Orange County Probation Department



2012 Business Plan

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To our readers:

The Orange County Probation Department's 2012 Business Plan is a brief overview of some of the many services the department provides to the Orange County residents while carrying out its public safety mission. The theme for this year's Business Plan, "A Safer Orange County, Through Positive Change", reflects the department's vision and mission to effect positive change in our adult and juvenile probationers. Through safe and secure detention, alternatives to incarceration and the continued use of "effective probation practices", we afford adult and juvenile probationers the opportunity to examine their actions, restore victims and make changes in their behavior to reduce recidivism.

The department continues to implement "effective probation practices" throughout its operations, more recently evidenced through the "Juvenile Detention Alternatives Initiative" and the expanded availability of "Thinking for a Change" training for those on probation, which would not be possible without the dedication of probation staff. Effective October 1, 2011, Probation has undertaken responsibility to supervise a new population of adult offenders as a result of State realignment. Recent reforms will continue to have significant impacts on both juvenile and adult community corrections. The department continues to employ the Balanced Scorecard system to more effectively quantify measurements of mission critical functions.

Probation's 1,265 employees and 541 volunteers are essential to carrying out the department's mission and vision. Our commitment to public safety and to providing probationers the opportunity and tools to change their behavior remains our department's focus. As we face the many challenges and demands of the coming year, the Probation Department will continue to implement efficiencies that result in juvenile and adult reforms to ensure public safety.

I am confident we will continue to implement and enhance effective solutions to the challenges and demands we face with the ongoing support of the Board of Supervisors, the County Executive Office and the many collaboratives including labor organizations, the County's criminal justice system, community stakeholders and our dedicated and committed workforce.

Sincerely,

STEVEN J. SENTMAN Chief Probation Officer



Chief Steven J. Sentman



Chief Deputy Chris Bieber



Chief Deputy Sean Barry



Chief Deputy Bryan Prieto

Vision Statement

A Safer Orange County Through Positive Change

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 Court in Managing Offenders
- **★ Promote Lawful and Productive Lifestyles**
 - ***** Assist Victims

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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 1,265 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 fifteen 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.

In addition, there have been and most likely will continue to be changes in the California Department of Corrections and Rehabilitation (CDCR) 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. Commonly known as "realignment", the state has begun the process of shifting responsibility for housing and supervision of juvenile and adult offenders that in years past would have been the responsibility of CDCR. Under legislation known as the AB-109, the Postrelease Community Supervision Act of 2011, certain offenders leaving state prison will no longer be supervised on State Parole, but will be supervised by the Probation Department. In addition, certain offenders sentenced by local courts for up to three years of custody will

be housed in local jails and possibly be released under Postrelease Community Supervision. Both of these populations promise to add significantly to the workload of the Department, with first-year estimates of 3,434 new adult offenders added to Probation's workload.

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 have established an adult offender Day Reporting Center known as the Center for Opportunity and Education (CORE) 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 refining our approach to adult offender supervision based on SB 678, the statewide initiative supporting Evidence-Based Probation Supervision for adults. Another step in this direction is the Probation Department piloting 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 the 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 the 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 community is by ensuring that adult and juvenile offenders on probation comply with court orders and remain law abiding in the community.

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 5,775 juveniles and 13,150 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**, **Postrelease Community 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 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 implement the use of a proven cognitive-behavioral treatment program known as "**Thinking for a Change**" (T4C). The program has been introduced in juvenile institutions, the Accountability Commitment Program, in all area offices serving adult caseloads and the CORE program. Institutional and field staff have been specially trained to deliver the program in a small group setting with probation staff facilitating. The T4C program targets offender thinking, which if successfully modified, positively changes their behavior. T4C is proving effective in the on-going pursuit of achieving greater successful completions of probation terms.

Case Study

"My probationer was arrested by ICE approximately one week after completing the program successfully. His attorney called me and told me that he had a tough judge and it looked as if he would be deported for sure. Although he was in the country legally with a green card, ICE attempted to revoke his legal alien status. He stated that he kept his (T4C) folder and had his girlfriend bring his folder with his homework and all of his certificates for him to show the judge. He showed the judge all of his work. The judge told him that was great, but what did he really learn? He then went on to explain to the judge how he now sees choices in his life and understands that he always has a choice and does not have to go into the "tunnel" when he sees trouble coming. He told the judge he now has a broader view of life and what he can do, his blinders have been removed. The judge was so impressed with his explanation that she allowed him to remain in the U.S. Since his release from custody, he has returned to his previous place of employment and is doing well." - Adult facilitator of Thinking for a Change Group

JUVENILE CUSTODY PROGRAMS

The Probation Department operates four juvenile correctional institutions that have a combined state-rated capacity of 738 beds. These include the secure detention facility at Juvenile Hall. The Probation Department also operates three non-secure juvenile 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.



