

**Orange County
Probation Department**

**2007
Business Plan**



**Colleene Preciado
Chief Probation Officer**

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Mission Statement

Probation protects the community by conducting investigations for the Court, enforcing court orders, assisting victims, and facilitating the resocialization of offenders.

**Colleene Preciado
Chief Probation Officer**



1202.8 (a) Penal Code (PC)

Persons placed on probation by a court shall be under the supervision of the county probation officer who shall determine both the level and type of supervision consistent with the court-ordered conditions of probation.



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PROBATION DEPARTMENT
March 20, 2007

To our readers:

The Orange County Probation Department's 2007 Business Plan is a comprehensive overview of the many public protection services the department provides to the Orange County community. It is a reflection of the outstanding work performed by our employees and partners in public safety. Visit our web site at www.ocgov.com/probation for more information about our programs and employment opportunities.

Deputy Probation Officers prepare reports to assist the Juvenile and Criminal Courts in making sentencing decisions. They supervise over 20,000 juvenile and adult offenders living in the community to ensure these offenders follow the orders of the Court and rules of probation. Deputy Juvenile Correctional Officers direct youth in rehabilitative programs and ensure security is maintained in our six juvenile correctional facilities where over 900 juveniles are detained daily. Victims of crime are given priority. This fiscal year, almost \$4 million in restitution was collected for victims by our skilled Collection Officers. Probation contributes to a safer community by preventing crime, returning probation violaters to court, and directing probationers toward law-abiding lifestyles.

The retirement of a veteran Chief Deputy Probation Officer of Institutions resulted in a significant leadership change, emphasizing the importance of our ongoing succession planning efforts. It continues to be a challenge for Probation to recruit and retain qualified entry-level peace officers that meet the high standards expected for the profession. There is considerable competition from other probation departments, State Parole, Federal Probation and local police agencies who are hiring from the same candidate pool. The impact has been an insufficient number of peace officers in the department. Deputies in adult services have been able to actively supervise only the most high-risk felony offenders, and correctional officers in the institutions have been required to work thousands of hours of overtime to comply with state requirements.

Significant accomplishments were made in 2006. The new Youth Leadership Academy was completed and began housing male and female minors in July 2006. Funding was approved to open a third Youth and Family Resource Center for our most at-risk juveniles. We have continued moving steadily toward our vision of having a fully automated Integrated Case Management System. This year, the Risk/Needs Assessment process was fully automated. Over two hundred staff members were trained on the automated Risk/Needs system, and almost 25,000 assessments/reassessments have been completed. We are pleased Probation was selected to pilot the implementation of the Balanced Scorecard as a new approach to performance management for the County. It will improve the department's ability to make performance-informed decisions and clearly communicate the value we bring to the community. It will also help our employees see how important their jobs and duties are in achieving the department's mission.

Probation's 1,677 employees and over 600 volunteers are key to carrying out the mission of the agency. Orange County Probation is considered a leader in community corrections throughout the state because of them. They are a proud workforce. This year, the Probation Services Unit established a memorial monument to pay tribute to fellow officers who have died while in active service to the department. Our employees support one another, and their achievements are recognized statewide. I am excited about what we can accomplish in the coming year and confident we can overcome 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



Probation Images

Top left: A minor at Juvenile Hall's Unit Q holds one of the puppies rescued and fostered as part of a program with Animal Control. **Top right:** DPO Larry Ibarra runs in the 2006 Baker to Vegas race. **Bottom right:** Director Joe Salcido holds up a "crying towel" as he speaks at CDPO Tom Wright's retirement dinner. **Bottom left:** The Orange County Board of Supervisors presented awards to (front left to right) DJCO Rick Allen, DJCO Alice Jones, DPO Peter Cozzitarto, and DPO Erik McCauley for their work in the community. Also pictured are (rear left to right) Chairman of the Board of Supervisors Bill Campbell, CDPO Bill Daniel, and Orange County CEO Tom Mauk. **Left middle:** (left to right) Food Services Supervisor Pedro Lagunas and Chief Cooks Randi Hatzell, Shivanand Mondkar, Chico Kusumadilaga and Alejandro Ceja at the Volunteer Recognition Ceremony.

