated, victims come to the attention of the Probation Department because of crimes committed against them. While the majority of them are victims of a theft, crimes may range from a relatively minor incident to a serious, life-threatening crime of violence (such as assault or rape). Victims are almost equally divided by gender and come from a variety of ethnic, economic, and social groups. The needs of victims differ according to their own response to the crime and the nature of the crime.

The Probation Department strives to give these victims a direct, meaningful voice in the criminal justice system. Deputy Probation Officers contact crime victims to give them the opportunity to share with the Courts their version of the incident and its impact on them. At that time, victims are provided with information about the court process and the meaning of court orders that relate to them. The Probation Department also coordinates efforts with other organizations and agencies in the County that provide services to victims, such as the District Attorney, Sheriff's Department, and Victim Witness. These organizations assist victims and help them understand the criminal justice process, but it is the Probation Department that presents the needs and interests of victims to the Court in court reports. If precise restitution cannot be determined at time of sentencing, Probation Collection Officers continue to work with victims to determine restitution, present their interests to the Court and continue to follow-up with victims while an offender is on probation.

Once offenders are placed on probation, Deputy Probation Officers increase the safety of victims by monitoring the activities of offenders, which is especially critical in stalking and domestic violence cases. Specialized services are provided for the victims of domestic violence batterers and sex offenders. In the Domestic Violence Unit, specially trained Deputy Probation Officers administer nationally recognized instruments to assess the level of danger presented to victims. The Adult Sex Offender Unit strictly enforces restraining orders and court orders prohibiting or structuring contact with victims or potential victims. The assigned officers provide victims of sex offenders with contact information and referrals to victim services. Volunteer staff members are also available to maintain regular contact with the victims of sex offenders who seek additional services.

In addition to the services mentioned above, one of the most important services provided to victims by the Probation Department is the collection of restitution ordered by the Court. Collection Officers retrieve, as ordered by the Court and based on a defendant's ability to pay, restitution for crime victims and an assortment of fines, penalties, and fees, which offset costs to provide criminal justice services. In Fiscal Year 2008-2009 the Probation Department collected over three million dollars in restitution on behalf of the victims of Orange County.

The performance measures used to gauge Probation's effectiveness in this Mission Critical Service Area are the percent of victims satisfied and total dollars collected in restitution.

MISSION CRITICAL SERVICES #4

Workforce

The fourth of the Orange County Probation Department's key service areas is focused on our workforce. The core mission of the Probation Department is to protect the public by enforcing orders of the court and resocializing offenders so they become law-abiding, productive members of the community. Our employees constitute our most valuable resource to achieve our core mission in a manner that reflects the code of ethics and values of the Department.

Because of legal mandates and the greater degree of confidence society places on employees of a criminal justice agency, Probation requires a higher standard in the conduct of its peace officers and professional staff. Probation is also committed to providing our employees with a safe and healthy work environment.

The Probation Mission is also supported by an active corps of volunteers. Over 650 Volunteers in Probation bring a wealth of skills and experience to assist staff in providing a vast array of services. About 30 Volunteer Probation Officers contribute advanced level services. The members of the Probation Community Action Association raise funds to support special projects and meet the needs of probationers and their families.

The Volunteer Internship Academy is a collaborative program with Santa Ana College that provides students with a two semester, six unit college course that combines a classroom setting at Probation's Grand Avenue Office with on-the-job volunteer experience for those students considering probation as a career choice. Many probation deputies, supervisors



VIP talks with a Youth Reporting Center minor.

Case Study

In early 2000 while incarcerated at Juvenile Hall, Judy was matched with her volunteer mentor Anne under the Protestant Chaplaincy Ministry's (PCM) MatchPoint® mentor program. Judy's life experienced many ups and downs with repeated incarcerations at Juvenile Hall, and eventually jail and prison. Throughout these years Anne remained a steadfast presence in Judy's life providing support and spiritual guidance. In October 2009, Judy celebrated her three-year sobriety anniversary. Judy is "out of the system" and maturing as a productive young woman in society. In December 2009, Judy and Anne returned to Juvenile Hall together to minister to incarcerated girls at the PCM's 26th annual Christmas outreach. Judy hopes to mentor these young girls and be able to support them, as Anne supported her, during life's difficult times.

and managers provide classroom instruction for the class. Nearly two hundred students have participated in this popular program since its inception several years ago.