DJCO II Ketema Nelson Speaks to a minor at Juvenile Hall

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.

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. The Department has also expanded the use of GPS and electronic monitoring for a variety of offenders in order to enhance community supervision, while affording a safe alternative to incarceration.

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 at the Youth Guidance Center.

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 Global Positioning System 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 benefited to 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.

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 out 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.



DJCO II Joseph Guzman, CAPIA Southern Region Line Staff of the Year Recipient

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 100 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. <u>The Adult Court Division</u> provides services to the Courts and supervises Interstate Compact, Courtesy Supervision, Adult Drug Court, DUI Court, Veteran's Court and other Collaborative Courts, Proposition 36/PC 1210 and Adult Investigation cases. The division also provides the Courts with Resident Probation Officers (RPO).

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.

<u>The Juvenile Court Division</u> 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 for 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.



A recent TRP participant proudly displays her High School diploma to TRP staff DPO Bernadette Fee, DA Patti Sanchez, and DPO Michelle Smith

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 truancies 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 (6.8% vs. 28.3% respectively).

Case Study

Seventeen year old Ryan was referred to the Truancy Reduction Program in June 2010 due to very poor grades and attendance. He was placed on a Probation Truancy Contract and he agreed to attend school, behave in school and improve his grades. His school attendance was monitored from the first day of school this year. His attendance has been perfect and the minor is getting four A's and one A-. He is on track to be able to return to Irvine High in January and his grades and attitude are much improved and he feels better about himself and his future.

Recently, his assistant principal noted that "Ryan demonstrates excellent attitude, attendance and achievement. He is a role model student."

Ryan's mother personally thanked everyone who worked with him and noted that he would not be back on the right track without the intervention that TRP provided. He has a passion and talent for film making, and has been recognized for and received awards for his abilities. With the assistance of TRP, Ryan was able to make a dramatic change in his life. He appreciates his life and his education now and he's doing what it takes to graduate in June with the rest of his classmates and plans to attend college and pursue his career in film making. His mother noted, "We couldn't have done this without you."

Juvenile Detention Alternatives Initiative (JDAI)

Over the past two years, the Juvenile Court Division has engaged in 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 7%. There are currently over 300 fewer minors in custody now than there were two years 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.

Disproportionate Minority Contact (DMC)

Beginning in 2010, the department entered into a cooperative agreement with the W. Haywood Burns Institute to promote a Juvenile Justice System reform initiative that will address the issue of overrepresentation of youth of color in the Juvenile Justice System. The process is an ongoing collaborative effort of all Juvenile Justice System partners.

<u>Girls Court</u> 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.

<u>Deferred Entry of Judgment (DEJ) Court</u> 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 is 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 that 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 2009-10, 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 presentence 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. Each year, the Department collects over \$2.5 Million dollars in restitution on behalf of victims.

Case Study

On May 24, 2011, defendant E.D. was placed on three years formal probation for violation of Section 368(e) PC (embezzlement from elderly dependent adult). Loss to the victim in the amount of \$33,190 was established after a thorough investigation by the Probation Department. The probationer was advised that she was to pay the full amount by July 25, 2011 or serve 180 days in jail.

The financial matter was assigned to one of the Department's Collection Officers, who began the process of setting up the case in our financial system. At the same time, they began to establish contact with the probationer to ensure that full payment would be made by the required date.

As of July 18, 2011 the probationer had still not made their restitution payment, so the Collection Officer began a series of calls to the probationer and their attorney.

On July 22, 2011 probationer's attorney brought in check in the amount of \$33,190 to pay restitution in full. The 88 year-old victim's representative was then contacted to advise them that the full restitution amount had been received, and that the victim had been 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 Financial 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 2010-2011 the Probation Department collected over \$2.5 million dollars in restitution on behalf of the victims of Orange County.

Annually, the Department surveys victims for key indicators of service delivery satisfaction. In 2010, 65% of respondents reported they were satisfied with victim services delivered by the Department, while courtesy of probation staff was ranked at 73%. An additional 64% of the respondents indicated they were satisfied with answers they received from Probation staff.