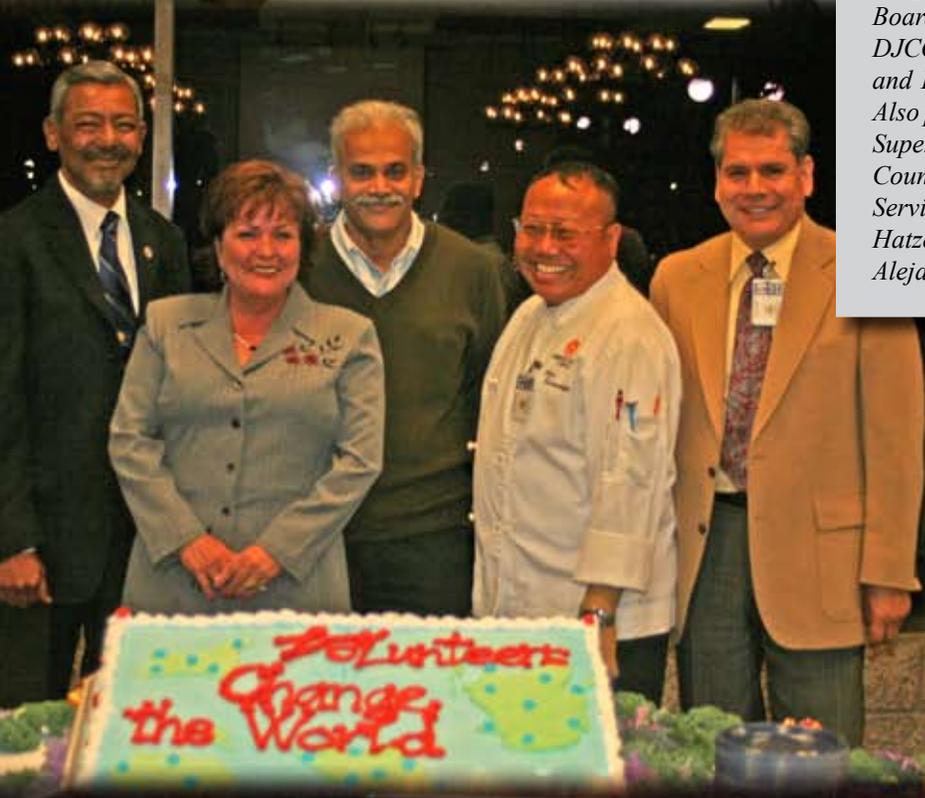


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EXECUTIVE SUMMARY

VISION:

Promoting excellence and innovation in the field of corrections; contributing to a safe, crime-free community.

MISSION STATEMENT:

Probation protects the community by conducting investigations for the Court, enforcing court orders, assisting victims, and facilitating the resocialization of offenders.

The Orange County Probation Department is the second largest criminal justice agency in Orange County. It has been a part of Orange County's continuum of criminal justice services for 98 years. *Probation* means the conditional release of an offender under specific terms ordered by the Court. Probation's primary focus is on adult and juvenile offenders who are charged with or convicted of crimes. Under the supervision of the Probation Department, offenders are given the opportunity to redirect their lives and make restitution to their victims. To accomplish its mission, the department has adopted *The Balanced Approach* for community protection that equally addresses *Offender Accountability*, *Offender Competency*, and *Community Security*.

GOALS

The following three strategic goals have been established to accomplish the mission:

Goal #1: Court Services

Assist the Juvenile and Criminal Courts to make well-informed and responsible decisions in criminal and delinquency cases.

The Probation Department prepares investigative reports and other documents that aid judges in reaching appropriate court dispositions. The clients for this goal are the judges and commissioners of the Orange County Juvenile and Criminal Courts. It is essential that they receive accurate, thorough, and timely information to assist them in making detention and sentencing decisions.



Key Outcome Indicator:

■ *Percent of court investigations submitted within filing requirements.*

For FY 05-06, 100% of the 892 reports completed by Adult Investigation were submitted on time, and 96.3% of the 4,694 reports completed by Juvenile Investigation were submitted on time.

Highlights of 2006 Accomplishments

- The department has continued with the Electronic Forms Project that was launched during 2005. Approximately 150 electronic forms have been developed that are used by both field supervision and financial units. There are 15 additional forms in development and acceptance testing.
- Adult Investigation developed offender-specific interview guidelines for sex offenders and domestic violence offenders to ensure consistency and quality of information collected in interviews and reported to the Court.