WORKFORCE REDUCTIONS

The fiscal crisis we face now and in 2009 was not unique to Orange County Probation or just in Orange County. Budget shortfalls, layoffs, business closures, program reductions and service cutbacks have been part of our state, national and global economic landscape for the past few years, and conditions are unlikely to change soon.

During 2009, recruitment and hiring activities were placed on hold due to Probation's fiscal challenges. In February 2009, it was necessary to implement a workforce reduction plan directly connected to program reductions due to a **\$10.5** million shortfall. Staff reductions resulted in the layoff of six managers (10.3% of our manager positions) and 52 line staff (3.2% of non-manager positions). Collaboration with other Orange County agencies and Los Angeles Probation resulted in the placement of approximately 30% of the employees who were impacted by the layoffs.

In July 2009, a second workforce reduction plan was implemented due to a **\$6.4** million deficit projected for fiscal year 2009-2010. Program reductions included the closure of Los Pinos Conservation Camp. A total of ninety-three line staff were laid off.

WORKFORCE SAFETY

The Probation Department is committed to providing a safe and healthy work environment for its employees and the public. It is the Department's responsibility, as mandated by state, federal and county rules and regulations, to ensure a safe workplace for its employees. Probation employees work in various assignments, locations and schedules. Our institutions operate around the clock. During 2009, all Probation managers and supervisors attended the CEO/County Safety Office Basic Safety Class in order to continue to provide a safe environment for its employees as well as the public.

The Department will continue to educate employees on workplace safety methods and techniques, provide training on established department policies and procedures related to safety management and maintain a close working relationship with CEO/Risk Management in order to lower the number of workers' compensation claims filed each fiscal year.

In 2009, a new Functional Fitness Class was developed as an introduction to the benefits of maintaining physical flexibility and strength, and to improve overall awareness about body functioning than can contribute to the prevention of work related injuries. This class is open to all staff in the Department and teaches staff techniques and movements to use both during work hours and outside the workday, to fight the affects of sedentary or repetitive fatigue and injury.

COMPETENCY-BASED PERFORMANCE EVALUATION SYSTEM

In conjunction with ongoing work with the Crime and Justice Institute, and in collaboration with the Human Resources Department and Orange County Employees Association, the Probation Department is implementing a competency model and performance evaluation system.

The new system reflects the competencies and organization goals for the Deputy Probation Officer and the Supervising Probation Officer classifications and provides for a process that is consistent, objective and meaningful and aligned to the Department's vision, mission and strategic direction and Evidence-Based Practices. The process includes the following components:

- Ratings based on established competencies and progress towards objective
- Opportunity for employees and supervisors to meet collaboratively throughout the evaluation period to discuss performance, objectives and goals for personal development
- Equitable and fair basis for evaluating performance and for determining eligibility for merit increases
- Ongoing feedback on employee's performance strengths and areas needing improvement
- Assist employees in successful objective and personal development attainment

The new system will be phased in over a period of six months beginning November 6, 2009. As we continue with the implementation of Evidence-Based Practices, what Supervising Probation Officers and Deputy Probation Officers do remains essentially the same. The real change comes in "how" they do their jobs. All of the competencies established for the evaluation system are critical in helping the Department focus on the "how" and are directly linked to the Eight Principles of Evidence-Based Practices.

The performance measures used to gauge Probation's effectiveness in this Mission Critical Service Area are Average Application-to-Hire Process Time, Average Position Vacancy and Total Number of Workers Comp Claims.

2010 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 Action

	Goal	FY 08/09 Results	Results vs. Goal
COMMUNITY SAFETY KEY SERVICE AREA			
Recidivism Metrics			
% of probationers terminating probation without a new law violation.			
Adult	>60%	74%	↑
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%	59%	↑
% 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%	89%	↔
% 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	59%	55%	↔
Victim Restitution Collected from Offenders			
Total dollars collected and paid during FY 08/09	\$3.98M	\$3.04M	↓
Victim Protection	(Measure Under Development)		
WORKFORCE KEY SERVICE AREA			
Workplace Safety			
Total number of workers' compensation claims filed during FY 08/09	277	258	↑
Recruitment, Selection and Retention			
Total number of applications for entry level peace officer position received*	7,313	3,909	↓
Workforce Involvement, Reward and Recognition	(Measure Under Development)		
Succession Planning	(Measure Under Development)		
Workload (Caseload) Management and Planning	(Measure Under Development)		