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.



VIP Marine Gevorgyan prepares Operation Santa Claus Collection Boxes

The Probation Mission is also supported by an active corps of volunteers. Over 540 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 and managers provide classroom instruction for the class. Nearly two hundred students have participated in this popular program since its inception several years ago.

Case Study

Diane Barbee came to Joplin Youth Center through the Volunteer Internship Academy. Diane worked for years in the banking industry and said that she did not find it rewarding and wanted a career where she could make a difference and go home at the end of the day knowing that she had done just that.

Diane came to Joplin to complete her 120 hour internship, and as all Interns must do she created a program for the minors here. She took things one step further and developed a work book and lesson plan to teach minors the importance of financial stability. The program stretched several weeks and taught minors how to budget funds and make reasonable expectations upon themselves on employment and housing.

Diane's workbook created an outline that she developed so that any staff or Volunteer could simply teach the program to a new group of minors to continue the work that she had started. Diane's dedication extended beyond her 120 hours as she worked hard to ensure that her lessons were easy to understand by the minors and any others who may end up using her program. The minors involved in the program all expressed appreciation for her and the program, with several saying that it was one of the most beneficial programs they had partaken in while in custody.

WORKFORCE GROWTH

The Department continues to deal with fiscal constraints related to poor economic conditions in the state and country. 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. The Department has strived to maintain service delivery levels in the face of several rounds of budget reductions. Several non-essential functions have been reduced or eliminated.

Beginning in October 2011, additional state funds have been made available to local justice system agencies to deal with the projected influx of adult offenders under AB 109 "Realignment". These additional funds (approximately \$6.6 million) will allow the department to begin filling critical open positions, lost over the past several fiscal years. Plans are underway to open institutional Correctional Officer and field Deputy Probation Officer recruitments.

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 2010, all

Probation managers and supervisors attended the CEO/County Safety Office Basic Safety Refresher 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 the ongoing work with the Crime and Justice Institution, 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 evidenced-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 employee in successful objective and personal development attainment.

The new system was 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.

COUNTY OF ORANGE PROBATION DEPARTMENT

2012 BALANCED SCORECARD AT A GLANCE

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

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

Score Meets or Close Corrective Card Codes: Exceeds Goal Monitoring Action COMMUNITY SAFETY KEY SERVICE AREA	Goal	FY 10/11 Results	Results vs. Goal
Recidivism Metrics			
% of probationers terminating probation without a new law violation.			
Adult	> 60%	66%	
Juvenile	> 60%	61%	
Recidivism Reduction: Risk Reduction/Offender Competency			_
% change in adult probationers with one year satisfactory employment at beginning of probation compared to % at termination of probation supervision.	> 40%	69%	•
% change in juvenile probationers attending school regularly at beginning of probation compared to % at termination of probation supervision.	`	re Under Deve	* *
Recidivism Reduction: Compliance Monitoring	(Measu	re Under Deve	elopment)
COURT SUPPORT KEY SERVICE AREA			
Quality of Probation Services			
% of reports completed and delivered on time			
Adult	> 95%	100%	
Juvenile	> 95%	95%	
% of bench officers satisfied with probation services		re Under Deve	
Quality Assurance Service Providers	(Measu	re Under Deve	elopment)
VICTIM SERVICES KEY SERVICE AREA	·		
Victim Satisfaction with Services			
% of victims satisfied with the quality and manner of department services provided to them	60%	65%	•
Victim Restitution Collected from Offenders			
Total dollars collected and paid during FY 10/11	\$ 2.90M	\$2.58M	
Victim Protection	(Measu	re Under Deve	elopment)
WORKFORCE KEY SERVICE AREA			
Workplace Safety			
Total number of workers' compensation claims filed during FY 10/11	263	238	
Recruitment, Selection and Retention			
Total number of applications for entry level peace officer position received	0	0	
Workforce Involvement, Reward and Recognition	(Measu	re Under Deve	elopment)
Succession Planning		re Under Deve	
Workload (Caseload) Management and Planning	(Measu	re Under Deve	elopment)