Goal #2: Field Operations and Institutional Services

Provide protection to the community by managing Orange County's adult and juvenile probation population.

The Probation Department provides protection to the community by ensuring that adult and juvenile offenders on probation comply with court orders and obtain the resocialization skills needed to live crime-free and productive lives. **Resocialization means identifying the offenders' root problems and matching them with the right treatment programs at the right time.** The clients are adult and juvenile probationers residing in the community and juveniles who are detained pending court proceedings or committed to a county correctional institution. The Probation Department operates six correctional facilities that serve the dual function of preparing incarcerated juveniles for their successful and productive return to the community while at the same time protecting the community by providing highly structured and supervised residential settings.

Key Outcome Indicators:

■ *Percent of probationers who do not commit a new crime or law violation while on probation.*

In FY 05-06, 71% of the 4,141 adult probationers and 77% of the 2,015 juvenile probationers terminated formal probation without any new law violations.

■ *Percent of probationers who do not commit a violent felony crime while on probation.*

In FY 05-06, 99.7% of the 4,141 adults and 97.7% of the 2,015 juveniles who were terminated from formal probation did not commit a violent crime during their supervision period.

■ *Percent of probationers employed or in school.*

Of the 11,371 adult probationers who were on supervision in FY 05-06, 56% were employed or in school for five months or more in the preceding 12 months.

Of the 4,701 juvenile probationers under probation supervision, 49% were attending school regularly without any truancy problems.

■ ***Percent of improvement in offenders' interpersonal functioning and life-skills abilities after one year on probation.***

After being on probation for approximately one year, 56% of 1,376 adults and 53% of 491 juveniles had demonstrated improvement in their total interpersonal functioning and life-skills abilities for FY 05-06.

Highlights of 2006 Accomplishments

Field Operations

- The department continues to explore new and developing technology to improve supervision of adult probationers. In addition to the pilot Global Positioning Satellite (GPS) monitoring project, a pilot KIOSK system is being evaluated as a cost-effective and efficient reporting method for low-risk probationers. Drug testing results in an electronic file format are also being researched.
- Probation uses the National Institute of Corrections Model (a recognized and validated best practice) to assess the risk and needs of probationers and determine appropriate levels of supervision to ensure public safety. The department has improved on the existing system by automating the formal Risk/Needs Assessment process, which enables officers to easily identify a probationer's high risk and need areas to develop appropriate case plans and easily monitor an offender's progress toward meeting case plan objectives. It also has quality assurance checks that are now built into the system.
- Probation referrals to the Wraparound Program are at an all-time high. As of June 30, 2006, there were 67 active probation cases. A total of 116 probationers have been referred since 2004. The Wraparound Program has been expanded to specifically target those minors who are returned home after adjudication for a sexual offense. Through the use of a new "Provider Network," probation minors are able to receive therapy from an approved sex offender therapist paid for by the Wraparound Program. With this focus, it is anticipated the number of juvenile sex offender cases receiving wraparound services will continue to increase.

Institutional Services

- The five juvenile institutions provided a total of 281,206 bed days of treatment and education in FY 05-06 for youth being detained or serving commitments. (The Youth Leadership Academy, the sixth institution, did not open until FY 06-07).
- The Youth Leadership Academy (YLA) began housing male and female minors in July 2006. The program utilizes an identified best practice of Cognitive Restructuring and Cognitive Skill Development to assist minors of a broad age range in rehabilitation and community reintegration. YLA collaborates with the Department of Education, Health Care Agency, and community volunteers to run a comprehensive, diverse program to address these minors' individual issues.
- Probation has continued to work with the Resources and Development Management Department on a Master Maintenance Plan for ongoing repair needs, major replacement, and reconstruction of Probation's juvenile correctional facilities. The department is moving forward with the proposed maintenance projects identified in

the Master Plan documents. Funding for all critical Master Maintenance Plan projects is included in the 2006 Countywide Strategic Financial Plan adopted by the Board of Supervisors.

- To complete the automation of the staff scheduling function at every institution, a contract was awarded to InTime Solutions Inc. for the purchase of the InTime staff scheduling software. Meetings were held with the vendor and modifications/ enhancements were identified.