*In 2008 a hiring freeze was put into effect due to economic conditions

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 08-09 Results	FY 09-10 Plan	FY 09-10 Anticipated Results	FY 10-11 Plan	How are we doing? 
<p>Adults: 74% of the 5,412 adults terminated from formal probation without a new law violation in FY 08-09.</p> <p>Juveniles: 67% of the 2,034 juveniles terminated from formal probation without a new law violation in FY 08-09.</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>Three-fourths of the adults and two-thirds of the juveniles terminating from probation did so without committing new law violations while under probation supervision, far surpassing the target goal of 60% or better.</p> <p>Probation has benefited from a National Technical Assistance (TA) Grant supporting Evidence-Based Practices (EBP) and designed to reduce recidivism and improve public safety. The work begun with this TA, which ends in January 2010, will be continued under a new funding stream for probation under Senate Bill 678. While the TA support and the SB678 funding both focus on adult probation, the broader scope of these initiatives emphasizing EBP in community corrections apply as well to probation’s work with juvenile offenders.</p>

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 08-09 Results	FY 09-10 Plan	FY 09-10 Anticipated Results	FY 10-11 Plan	How are we doing? 
<p>A 59% gain in the percent of 1,689 terminated probationers with one-year satisfactory employment at initial probation entry (25%) compared to the corresponding percent in the year before termination (40%).</p>	<p>Maintain the resources and supervision level needed to attain the target goal.</p> <p>Continue to partner with public and private agencies to enhance offender employment opportunities.</p>	<p>Meet or exceed a gain of 40% with one year satisfactory employment at termination.</p>	<p>Maintain the resources and supervision level needed to attain the target goal.</p> <p>Continue to actively partner with community agencies that support offender rehabilitation efforts.</p>	<p>The FY 08-09 result greatly exceeded the target goal. However, the economic downturn continues to be especially challenging for offenders in obtaining and keeping stable employment. Probation is currently collaborating with the Sheriff’s Department and the Orange County Reentry Partnership on an NIC/Urban Institute Technical Assistance grant, which should help promote stronger linkages with the community on areas such as employment specifically targeting reentry offenders. Also, a probation officer funded by a Youth Offender Reentry grant awarded to the Workforce Investment Board will provide dedicated employment services for a reentry population of offenders ages 16 to 25.</p>


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 08-09 Results	FY 09-10 Plan	FY 09-10 Anticipated Results	FY 10-11 Plan	How are we doing? 
<p>Adults: 100% of the 827 investigations and reports were submitted to the courts within the filing deadlines during FY 08-09.</p> <p>Juveniles: 89% of the 1,120 investigations and reports were submitted to the courts within the filing deadlines during FY 08-09.</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>Examine possible measures of quality assurance for performance of service providers for the court.</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>All adult reports completed by adult investigation officers continue to be filed on time. This included 25 court reports that incorporated assessments results from the Static 99, the tool required by the state for risk assessment of registered sex offenders.</p> <p>The juvenile result of 89% 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 now identical to the adult measure definition.</p> <p>During FY 08-09, Probation was actively engaged in work with the Court regarding use of formal risk assessment tools to help guide detention/release and sentencing decisions. Following implementation of a juvenile detention risk assessment tool, the Juvenile Hall population declined by 24% and the total custodial population declined by 31%. Earlier this fall, Orange County was selected as a national Juvenile Detention Alternatives Initiative site by the Annie E. Casey Foundation. Plans are to continue discussion of this area with the adult courts as well as continuing to explore implementation of a pretrial supervised release program. Both the adult and juvenile efforts, as they evolve, will likely bring about significant positive changes aligned with Evidence-Based Practices in probation's role and relationship with the Courts and our criminal justice partners.</p>


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 08-09 Results	FY 09-10 Plan	FY 09-10 Anticipated Results	FY 10-11 Plan	How are we doing? 
55% of the 145 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 Balanced Scorecard 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 08-09 victim satisfaction rate of 55% is below last year's result (59% satisfaction). In addition to this finding, which keeps the measure in the caution range for the second consecutive year, the response rate for this survey was considerably below previous years' response rates (8% vs. 14% or more previously). It's unclear what the reasons are for these results; however, the department is very committed to providing quality services to victims and will be evaluating possible causes and ways to improve these services.