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 10-11 Results	FY 11-12 Plan	FY 11-12 Anticipate d Results	FY 12-13 Plan	How are we doing?
Adults: 66% of the 4,215 adults terminated from formal probation without a new law violation in FY 10-11. Juveniles: 61% of the 1,331 juveniles terminated from formal probation without a new law violation in FY 10-11.	Maintain the resources and supervision level needed to attain the target goal. Evaluate need to adjust target goal and/or add new measures to align with evidence-based practices.	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. Implement new EBP recidivism reduction outcome measures.	Almost two-thirds of the adults and over three-fifths of the juveniles terminating from probation did so without committing new law violations while under probation supervision, surpassing the target goal of 60% or better. Probation received funding under the American Recovery and Reinvestment Act (ARRA) which preserved a number of positions within the Department. The funds were also used to implement "Thinking For a Change" (T4C), an evidence-based, integrated cognitive behavior change program. A number of officers completed the training and now, as part of their duties, teach T4C classes to offenders. In addition, as part of SB 678, Probation continues to use evidence-based interventions to reduce recidivism and send fewer offenders to state prison. For Calendar Year 2010, there were 28% fewer prison revocations compared with the baseline rate. Orange County was designated a Juvenile Detention Alternatives Initiative (JDAI) site by the Annie E. Casey Foundation in 2010. As such, Probation has entered into a partnership with the Foundation and is benefiting from consultation in the area of juvenile detention reform. Probation will be implementing various strategies to improve case processing, address probation violations and reform detention policies to reduce recidivism.

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

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 10-11	FY 11-12	FY 11-12	FY 12-13	How are we doing?
Results	Plan	Anticipate	Plan	•
		d Results		
Adult: 100%	Maintain the	Meet or	Maintain the	The Adult Investigations Units complete a
of the 549	resources	exceed the	resources	variety of reports for the Courts including
investigations	needed to	prior year's	needed to	PrePlea, Probation and Sentencing,
and reports were	attain the	rates of on-	attain the	Adoption, Diversion and 1203.4 PC
submitted to the	target goal.	time filing	target goal.	Change of Plea reports. All of these
courts within the		of court		reports continue to be completed and filed
filing deadlines	Continue to	reports.		on time. A variety of proactive measures
during FY 10-	engage the		Evaluate	and strict adherence to timelines that
11.	court in		other	ensure early or on-time completion
	discussions on		potential	continue to be utilized.
	evidence-		measures that	

Juvenile: 95% of the 876 investigations and reports were submitted to the courts within the	based practices in sentencing and supervision.	reflect any new court support functions.	The juvenile result of 95% reflects the ontime 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.
filing deadlines during FY 10- 11.	implementatio n of best practices and a robust Quality Assurance monitoring process to maintain a high level of service for the court. Continue IT applications to electronically deliver reports to the court and to allow access to archived reports for case planning and reentry continuity.	applications of technology that will enhance our ability to meet the needs of the court through electronic transmission of reports, electronic storage and access of reports for reentry planning.	This revised juvenile measure is identical to the adult measure definition. During FY 10-11, Probation continued to work closely with our collaborative partners to refining the use of the juvenile detention risk assessment tool. This has allowed the department to better identify youths who must be in secure detention to protect the community and to assure their appearance in court. We also continue to examine disproportionate minority confinement within the Orange County Juvenile Justice System. As part of our collaborative efforts, we continue to leverage technology to better serve the courts.

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 09-10	FY 10-11	FY 10-11	FY 11-12	How are we doing?
Results	Plan	Anticipate	Plan	1
		d Results		•
65% of the	Assess what	Achieve a	Maintain the	The FY 09-10 victim satisfaction rate of
124	department	satisfaction	resources	65% exceeds the target of 60%. This is the
individuals	resources	rate at or	needed to	first time since FY 06-07 that the Victim
responding to	would be	above prior	attain the	Satisfaction rate moved from the caution
the victim	needed to	year's rate.	target goal.	range to the "meets or exceeds" range.
survey	attain the			
expressed	target goal.		Evaluate and	The vast improvement in victim
satisfaction			implement	satisfaction reflects the "client-centered"
with Probation	Consider		other possible	culture of the Probation Department which

Services	refinements	measures of	had, in recent years emphasized the use of
	to the BSC	quality of	effective probation practices in managing
	measure	victim	offenders in the face of dwindling
		services.	resources.