Goal #3: Victim Assistance

Assist crime victims by presenting their interests to the Courts and providing support services.

The Probation Department's goal is to ensure that the needs and interests of victims are addressed in the criminal justice process. 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. Probation's services to victims begin when adult offenders are being processed by the criminal courts and juvenile offenders are being processed by Probation's juvenile intake function. Services continue for as long as an offender is on probation supervision.

Key Outcome Indicators:

- *Percentage of court-ordered restitution paid by probationers to crime victims at closure of obligation.*

In FY 05-06, 937 adult probation cases with restitution owed to victims were closed with 50% of the restitution obligations paid in full. Another 709 juvenile probation cases with restitution obligations to victims were closed with 78% of the restitution paid in full. In all, \$3,964,694 was collected by the closure of these obligations, of which \$3,228,147 was paid to victims of adult probationers and \$736,547 to victims of juvenile probationers.

- *Victim ratings of satisfaction relative to the quality and manner of probation services provided to them.*

Of the 1,133 surveys mailed to victims in 2006, a total of 174 victims responded. Of those responding, 63% expressed satisfaction and 22% expressed dissatisfaction with the services that they had received from Probation.

Highlights of 2006 Accomplishments

- In FY 05-06, Probation collected \$4.9 million for crime victims restitution and welfare fraud repayments.
- Probation institutions and the Youth and Family Resource Centers (YFRCs) include victim awareness/restorative justice elements in their overall programming. During the year, the institutions provided an average of 15 victim awareness groups, and youth completed almost 4,000 restorative justice/community service hours. The YFRCs provided approximately 55 victim impact groups/workshops, and youth completed an estimated 261 community service hours during 2006.
- Research staff continued to review examples of best practices for gathering input from serious crime victims. Several options are currently being discussed to develop an appropriate strategy for a satisfaction survey methodology during the coming year. One strategy currently being considered is for probation staff, when they have contact with victims, to ask if they would be willing to complete a follow-up survey or be contacted

for that purpose at a later date. Follow-up with those that agree would be coordinated through the Research Division.

Highlights of Department-Wide 2006 Accomplishments (Encompasses All Three Goals)

- Probation was selected to pioneer the County's Balanced Scorecard Initiative. The department selected four Mission Critical Services: Community Safety, Court Support, Victim Services, and the Workforce.
- As part of the FY 06-07 budget, the Board approved \$98,218 and one Supervising Probation Officer position to act as the department's Grant Coordinator. This position will allow Probation to aggressively pursue funding through grants to enhance probation services in all operational areas. To assist in this effort, Probation has also formed a grant team to work with the coordinator.
- The department enhanced recruitment efforts for entry level institutional peace officers by running a pre-movie advertisement video in 23 Orange County movie theaters, placing numerous ads in the OC Register and LA Times, placing an ad in the Angel's "Halo Magazine," and creating an improved employment web page. Other outreach efforts included operating a booth at the 2006 Orange County Fair and attending twelve career days and job fairs at local universities and colleges. The department is implementing on-line testing to expedite the background investigation process for DJCO candidates and will be implementing other recruitment opportunities, such as advertising on marquis boards along freeways and county vans/ trucks.
- Training programs have been established for each member of the Data Systems technical staff to provide the needed training with new IT architectures and Microsoft products. Specific training plans have been developed in preparation for the migration to the Active Directory and Exchange 2003 architectures. Software developer training programs have been developed as the department prepares to migrate away from the proprietary IBM AS/400 architecture to the "Open Source" architecture.
- Beginning in FY 05-06 and continuing into the current year, the department is upgrading the network infrastructure to maintain compatibility with the County and to improve overall network performance. All costs have been identified and budgeted to accomplish this task.



MISSION AND GOALS

VISION:

Promoting excellence and innovation in the field of corrections; contributing to a safe, crime-free community.

MISSION STATEMENT:

Probation protects the community by conducting investigations for the Court, enforcing court orders, assisting victims, and facilitating the resocialization of offenders.

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. To accomplish its mission, the department has adopted **The Balanced Approach** for community protection that equally addresses *Offender Accountability*, *Offender Competency*, and *Community Security*. The equilateral triangle below serves as a model of this approach and denotes the equal emphasis given to all three elements.