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 08-09 Results	FY 09-10 Plan	FY 09-10 Anticipated Results	FY 10-11 Plan	How are we doing? 
\$3,041,761 was collected from offenders for restitution owed to victims and for repayment of welfare fraud in FY 08-09.	Maintain the resources needed to attain the target goal. Consider refinements to the existing measure for Balanced Scorecard.	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 dollars collected for victims and repayment of welfare fraud during this fiscal year was below the \$3,977,000 collected in FY 07-08. This sharp decline 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. Over this year, the collections function was realigned to create one unit dedicated to enforcement of both adult and juvenile restitution collections, and a second unit focused just on investigation of restitution, thereby increasing the staff's effectiveness. Another improvement made was the addition of payment by credit card to the payment options available to probationers. Probation will continue to actively pursue collection of restitution and welfare fraud in order to hold offenders accountable for their crimes within their ability to pay.


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 08-09 Results	FY 09-10 Plan	FY 09-10 Anticipated Results	FY 10-11 Plan	How are we doing? 
258 worker's comp claims were filed in FY 08-09.	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 07-08 total of 277. 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

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 08-09 Results	FY 09-10 Plan	FY 09-10 Anticipated Results	FY 10-11 Plan	How are we doing? 
3,909 Peace Officer Applications were received in FY 08-09.	Identify additional refinements to this measure for Balanced Scorecard.	Anticipate little or no activity in recruiting entry-level Institutional Peace Officers due to projected fiscal shortfalls.	Implement and/or revise recruitment and retention measures as needed.	This year's total of 3,909 applications received is 47% below the FY 07-08 total of 7,313. Due to the Probation Department's fiscal challenges, the recruitment for entry-level Institutional Peace Officer was closed on November 25, 2008. Although the number of applications received from July 1 through November 25, 2008 exceeded the number of applications received in 2007 during the same time period by 40.8%, staff reductions and projected fiscal shortfalls will eliminate the need to open the recruitment for the remainder of FY 09-10.

APPENDIX

ORANGE COUNTY PROBATION DEPARTMENT

ORGANIZATIONAL CHART

CHIEF PROBATION OFFICER

Colleene Preciado
Secretary, Mary McDermid

ADMINISTRATIVE & FISCAL DIVISION

Brian Wayt (NCFSO)
Secretary, Olga Echevarria
Fiscal Manager, Lorna Winterrowd
Contracts Manager, Lala Ragen
Accounting, Collections, Facility Operations,
Purchasing, Records, Payroll, Budget, Forms
Property Control, Office Support, Contracts

PROFESSIONAL STANDARDS DIVISION

Donna Inouye (NCFSO, SAO)
Secretary, Melodina Santos
Assistant Division Director, Todd Graham
Manager, Kellie Aumond
Recruitment, Background Investigation,
Employee Relations, Subpoenas,
Rangemaster, Worker's Comp

CHIEF DEPUTY PROBATION OFFICER JUVENILE INTAKE AND DETENTION BUREAU

Sean Barry
Secretary, Nora Fernandez

CHIEF DEPUTY PROBATION OFFICER FIELD OPERATIONS BUREAU

Steve Sentman
Secretary, Karen Ziemke

CHIEF DEPUTY PROBATION OFFICER OPERATIONS SUPPORT BUREAU

Vacant
Secretary, Sierra Kennedy

JUVENILE HALL – DIVISIONS I & II

Keith Gotts
Secretary, Vacant
Assistant Division Director,
Sue DeLacy
Division I – Medical, DHO, Ministry, VIP/VPO
Assistant Division Director,
Catherine Stiver
Division II – Remand Liaison

ADULT SUPERVISION DIVISION

Shawn Small (SAO-SL)
Secretary, Mary Flynn
North, West, Central,
South County Field Offices
Adult Admin, Child Support/Welfare
Fraud Unit

PROGRAM / COMMUNITY RESOURCES / PIO DIVISION

Jeff Corp (NCFSO)
Secretary, Jennifer Carlin
Assistant Division Director,
Stacey McCoy
Grants, Program Development,
Reentry, Resource Monitoring