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

Key Service Area: WORKFORCE

Workplace Safety

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 10-11 Results	FY 11-12 Plan	FY 11-12 Anticipated Results	FY 12-13 Plan	How are we doing?
238 worker's	Maintain the	Total	Maintain	There was a decrease in the number of
comp claims	resources	number of	the	claims filed this past year compared to the
were filed in FY	needed to	claims filed	resources	FY 09-10 total of 263. However, in FY
10-11.	attain the	not to	needed to	10-11, 50% (119 of 238) of the claims

t	arget goal.	exceed prior	attain the	were approved compared with FY 09-10,
		year's total.	target goal.	in which 43% (113 of 263) of the claims
I	dentify			were approved.
a	additional		Implement	
r	refinements		and/or	The Workers' Compensation Manager and
t	to this		revise	Probation Safety Officer continue to work
r	measure for		measures	together and communicate with County
H	Balanced		of	Risk Management. The Safety Officer
S	Scorecard.		workplace	conducts regular site visits to our business
			safety as	offices and institutions; at times they are
			needed.	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 10-11 Results	FY 11-12 Plan	FY 11-12 Anticipate d Results	FY 12-13 Plan	How are we doing?
Zero (0) Peace Officer Applications were received in FY 10-11.	Recruitment is to reopen in October 2011 due to current and project shortfalls regarding Institutional Peace Officers for FY 11-12.	Anticipate an increase in recruiting entry-level Institutiona 1 Peace Officers due to staffing shortfalls.	Taking into account budget conditions, revise recruitment and retention measures as needed.	This year's total of zero (0) applications was the same as FY 10-11. Due to the Probation Department's fiscal challenges, the recruitment for entry-level Institutional Peace Officer was closed on November 25, 2008. The recruitment is scheduled to reopen in October 2011.

APPENDIX

ORANGE COUNTY PROBATION DEPARTMENT

ORGANIZATIONAL CHART

CHIEF PROBATION OFFICER Steven J. Sentman

Secretary, Mary McDermid

CHIEF DEPUTY PROBATION OFFICER JUVENILE INTAKE AND DETENTION BUREAU Sean Barry

Secretary, Nora Fernandez

CHIEF DEPUTY PROBATION OFFICER FIELD OPERATIONS BUREAU

Chris Bieber

Secretary, Karen Ziemke

CHIEF DEPUTY PROBATION OFFICER **OPERATIONS SUPPORT BUREAU**

Bryan Prieto

Secretary, Sierra Kennedy

JUVENILE HALL - DIVISIONS I & II Catherine Stiver

Secretary, Lourdes Magallan **Assistant Division Director, Ed Harrison**

Division I - Medical, DHO, Ministry, VIP/VPO Assistant Division Director, Joseph Stokely

Division II – Remand Liaison JUVENILE HALL – DIVISIONS III & IV **Doug Sanger**

Secretary, Lourdes Magallan Assistant Division Director, Mitch Cross

Division III - Tour and Badge Coordinator Assistant Division Director, **Tim Todd**

Division IV - School, CEGU, Safety, Construction

YOUTH LEADERSHIP ACADEMY **David Burnham**

Office Supervisor, Terry Johnson Secure Residential Treatment - Co-ed, Assistant Division Director, Stacey McCoy

YOUTH GUIDANCE CENTER **David Burnham**

Secretary, Shawna Gandara Breakthrough, ASERT, STEP Assistant Division Director. **Gerry Schiller**

JOPLIN YOUTH CENTER Jeff Corp

Office Supervisor, Jeannette Lopez **Assistant Division Director,** Kimo Igarta

JUVENILE COURT DIVISION **Brian Johnson (MOB-5)**

Secretary, Maria Meaney Assistant Division Director, vacant

Investigation, Custody/Non-Custody Intake, Diversion, Court Officers, Juvenile Drug Court, DNA, Detention Alternatives

ADULT SUPERVISION DIVISION Donald Beezley (SAO-SL)

Secretary, Mary Flynn North, West, Central, South County Field Offices Adult Admin, Child Support/Welfare Fraud Unit, Reentry, CORE

JUVENILE SUPERVISION DIVISION Daniel Hernandez (WCFSO)

Secretary, Judy Moses
Assistant Division Director, Vacant

Youth Reporting Centers North, West, Central, South County Field Offices, Placement, Juvenile Admin

ADULT COURT DIVISION **Keith Gotts (SAO-SL)**

Secretary, Mary Flynn/Rita Roberts Courtesy Supervision, Interstate Transfers, Investigation, County Parole, Collaborative Courts, Resident Probation Officers, Adult Intake, Adult Drug Court, PC1210 Units

