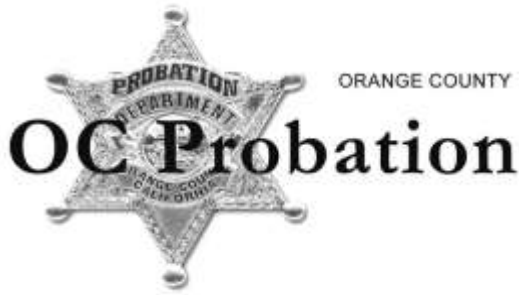




# 2013 BUSINESS PLAN UPDATE





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To our readers:

The Orange County Probation Department's 2013 Business Plan is a brief update of some of the many services the department provides to Orange County residents while carrying out its public safety mission. Through safe and secure detention, alternatives to incarceration and the continued use of evidence-based probation practices, we afford adult and juvenile probationers the opportunity to examine their actions, restore victims and make a safer Orange County through positive change.

As an early adopter of the Balanced Scorecard within the county family, OC Probation has six years of experience with these performance measures. One notable measure, the Total Restitution Dollars Collected from Offenders, is in the green range for the first time in the six year history of the measure.

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

- The Council of State Governments recently revalidated our tool to assess risks of reoffending for our adult population. Based on this revalidation, changes were made that allow the officers to better assess offenders' risk to reoffend, and respond appropriately.
- The 2011 Public Safety Realignment Act (AB109) dramatically changed the role of OC Probation in the supervision of adult offenders. In response to this fundamental change, the PostRelease Community Supervision Division was created for this special population.
- A second adult Day Reporting Center opened in July 2012. This new contracted facility provides the new population a combination of maximum supervision, immediate reporting and intensive treatment at one location.
- The application of evidence-based interventions helped dramatically reduce recidivism with our offenders, which earned OC Probation \$6.54 million in SB678 incentive payments for FY12-13.

OC Probation's 1300 employees and hundreds of volunteers are essential to carrying out the department's mission and vision. Our commitment to community safety, service to the courts, victim assistance and maintaining an effective workforce remains steadfast. As we face the many challenges and demands of the coming year, OC Probation will continue to provide outstanding, cost-effective public services.

Sincerely,

A handwritten signature in black ink, appearing to read 'S. Sentman'.

STEVEN J. SENTMAN  
Chief Probation Officer



## Orange County Probation Department 2013 Performance Measure Update




### Key Service Area: **COMMUNITY SAFETY**

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

FY 11-12 Results	FY 12-13 Plan	FY 12-13 Anticipated Results	FY 13-14 Plan	How are we doing? 
<p><b>Adults:</b> 63% of the 4,198 adults terminated from formal probation without a new law violation in FY11-12.</p> <p><b>Juveniles:</b> 62% of the 1,679 juveniles terminated from formal probation without a new law violation in FY11-12.</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>Sixty-three percent of the adults and sixty-two percent of the juveniles terminating from probation did so without committing new law violations while under probation supervision, surpassing the target goal of 60% or better.</p> <p>Probation received funding under the American Recovery and Reinvestment Act (ARRA) which preserved a number of positions within the Department. These positions included (2) deputy probation officers (DPOs) providing reentry services to probationers serving commitments at OCJ and (3) DPOs at the Center for Opportunity, Reentry and Education (CORE), an adult day reporting center. In addition, ARRA funds were used to implement "Thinking for a Change" (T4C), an evidence-based, integrated cognitive behavior change program. During FY 11-12, over 40 DPOs completed the training and now, as part of their duties, teach T4C classes to offenders on a rotating basis. Finally, as a part of SB678, Probation received approximately \$6.5 million for FY11-12 for reducing recidivism and sending fewer probationers from going to state prison by using evidence-based interventions.</p> <p>Evidence-based practices being implemented in the Juvenile Field arena inadvertently excluded low-risk, typically successful juvenile offenders from the terminations cohort in FY10-11 &amp; FY11-12. That said, the target for juvenile recidivism was still reached this year. Efforts are currently underway to capture all of the juvenile terminations for FY12-13.</p>