JUVENILE HALL – DIVISIONS III & IV

David Burnham
Secretary, Lourdes Magallan
Assistant Division Director,
Peggy Dames
Division III – Tour and Badge Coordinator
Assistant Division Director,
Tim Todd
Division IV – School, CEGU, Safety,
Construction

JUVENILE SUPERVISION DIVISION

Bryan Prieto (WCFSO)
Secretary, Judy Moses
Assistant Division Director,
Erik Wadsworth
Youth Reporting Centers
North, West, Central, South County Field
Offices, Placement, Juvenile Admin

INFORMATION TECHNOLOGY DIVISION

Jean Yu (SAO)
Secretary, Tami Tran
Assistant Division Director,
Ed Harrison
Software Development, Network
Operations, AS/400 Operations,
PC Support

YOUTH LEADERSHIP ACADEMY

Don Beezley
Office Supervisor, Vacant
Secure Residential Treatment – Co-ed
Assistant Division Director,
Brian Johnson

ADULT COURT DIVISION

Chris Bieber (SAO-SL)
Secretary, Melissa Lease
Courtesy Supervision, Interstate Transfers,
Investigation, County Parole,
Collaborative Courts,
Resident Probation Officers, Adult Intake,
Adult Drug Court, PC1210 Units

RESEARCH DIVISION

Dr. Shirley Hunt
Secretary, Maureen Dumas
Program Development and Evaluation,
Statistical Trend Analysis, Department
outcome Measurement, Institutional &
Caseload Projections

YOUTH GUIDANCE CENTER

Doug Sanger
Secretary, Shawna Gandara
Breakthrough, ASERT, STEP
Assistant Division Director,
Gerry Schiller

SPECIAL SUPERVISION DIVISION

Darlyne Pettinicchio (CCO)
Staff Assistant, Aida Sanchez
K-9 Narcotics Detection, High Control,
Gang Violence Suppression,
Adult Sex Offender Supervision,
Domestic Violence Supervision,
Supervised Electronic Confinement,
Dispatch

TRAINING AND VOLUNTEER SERVICES

Mike Collins (GAO)
Secretary, Rita Roberts
Training, Community Development,
Intern & Volunteer Services, Implementing
Effective Probation Practices Initiative

JOPLIN YOUTH CENTER

Robert Rangel
Office Supervisor, Jeannette Lopez
Assistant Division Director,
Kimo Igarta

JUVENILE COURT DIVISION

Daniel Hernandez (MOB-5)
Secretary, Maria Meaney
Assistant Division Director,
Mitch Cross
Investigation, Custody/Non-Custody Intake,
Diversion, Court Officers, Juvenile Drug Court,
DNA, Detention Alternatives

Accomplishments

Top Accomplishments for 2008 – 2009

1. **PROBATION CENTENNIAL 1909-2009 - CELEBRATING 100 YEARS OF SERVICE TO ORANGE COUNTY.**

This year, the Orange County Probation Department celebrated 100 years of service. The celebration began with a Centennial Kick-Off in April 2009 where over 400 people attended the event. We had members of the federal and state branches of government, the Board of Supervisors, the Courts, City Officials, OCEA, retirees, county agencies, PCAA, Police Chiefs, the faith community and many community groups that support the work we do in probation. Employee commitment and the department's history of setting high standards has earned OC Probation a trademark reputation of quality and trustworthy public safety services. It was a very proud day for OC Probation. In addition to this event, the department created a 36-page historical timeline of major events covering the 100 years of our department. With 100 years behind us, thousands of former and retired employees and volunteers of OC Probation faced many challenges and are now a part of our history as reflected in the records of our department. We concluded our celebration with a BBQ and an Angels Game for our employees, retirees and families. Our staff are making history in our lifetime as members of this department and we will leave our footprint, our watermark of excellence and our record of embracing prosperity and overcoming fiscal challenges in the next 100 years of our department.