SPECIAL SUPERVISION DIVISION Shawn Small (CCO)

Staff Assistant, Melissa Lease K-9 Narcotics Detection, High Control, Gang Violence Suppression, Adult Sex Offender Supervision, Domestic Violence Supervision, Supervised Electronic Confinement, Dispatch

POSTRELEASE COMMUNITY SUPERVISION DIVISION

Sue DeLacy (SAO) Secretary Rita Roberts

Assistant Division Director Eric Wadsworth

Realignment (AB 109) Supervision

PROFESSIONAL STANDARDS DIVISION Todd Graham (NCFSO)

Secretary, Melodina Santos Assistant Division Director, Christina Ronald Manager, Kellie Aumond

Recruitment, Background Investigation, Employee Relations, Subpoenas, Rangemaster Worker's Comp

TRAINING AND VOLUNTEER SERVICES **Assistant Division Director** Javier Medina (GAO)

Training, Volunteer Internship Academy & Volunteer Services, Volunteer Probation Officers

PROGRAM DIVISION

Robert Rangel (SAO) Secretary, Jennifer Carlin Assistant Division Director Vacant

Grants, Program Development Resource Monitoring, Quality Assurance, Public Information Officer, Social Media, Web Page, Publications, Speakers Bureau

RESEARCH DIVISION

Program Development and Evaluation, Statistical Trend Analysis, Department Outcome Measurement, Institutional & Caseload Projections

INFORMATION TECHNOLOGY DIVISION Jean Yu (SAO) Secretary, Tami Tran

Assistant Division Director,

Vacant

Software Development, Network Operations, AS/400 Operations, PC Support

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**

Accomplishments

Top Accomplishments for 2010 - 2011

1. Appointment of new Chief Probation Officer

• In April 2010, Steven J. Sentman was appointed to succeed retiring CPO Colleene Preciado.

2. Probation Staff win Prestigious Awards.

- In June 2010, the Department's Integrated Case Management System (ICMS) cadre was honored with an Achievement Award from the National Association of Counties (NACo) for implementing innovative county government improvements to service delivery and efficiency.
- Also in June 2010, Joplin Youth Center shared a NACo Environmental/Conservation Award with OC Parks for efforts to make improvements to a wilderness area heavily impacted by the Santiago fire of 2007.
- In 2010, staff from Joplin Youth Center, Youth Guidance Center and Juvenile Hall were awarded California Association of Probation Institutional Administrators (CAPIA) Southern Region Line Staff Awards. Award recipients included DJCO IIs Daniel Barrington, Raul Zuniga, Gus Munoz, Brandon Recendez, Larry Baril and SJCO Kathy Martin.
- Deputy Juvenile Correctional Officer II Joseph Guzman was selected to receive the 2011 California Association of Probation Institutional Administrators (CAPIA) Juvenile Institution Staff Member of the Year.
- In November 2010, SJCO Beth Moody of Juvenile Hall was honored with an Individual Service Award by the California Department of Juvenile Justice for her outstanding service to youth in custody.
- In December 2010, DPO Cyr Oca of our Combat Veteran's Court was honored with a Chief Probation Officers of California (CPOC) regional outstanding employee award.
- In March 2011, SPO Valerie Amezcua was presented with a "Women Making a Difference" award by State Senator Lou Correa.

3. The Center for Opportunity and Education (CORE).

In June 2011 The National Association of Counties (NACo) honored the CORE Program with its "Best in Category" Award. This is a first for any county program. Since its inception through June 30, 2011, a total of 182 probationers participated in CORE and earned approximately 1,945 high school credits. Fourteen individuals earned a high school diploma or GED, and 28 obtained employment.

4. <u>2011 NACo Award.</u>

The National Association of Counties (NACo) also honored the joint effort between OC Parks and the Youth Leadership Academy for the "Esperanza" program that partners youth in custody with outdoor science educators to learn firsthand about local ecology, biology, earth sciences and geology.

5. 20th Annual Chiefs Awards.

In March 2011, eleven individual staff and two groups were honored with Chief's Awards for their outstanding work on behalf of the citizens of Orange County. Recipients included DJCO II Al Skiles, Rosa Amrhein, Stacey Hall and Carmen Rodriguez; DPO II Connie Schonert, Damon Riddle, Larry Wheeland and Michael Rick; Acounting Auditor I Armond Nazaar; IPT Orkideh Vakilian; Office

Supervisor D Michelle Qualls; the Youth Guidance Center Aggression Replacement Training team; The Center for Opportunity Reentry and Education team.