Offender Accountability – Whenever an offense occurs, an obligation by the offender occurs. Offenders are held accountable for their crimes through court orders that require restitution to their victims and reparation to the community. *Offender Competency* – Offenders who come under our jurisdiction should leave the Probation system more capable of living productively and responsibly in the community. Probation addresses the problems that contributed to the offenders' illegal activities and provides the tools they need to become law-abiding citizens. *Community Security* – The public has a right to a safe and secure community. Probation monitors offenders living in the community, enforces court orders and rules of probation, and works cooperatively with other law enforcement agencies to provide crime prevention services.

1202.7 PC

Probation services are an essential element in the administration of justice. Safety of the public is a primary goal through the enforcement of court-ordered conditions of probation.

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 the Juvenile Hall. (Detained adults are housed at the Orange County Jail or in a city jail pending arraignment.)

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 six 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.)

If the juvenile or adult offenders are placed on formal or informal probation supervision, Deputy Probation Officers contact the offenders regularly to facilitate resocialization and ensure compliance with court orders and conditions of probation.

Victims of crime play a major role in the department's mission. The Probation Department is the agency that interviews victims and submits victim information in reports to the Court, recommends restitution in appropriate cases, collects restitution that has been ordered, and monitors offenders' behavior to prevent additional victimization.

The Probation Department has a \$153.2 million budget and 1,677 authorized positions to accomplish its mission. Operationally, it is divided into three key service areas (Institutional Services, Field Services, and Special Services) that are managed by a Chief Probation Officer, three Chief Deputy Probation Officers, fifteen Division Directors, and one Division Manager.

Probation employees are key to carrying out the mission of the agency. In the last fiscal year, Probation staff members received over 63,139 hours of instruction in more than 379 professional classes and other training opportunities coordinated by Probation's Human Resources and Training Division. The Probation Department has an active Labor Management Committee (LMC) that meets regularly to discuss current workplace issues and identify solutions.

Probation activities are also supported by 539 Volunteers in Probation (VIPs), 45 Volunteer Probation Officers (VPOs), and the 70-member Probation Community Action Association (PCAA). Known as the "Heart of

Case Study: Paul *

No one on the Drug Court Program team expected Paul to succeed. Not after the first month when he was arrested four times for failure to drug test or having a dirty drug test. At the age of 47, he had a 20-year addiction to drugs and alcohol. He had a poor attitude and didn't want to conform to the program rules and regulations. For his continued drug use, Paul was ordered to complete a 6-month residential drug treatment program. After successfully completing the program, he had a much better attitude about the Drug Court Program and never had a problem with testing again. He has been clean for over 18 months and graduated from the Drug Court Program in December. He recently acquired a specialized license that will enable him to get a good job.

*In all case studies, the names have been changed, but the details are factual.

Probation Community Action Association



Probation Community Action Association Administrator Lois McKoon (right) accepts a \$25,000 donation from BeautiControl's Bonnie Hooks and Judi Sharkey to help fund programs for at-risk youth.

Probation,” PCAA is a nonprofit organization that was created to support special Probation projects and meet the needs of offenders and their families that could not be met with public Probation funds.

GOALS

Three strategic goals support the Probation Department’s mission and bring value to the community.

Goal #1: Court Services

Assist the Juvenile and Criminal Courts to make well-informed and responsible decisions in criminal and delinquency cases.

Why is this important? The Juvenile and Criminal Courts rule on thousands of cases each year. On the more serious cases, they ask the Probation Department to conduct thorough investigations of the facts and prepare reports. These reports include summaries of police reports, interviews with all pertinent parties, and background information about family, employment, school, criminal history, etc. The investigations and reports must be completed in a timely manner so the court process is not delayed. The Probation Department meets a fundamental responsibility in its mission of community protection by assisting the Courts in decisions regarding detention (incarceration vs. release to the community) and sentencing of offenders.

Goal #2: Field Operations and Institutional Services

Provide protection to the community by managing Orange County's adult and juvenile probation population.

Why is this important? The Probation Department focuses its attention on adults and juveniles who have 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. Through these services, the department helps reduce/eliminate additional law violations and makes Orange County a safer place to live.

Goal #3: Victim Assistance

Assist crime victims by presenting their interests to the Courts and providing support services.