2. **PROBATION STAFF WIN PRESTIGIOUS AWARDS.**

- DPO Gina Wilkie was selected by the Southern Region Chief Probation Officers for the 2009 Chief Probation Officers of California (CPOC) Regional Employee of the Year. DPO Willkie is credited for her work in collaborative partnerships that focus on adult probationers with co-occurring disorders.
- CDPO Kathy Goto was selected by the California Association of Probation Institutional Administrators (CAPIA) for the 2008 Jerry Darling Award. The award is given to individuals who are devoted to the highest principles in the operation of juvenile institutions and are recognized for their contributions to the field.
- In 2008 and 2009 staff from Youth Guidance Center, Los Pinos and Juvenile Hall were awarded California Association of Probation Institutional Administrators (CAPIA) Southern Region Line Staff Awards. Award recipients included SJCOs Kirstie Hughes, David Kincaid, DJCO II's Laurie Stoops, Mike Malmfeldt, Javaise Escoto, Miriam Rivera, Elaine Wicker, Carlos Meza, Lorraine Garcia, Guadalupe Diaz, Tamiko Rhodes and DJCO I Milton Flores.
- Deputy Juvenile Correctional Officer II Eric Burnell was selected to receive the 2009 California Probation, Parole and Correctional Association (CPPCA) Juvenile Institution Staff Member of the Year. DJCOII Burnell works with some of the most difficult kids in Unit I, Juvenile Hall's Mental Health Unit. He provides a great deal of stability within the unit and over the past three years, Eric has saved Unit I minors from choking on three separate occasions.

3. THE YFRC & PIO PICO ELEMENTARY SCHOOL HOSTS PROGRAM WINS STATE AWARD.

The California State Association of Counties (CSAC) honored the HOSTS Program with its 2008 Challenge Award. The HOSTS (Helping One Student To Succeed) Program allows youth assigned to the Youth and Family Resource Centers (YFRC) to participate and serve as mentors to the elementary school students at Pio Pico in Santa Ana, CA. YFRC youth began participating in the mentoring programming in 2006. The HOSTS Language Arts Program targets English as a second language students at Pio Pico Elementary School in third, fourth, and fifth grade who need tutoring in reading, vocabulary development, writing, critical thinking, listening, and study skills. The program includes a structured lesson plan that requires one-on-one mentoring and tutoring which fosters special bonds and friendships between the YFRC mentors and the younger students. This mutually beneficial relationship establishes a positive rapport that provides a meaningful learning experience which helps the students feel comfortable and gain the confidence needed to succeed academically.

4. MISSION POSSIBLE AND LIVES WORTH SAVING PROGRAMS EARN NATIONAL AWARDS.

The National Association of Counties (NACo) honored both programs with its 2009 Achievement Award. Girls need to feel empowered about their minds, their bodies, and their spirits to build confidence and inner strength. The primary goal of the Mission Possible Program is to provide gender based classes and transitional services to females detained at Juvenile Hall. These programs and services assist the girls in their successful transition back into the community.

In June 2008, the Probation Department and faith community members sponsored a Lives Worth Saving (LWS) Summit to provide a forum for those involved in youth gang prevention and intervention to share information and address barriers that impact at-risk youth. As a result of the LWS Summit, membership has expanded and evolved into the Lives Worth Saving Alliance, with plans to continue working together to develop effective community solutions and reach out to at-risk youth and their families.

5. THE TRUANCY RESPONSE PROGRAM (TRP) RECEIVED AN AWARD FROM THE ORANGE COUNTY DEPARTMENT OF EDUCATION.

The Orange County Department of Education awarded the Truancy Response Program (TRP) an Outstanding Contributions to Education Award. The TRP, including DPOs Bernadette Fee and Michele Smith, were featured in a video made by the San Diego County Department of Education to highlight best practices in education. The TRP targets habitual truants and engages them in a collaborative court environment to improve school attendance and reduce future recidivism.

6. JUVENILE HALL'S UNIT I TEAM WINS THE 2009 CALIFORNIA PROBATION, PAROLE AND CORRECTIONAL ASSOCIATION (CPPCA) JOHN B. CLARK MEMORIAL AWARD.

The California Probation, Parole and Correctional Association (CPPCA) awarded Juvenile Hall's Unit I with the 2009 John B. Clark Memorial Award. This award is given to an individual, group, or committee for their outstanding contributions to the field of corrections. Unit I focuses on extensive collaboration to work with some of the most difficult, troubled minors who enter the juvenile system. The Unit I team consists of Deputy Juvenile

Correctional Officers Todd Brown, Eric Burnell, Bessy Ferrell, Jeff Gallagher, Karen Nelson, Tamara Rice, Jamilla Russ, Kelly Scanlon, Clarence Taylor and Desiree Tilford, Supervising Juvenile Correctional Officer Doug Cochran, Teacher Mike Roman (OCDE), Mental Health Liaison Doreen Mercado (HCA) and Dr. Pete Farrell (HCA).