6. Outcomes for Offenders.

- 66% of adult probationers and 61% of juvenile probationers were terminated from probation in FY 2009-10 without any new law violations during their time under probation's supervision.
- There was a 69% gain in satisfactory employment for probationers at their supervision termination compared with their rates when they were first placed on probation by the court.

7. <u>Juvenile Institutions.</u>

- In 2010, the Juvenile Court Work Program (JCWP), supervised by Probation Department staff, provided 89,515 person hours on a variety of community service work assignments. The areas of service include County Regional and Wilderness parks, county landfills, storm drain maintenance and various city contracts.
- In 2010, the Accountability Commitment Program (ACP) also supervised by Probation Department staff, provided 3,000 person hours on several areas of community service such as work crews outside field service offices and institutions, weed abatement, Special Olympics, Orange County Food Bank, Operation Santa Claus and Toys for Tots.
- More than 100 youths received either high school diplomas or GED certificates while serving commitments at the four youth facilities that have high school programs.
- In 2010-11, Protestant Ministry staff made **13,162** individual contacts with in-custody youth. Catholic Detention Ministry staff made **56,401** individual contacts with in-custody youth. Their combined efforts are an important part of reducing juvenile recidivism.

Case Study

This past Spring Michael was invited by the Protestant Chaplaincy Ministry to speak at their Staff & Volunteer Training Night. Michael is not an example of someone who upon release followed the ideal path but is a young person who continued to reach out for help and stay in contact with one of the protestant chaplains. Michael said that being in Unit A (maximum security) changed his life. He was forced to sit alone in a room for longer periods of time and think about his future. He began attending church services, bible studies, and signed up to receive weekly discipleship sessions with a chaplain. Upon his release Michael went back to live with his aunt and uncle because both his parents were deceased. When they moved to Texas, Michael moved in with another family and continued to go to school, maintain a job (Knott's Berry Farm), and graduated from high school. While waiting for his last progress review, a thoughtful public defender who knew Michael's situation, saw him and immediately found his file and asked to take the case. Within thirty minutes, the public defender's skillful representation of Michael resulted in the termination of his probation. Today Michael is working a full time job, owns his own vehicle, attends church services 2-3 times a week, and is having a positive influence on his friends.

Probation Numbers

<u>Individuals Actively Supervised by Probation In Orange County as of September 2011</u>

Adults 13,150 Juveniles 5,775

Probation Employees and Volunteers as of November 2011

Probation Employees

Management – 45
Supervising Probation Officers – 47
Deputy Probation Officers – 325
Supervising Juvenile Correctional Officers – 40
Deputy Juvenile Correctional Officers - 451
Non-Sworn Support Staff -357
Total Employees – 1,265

Probation Volunteers

Volunteer Probation Officers (VPO) – 25 Volunteers in Probation (VIP) – 416 Volunteer Internship Academy (VIA) – 100 **Total Volunteers - 541**

Probation Community Safety Activities FY 2010-11

Risk Assessments & Case Plans Completed

Adult Probationers – 14,631 Juvenile Probationers – 4,864

Arrests made by Probation Staff

Adult –1,926 Juvenile – 448

Number of Court Reports written by Probation Staff

Adult – 8,055 Juvenile – 7,079

Weapons confiscated by Probation Staff

Firearms - 39 Other Weapons (Clubs, Knives, Etc.) - 412

Field contacts made by Probation Staff

Adult – 21,656 Juvenile – 21,959

Drugs Confiscated by Probation Staff

Marijuana – 1,040 grams
Amphetamines/Methamphetamines – 1163 grams
Cocaine, Opiates – 131 grams
Other Items – 839 grams

Searches made by Probation Staff

Adult – 21,512 Juvenile – 15,446

Probation Juvenile Institutions as of November 2011

Juvenile Hall (Orange) – 434 beds Joplin Youth Center (Trabuco Canyon) – 64 beds Youth Guidance Center (Santa Ana) – 120 beds Youth Leadership Academy (Orange) – 120 beds Total – 738 beds

Average daily number of minors in custody = 577

 ${\bf Minors\ placed\ in\ Alternatives\ to\ Detention\ Programs-Average\ daily\ population=77}$