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

<b>FY 11-12 Results</b>	<b>FY 12-13 Plan</b>	<b>FY 12-13 Anticipated Results</b>	<b>FY 13-14 Plan</b>	<b>How are we doing?</b> 
An 82% gain in the percent of 1,124 terminated probationers with one-year satisfactory employment at initial probation entry (16%) compared to the corresponding percent in the year before termination (30%).	Maintain the resources and supervision level needed to attain the target goal.  Continue to partner with public and private agencies to enhance offender employment opportunities.	Meet or exceed a gain of 40% with one year satisfactory employment at termination.	Maintain the resources and supervision level needed to attain the target goal.  Continue to actively partner with community agencies that support offender rehabilitation efforts.	The FY11-12 result greatly exceeded the target goal. Thinking for a Change (T4C) groups continue to be conducted to assist offenders to change the way they think about many social issues including employment. In addition, the CORE program offers day reporting for select offenders, with job assistance and educational services a part of the overall program.

## Key Service Area: COURT SUPPORT

### Quality of Probation Services

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

FY 11-12 Results	FY 12-13 Plan	FY 12-13 Anticipated Results	FY 13-14 Plan	How are we doing? 
<p><b>Adult:</b> 100% of the 495 investigations and reports were submitted to the courts within the filing deadlines during FY11-12.</p> <p><b>Juvenile:</b> 92.3% of the 647 reports from the juvenile investigation officers were submitted to the court within the filing deadlines during FY 11-12.</p>	<p>Maintain the resources needed to attain the target goal.</p> <p>Continue to engage the court in discussions on evidence-based practices in sentencing and supervision.</p> <p>Continue to improve our Quality Assurance Process to ensure that reports from the Juvenile Investigations Unit are submitted within the filing deadline. Additionally, IT will implement an electronic delivery of reports from the field during this FY. The electronic filing of reports will migrate to Juvenile Court Services during FY 13-14.</p>	<p>Meet or exceed the prior year's rates of on-time filing of court reports.</p>	<p>Maintain the resources needed to attain the target goal.</p> <p>Evaluate other potential measures that reflect any new court support functions.</p> <p>Expand the use of electronic delivery of reports to the Juvenile Court Services Division. Additionally, electronic submission will create accessibility to institutional and field staff for re-entry and case planning.</p>	<p>The Adult Investigations Units complete a variety of reports for the Courts including PrePlea, Probation and Sentencing, Adoption, Diversion and 1203.4 PC Change of Plea reports. All of these reports continue to be completed and filed on time. A variety of proactive measures and strict adherence to timelines that ensure early or on-time completion continue to be utilized.</p> <p>The Juvenile Investigations Unit completes a variety of court reports including 241.1 WIC, 707 WIC Fitness, Acceptance of Transfer, and Dispositional Reports (among others).</p> <p>Clearly, Juvenile Court Services will be focusing on improving the percentage in which the Investigations Unit submits their reports to court on time. Additionally, Juvenile Court Services will continue to work with the court to revise the format of the Pre-trial Reports to provide additional information essential to effective dispositions.</p>

## Key Service Area: VICTIM SERVICES


### ***Victim Satisfaction***

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

FY 11-12 Results	FY 12-13 Plan	FY 12-13 Anticipated Results	FY 13-14 Plan	How are we doing? Refinements in progress
Measure is undergoing refinements.	Assess what department resources would be needed to attain the target goal.  Consider refinements to the BSC measure	Achieve a satisfaction rate at or above prior year's rate.	Maintain the resources needed to attain the target goal.  Evaluate and implement other possible measures of quality of victim services.	Assisting victims of crime continues to be a key part of Probation's mission. To improve our services in this area and reflect the "client-centered" culture of the Probation Department, we are in the process of refining and restructuring the entire victim survey. We anticipate reporting results for FY 13-14.