7. ANNIE E. CASEY APPROVES ORANGE COUNTY AS A JUVENILE DETENTION ALTERNATIVES INITIATIVE (JDAI) SITE.

In October 2009, the Annie E. Casey Foundation approved Orange County as a JDAI site in California. Our JDAI project began in 2008 when the Juvenile Court Division began implementing the strategies of the Juvenile Detention Alternatives Initiative (JDAI). A group of juvenile justice partners was assembled including the Court, District Attorney, Public Defender, Orange County Sheriff Department, Juvenile Justice Commission, Probation/Custody Intake and Probation/Research Division. Custody Intake supervisors evaluated an objective screening instrument from a neighboring county and began a pilot project in Custody Intake. Based on favorable results, the workgroup developed a Risk Assessment Instrument (RAI) for Orange County to guide detention decisions in an objective manner based on the offense, aggravation, mitigation, prior record and flight risk history. The live implementation of the Orange County RAI began in April 2009 and has reduced the rate of detention by 17%. There are currently over 300 fewer minors in custody now than there were one year ago.

8. THE PROBATION DEPARTMENT TEAMS UP WITH THE ORANGE COUNTY SHERIFF'S DEPARTMENT AND THE ORANGE COUNTY REENTRY PARTNERSHIP (OCREP) AND WINS GRANT FROM THE NATIONAL INSTITUTE OF CORRECTIONS FOR THE TRANSITION FROM JAIL TO COMMUNITY (TJC) PROJECT.

The mission of Orange County is to seamlessly transition our inmates upon release from custody into community based programs designed to enhance their successful reintegration into the community. This technical assistance grant will enable us to enhance the collaborative partnerships of involved agencies in areas such as coordination of assessments, identifying case objectives and agency responsibilities. By combining our current Reentry program with the TJC model, Orange County is confident that we can create a community-based reentry model that can be shared with other counties across the country with the overall goal of properly preparing inmates for a successful transition from jail into the community.

9. VOLUNTEER PROBATION OFFICER WAYNE BUSER CELEBRATES 10,000 HOURS OF VOLUNTEER SERVICE.

Wayne began his service with the Orange County Probation Department in 1999, and since that time has provided over 10 years and 10,000 hours of service. Wayne has worked alongside staff in a variety of service areas including Juvenile Hall, Volunteer Services Unit, and several Specialized Field Service units. For years, Wayne organized and provided extensive tutoring services for minors in Juvenile Hall, and is well known throughout the department's juvenile units for providing "Wayne's World," an educational slide show for minors that teaches them about the many countries in the world he has traveled.

In addition to his work with juveniles, Wayne has contributed thousands of hours working alongside officers in the sex offender unit providing assistance with tracking offenders, searching computers, and facilitating set-up of Megan's Law computers at the Orange County

Fair. During the last several years, Wayne has served the department as a subject matter expert on the Global Positioning Satellite programs, working with vendors, equipment, billing, training deputies, and serving on advisory committees.

10. THE PROBATION DEPARTMENT HOSTS THE 2009 AMERICAN PROBATION AND PAROLE ASSOCIATION (APPA) CONFERENCE.

In August 2009, the Department hosted the 2009 APPA Conference in Anaheim, California. Tours of our juvenile facilities were offered to probation and parole officers attending the conference as well as ride-a-longs. Attendees included those as far away as Alaska and Puerto Rico. In addition to the tours and ride-a-longs, the Department provided information about our Centennial Celebration and attendees were able to view historical information about the department as well.

11. THE PROBATION DEPARTMENT LAUNCHES INTEGRATED CASE MANAGEMENT SYSTEM.

In 2009, the Integrated Case Management System, or ICMS, was implemented as the primary conduit to case information and management. It has only been during the last quarter of our 100 years that our Department has seen the use of computers in case management. During this time, we have seen our capabilities grow from just tracking case files, to records management, to institutional movements and logs, to case assessments, and most recently, to include contact reporting. With ICMS, case information truly becomes Department information, and everyone with the need and right to know, can access the case file. ICMS moves us from the archaic number-navigation of the old CMS, to a web-based application of point-and-click navigation. The ICMS will help us become more effective probation professionals capable of delivering exceptional community corrections services for the public and courts that we serve.