Why is this important? Victims want to tell the justice system their version of events and how the crime has impacted them. They want to know someone cares and is holding the offender accountable. They may need to be financially reimbursed. They may need continued protection, as in the cases of domestic violence and stalking. It is important that victims are recognized in the criminal justice process and that their needs are addressed.





Court Services

Top: DPO Christine Flores confers with Judge Erick Larsh. **Right:** DPOs Vincent Cooper and Ramon Gonzalez demonstrate the Breathalyzer used at Probation's new DUI Court. **Bottom right:** Office Specialists Sarah Hardiman, Judy Ragsdale and Stephanie Delong process court papers at Probation's Central Court office. **Left:** DPO Micheal Bradley works in the court with Bailiff Mike Walters in the background.



OPERATIONAL PLAN

Goal #1: Court Services

Assist the Juvenile and Criminal Courts to make well-informed and responsible decisions in criminal and delinquency cases.

Deputy Probation Officers assigned to investigation functions conduct approximately 185 investigations per month for the adult and juvenile courts. In addition, Field and Institutional Deputy Probation Officers prepare an average of 285 court-ordered progress reports per month to update the Juvenile and Criminal Courts on the status of probationers being supervised.

280 Welfare and Institutions Code (WIC)

Except where waived by the probation officer, judge or referee, and the minor, the probation officer shall be present in court to represent the interests of each person who is the subject of a petition to declare that person to be a ward or dependent child upon all hearings or rehearings of his or her case, and shall furnish to the Court such information and assistance as the Court may require. If so ordered, the probation officer shall take charge of that person before and after any hearing or rehearing.

Deputy Probation Officers and support staff are stationed at all County Courts to provide timely on-site assistance during the court process. Probation screens appropriate cases for diversion services as provided by law, thereby allowing the Court to focus on the most serious cases.

CLIENTS

The judges and commissioners of the Orange County Juvenile and Criminal Courts are the Probation Department's clients for this goal. The Orange County Superior Court is comprised of 109 judges and 35 commissioners. The Juvenile Court consists of six departments comprised of six judges assigned to delinquency cases.

602 WIC

Any person under the age of 18 years who violates the law may be declared a ward by the juvenile court.

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, etc.) and results in achieving more effective sentencing outcomes. Deputy Probation Officers are assigned to these specialized Courts, which consist of five separate adult drug courts, a juvenile drug court, a juvenile truancy court, four special courts for domestic violence cases, two DUI courts, one Co-Occurring Disorders Court (substance abuse and mental illness), and a mentally ill offender court (Whatever It Takes).

1203 PC

If an adult is convicted of a felony and eligible for probation, the Court shall refer the matter to a probation officer to investigate and prepare a written report to the Court prior to sentencing.

CHALLENGES

- With very tight timeframes and staff shortages, it is a challenge to consistently provide the Court with timely, accurate, and informative reports.

Solution(s): Probation IT is working with the Court Clerk's Office to develop a means to electronically submit reports to the Criminal Courts. For Juvenile Court, the department has crossed-trained deputies assigned to other functions to assist when necessary to write investigation reports. On occasion, when the Court orders reports with short timeframes, the department will also seek assistance from extra-help deputies and/or utilize overtime.

- While Probation has long evaluated the timeliness of reports submitted to the Juvenile and Criminal Courts, it is a challenge to develop a way to evaluate the Courts' satisfaction with the quality of the reports submitted.

Solution(s): The department will finalize work begun during the previous year to solicit judicial feedback on satisfaction with the quality of probation reports submitted to them.

- The expansion of community courts presents a challenge for Probation. The DUI Court model has been expanded into the North Judicial District, the DV Court model in South County has been expanded into each of the four Judicial Districts, and a new court has been created for mentally ill offenders (Whatever It Takes). While the department is supportive of these efforts, they do require more deputized staff and the development of new procedures as they often expand the population served by the department.

Solution(s): Probation has committed staff to these courts and will develop the necessary procedures. The department will seek additional resources and evaluate ways to maximize existing resources to offset the loss of staff in other areas to meet the needs of these new courts.

- It is a challenge for Probation to improve service delivery and reduce recidivism for probationers sentenced to State Prison.