### ***Victim Restitution***


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

FY 11-12 Results	FY 12-13 Plan	FY 12-13 Anticipated Results	FY 13-14 Plan	How are we doing? 
\$2,598,302 was collected from Adult & Juvenile offenders for restitution owed to victims in FY 11-12.	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 during this fiscal year was 0.5% above the \$2,586,229 collected in FY 10-11. Though small, this increased collection is important because for the first time in six years, Probation successfully collected more restitution than the previous year. This small increase reflects stability in Probation Collections staffing and possible improvement in the economy.  The Collections Unit continues to focus its resources towards victim services as its highest priority. The unit vigorously pursues collection of restitution based on the offender's ability to pay. This is done in order to hold offenders accountable to victims of crime and to the community.

## Key Service Area: **WORKFORCE**


### *Workplace Safety*

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

<b>FY 11-12 Results</b>	<b>FY 12-13 Plan</b>	<b>FY 12-13 Anticipated Results</b>	<b>FY 13-14 Plan</b>	<b>How are we doing?</b> 
231 worker's comp injuries were reported in FY 11-12.	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 injuries reported this past year compared to the FY 10-11 total of 238. In addition, only 47.2% (109 of 231) of the injuries reported were approved in FY 11-12 compared to 50% (119 of 238) in FY 10-11.  The Workers' Compensation Manager and Probation Safety Officer continue to work together and communicate with County Risk Management. The Safety Officer conducts regular site visits to our business offices and institutions; at times they are impromptu site visits. Building Safety Officers conduct inspections twice a year of our business offices. Institutions and camps maintain a quarterly inspection schedule. The site visits and inspections, along with regular safety training ensure a safer environment for our workforce.

### ***Recruitment, Selection and Retention***

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

<b>FY 11-12 Results</b>	<b>FY 12-13 Plan</b>	<b>FY 12-13 Anticipated Results</b>	<b>FY 13-14 Plan</b>	<b>How are we doing?</b> 
1758 Peace Officer Applications were received in FY 11-12.	Depending on Department budget conditions, recruitment is to reopen in Spring 2013 to fill projected shortfalls of Institutional Peace Officers for FY 12-13.	Increase in recruiting entry-level Institutional Peace Officers to fill projected staffing shortfalls.	Taking into account budget conditions, revise recruitment and retention measures as needed.	This year's total of 1758 applications received is a 100% increase from the FY 10-11 total of 0. Due to the Probation Department's past fiscal challenges, the recruitment for entry-level Institutional Peace Officer was closed in November 2008. The recruitment for entry-level Institutional Peace Officer was reopened only for one month (October 2011) to fill shortfalls of Institutional Peace Officers for FY 11-12. Depending on Department budget conditions, recruitment is to reopen in Spring 2013.



## COUNTY OF ORANGE PROBATION DEPARTMENT

# 2013 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 11/12 Results	Results vs. Goal
<b>COMMUNITY SAFETY KEY SERVICE AREA</b>						
Recidivism Metrics						
% of probationers terminating probation without a new law violation.						
Adult				> 60%	63%	
Juvenile				> 60%	62%	
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%	82%	
% 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)		
<b>COURT SUPPORT KEY SERVICE AREA</b>						
Quality of Probation Services						
% of reports completed and delivered on time						
Adult				> 95%	100%	
Juvenile				> 95%	92%	
% of bench officers satisfied with probation services				(Measure Under Development)		
Quality Assurance Service Providers				(Measure Under Development)		
<b>VICTIM SERVICES KEY SERVICE AREA</b>						
Victim Satisfaction with Services						
% of victims satisfied with the quality and manner of department services provided to them				(Measure being refined)		
Victim Restitution Collected from Offenders						
Total dollars collected and paid during FY 11/12				\$ 2.59M	\$2.60M	
Victim Protection				(Measure Under Development)		
<b>WORKFORCE KEY SERVICE AREA</b>						
Workplace Safety						
Total number of workers' compensation claims filed during FY 09/10				238	231	
Recruitment, Selection and Retention						
Total number of applications for entry level peace officer position received				0	1,758	
Workforce Involvement, Reward and Recognition				(Measure Under Development)		
Succession Planning				(Measure Under Development)		
Workload (Caseload) Management and Planning				(Measure Under Development)		