12. TOURS AND VISITS BY PROMINENT PEOPLE/ GROUPS.

- The California director of Gang and Youth Violence Policy, Paul Seave met with members of Lives Worth Saving and the Chief at the Central YFRC.
- In 2009, Joplin, Youth Guidance Center, Juvenile Hall and the Youth Leadership Academy held Open Houses in Celebration of our Centennial.
- In April 2009, the Orange County Coordinating Council toured the Youth Leadership Academy.
- In May and November 2009, Justice Eileen Moore of the California Court of Appeals spoke to the minors at Orange County Juvenile Hall and was the keynote speaker at Otto Fischer High School graduation ceremony.
- In June 2009, the Korean Institute of Criminology toured the Youth Guidance Center, Juvenile Hall and the Youth Leadership Academy.
- In August 2009, those attending the APPA Conference toured the Youth Guidance Center, Juvenile Hall and Youth Leadership Academy.
- In September 2009, Armenian Criminal Justice officials toured Juvenile Hall with a representative from the State Department.

13. OUTCOMES FOR OFFENDERS.

- Three-fourths of adult probationers and two-thirds of juvenile probationers were terminated

from probation in FY 2008-09 without any new law violations during their time under probation's supervision.

- There was a 59% gain in satisfactory employment for probationers at their supervision termination compared with their rates when they were first placed on probation by the court.

14. JUVENILE INSTITUTIONS.

- The Juvenile Court Work Program (JCWP), supervised by Probation Department staff, provides a variety of community service work in Orange County. The areas of service include County Regional and Wilderness parks, county landfills, storm drain maintenance and various city contracts. Minors participating in JCWP completed 89,515 hours of community service in 2008 and 73,591 hours of community service in 2009.
- The Accountability Commitment Program (ACP), also supervised by Probation Department staff, provides several areas of community service such as work crews outside county offices and institutions, weed abatement, Special Olympics, Orange County Food Bank, Operation Santa Claus and Toys for Tots. Minors participating in ACP completed 3,111 hours of community service in 2008 and 2,626 hours of community service in 2009.
- More than 221 youths received either high school diplomas or GED certificates while serving commitments at the four youth facilities.

Probation Numbers

INDIVIDUALS ACTIVELY SUPERVISED BY PROBATION IN ORANGE COUNTY AS OF DECEMBER 2009

Adults 15,291
Juveniles 6,234

PROBATION EMPLOYEES AND VOLUNTEERS AS OF DECEMBER 2009

Probation Employees

Management – 50
Supervising Probation Officers – 49
Deputy Probation Officers – 342
Supervising Juvenile Correctional Officers – 42
Deputy Juvenile Correctional Officers – 511
Non-Sworn Support Staff – 395
Total Employees – 1,389

Probation Volunteers

Volunteer Probation Officers (VPO) – 30
Volunteers in Probation (VIP) – 500
Volunteer Internship Academy (VIA) – 110
Probation Community Action Association – 29
Total Volunteers - 669

PROBATION COMMUNITY SAFETY ACTIVITIES 2009

Risk Assessments & Case Plans Completed

Adult – 12,343 probationers
Juvenile – 5,363 probationers

Arrests made by Probation Staff

Adult – 1,822
Juvenile – 685

Number of Court Reports written by Probation Staff

Adult – 8,466
Juvenile – 7,634

Weapons confiscated by Probation Staff

Firearms – 72
Other Weapons (Clubs, Knives, Etc.) – 582

Field contacts made by Probation Staff

Adult – 20,269
Juvenile – 26,695

Drugs Confiscated by Probation Staff

Marijuana – 1,103.06 grams
Amphetamines/Methamphetamines – 51.09 grams
Cocaine and Opiates – 40.87 grams
Other Items – 435 items

Searches made by Probation Staff

Adult – 20,977
Juvenile – 28,248

PROBATION JUVENILE INSTITUTIONS AS OF DECEMBER 2009

Juvenile Hall (Orange) – 434 beds
Lacy Juvenile Annex (Orange) – 56 beds
Joplin Youth Center (Trabuco Canyon) – 64 beds
Youth Guidance Center (Santa Ana) – 125 beds
Youth Leadership Academy (Orange) – 120 beds

Total – 799 beds

Additional minors are placed on Alternatives to Detention Programs – Average daily population=100



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