Solution(s): The department has submitted a concept paper to be selected for SB 618. This legislation requires a thorough Risk/Needs Assessment of probationers sentenced to State Prison and development of a life plan. If selected, Adult Court Services will work as part of a multi-agency team to provide the assessments and develop life plans that will be used to address

Case Study: Lisa

Her family did not want her around. Her ex-husband would not let her see her young son. Her ailing mother needed assistance, but Lisa was not reliable enough to help due to her drug usage and mental health problems. Her teenage daughter was headed for trouble. Lisa was failing Probation, despite the PC 1210 treatment made available for her. Things improved when she was referred to the Co-Occurring Disorders Court and provided with residential treatment for 90 days. However, upon release, she returned to her drug usage. Eventually, she was re-arrested and began the road back. Drug patches were used to help enforce sobriety. She met with Probation and Health Care weekly. Lisa had a few setbacks along the way, but gradually made progress. Through vocational rehabilitation, she received training and had job opportunities. She also volunteered for organizations that help people because it gave her a sense of purpose. Lisa became a role model for others in the program. Today, she has a job in the health field and the respect of her family again. She visits regularly with her son and is able to guide her daughter. She is still volunteering for causes that help people, like Operation Santa Claus.

each probationer's needs while in prison and facilitate reentry into the community upon parole. The goal is to improve service delivery to this population and reduce recidivism.

RESOURCES

To accomplish goal number one, the Probation Department has committed 240 positions (deputized and support staff) and \$16.3 million gross total budget (\$11.7 million net county cost plus \$4.6 million revenues).

- **Adult Court Division:** This division provides services to the Courts and supervises Interstate Compact, Courtesy Supervision, Adult Drug Court, and Proposition 36/PC 1210 cases. The division provides an average of 70 investigations for the Court per month and supplies the Courts with Resident Probation Officers.
- **Juvenile Court Division:** Per month, this division processes an average of 465 custody intakes (up from 425 last year) and 800 non-custody intakes (up from 750 last year) and conducts 115 investigations for the Court. Approximately 95 juveniles per month are referred for diversion services rather than being referred to the Court, and approximately 400 juveniles are currently on diversion under probation supervision, an increase of 50 over FY 04-05.

CASE STUDY: LESLIE

Leslie began using drugs when she was 14 years old. Her drugs of choice were methamphetamine, alcohol, and marijuana. She was 20 years old when she was first placed on formal probation and ordered to complete the Drug Court Program. Leslie has done very well. Drug tests show she has remained drug free for the past six years. She is a more mature and responsible individual and mother to her two children. Leslie has a full-time job and takes classes to grow within her career. She maintains sobriety by continuously working on the twelve steps and using all that she learned through Drug Court. Leslie has come a long way and made many positive changes to provide a future for herself and her children.

652 WIC

Whenever the probation officer believes there is a person living in the County who comes under the provision of Section 601 or 602 WIC, the probation officer shall make an investigation as deemed necessary to determine if proceedings should be commenced in the Juvenile Court.

653 WIC

Whenever any person applies to the probation officer or district attorney to commence proceedings in Juvenile Court relative to truancy as specified in 601.3 (e) WIC, it must be in the form of an affidavit stating there is a minor that comes under the provisions of 601 WIC and providing facts to support the claim. The probation officer or district attorney shall make an investigation as deemed necessary to determine whether proceedings should be commenced in Juvenile Court.

STRATEGIES TO ACCOMPLISH GOAL

- Develop an ongoing process for obtaining judicial feedback regarding the Court's satisfaction with the content and quality of Probation reports.
- Ensure staff in Adult and Juvenile Court Services remain current on all new laws, requirements, procedures, and programs at the local, state, and federal level that impact Probation's responsibility to provide investigations, reports, and assistance to the Courts.

Drug Court Program



Deputy Probation Officer Loree Dyer speaks with a participant of the Drug Court Program at Probation's South County Office.

- Continue to provide the Courts with thorough investigations of criminal/delinquency cases and to complete required reports on time. Continue to develop automation tools and processes to increase efficiency and speed in the preparation of reports prepared for the Court. Streamline the submission process by electronically submitting the reports to the Criminal Court.
- Collaborate with other local, state, and federal organizations to develop and implement evidence-based practices to properly support and inform the Court.

KEY OUTCOME INDICATORS

One outcome measure has been established thus far related to this goal, which is:

- Percent of court investigations and progress reports submitted within filing requirements.



KEY OUTCOME INDICATOR REPORTING

Goal #1: Percent of court investigations submitted within filing requirements.

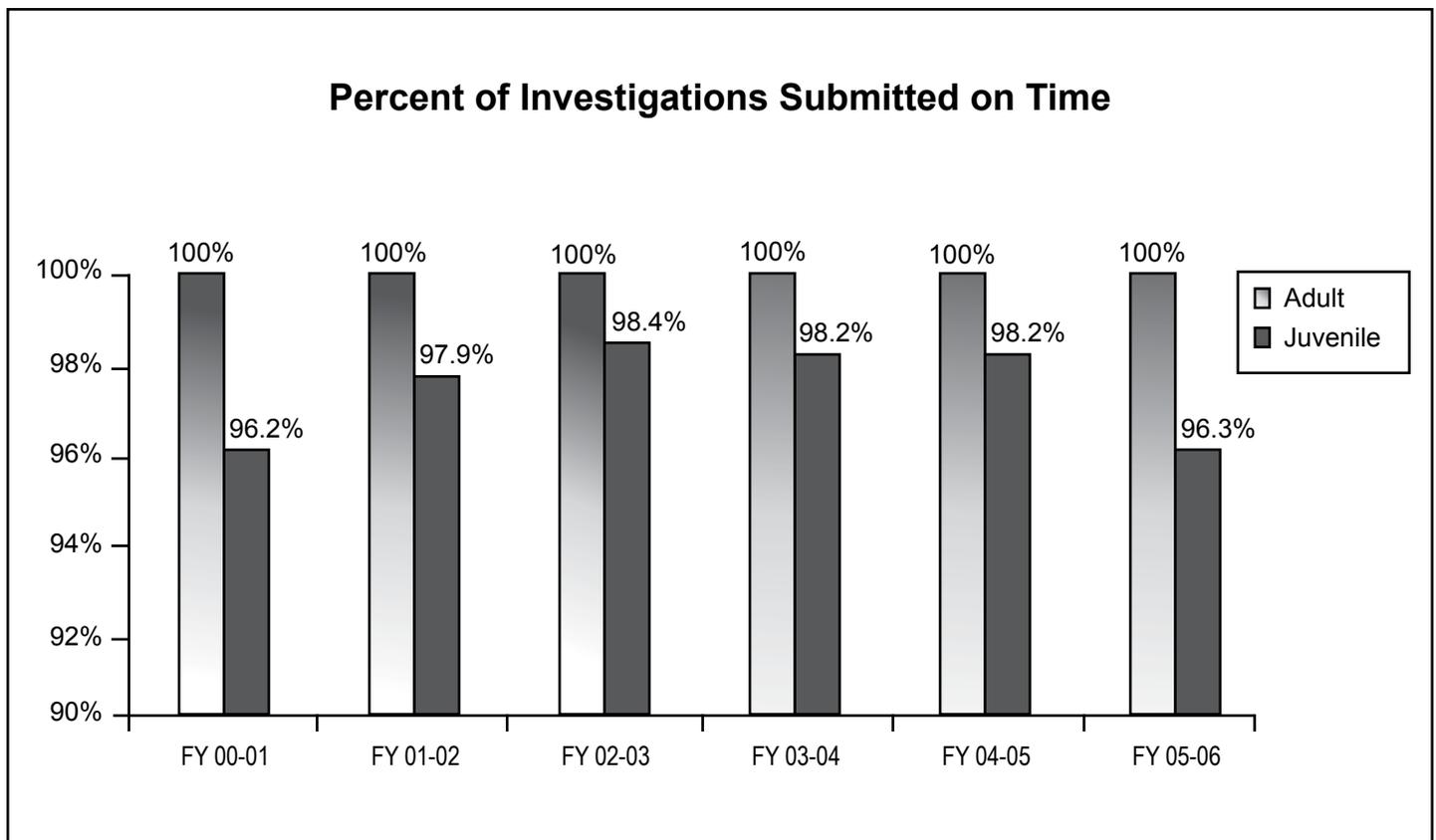
OUTCOME INDICATOR	FY 05-06 RESULTS	FY 06-07 PLAN	FY 06-07 ANTICIPATED RESULTS	FY 07-08 PLAN	HOW ARE WE DOING?
<p>What: Percentage of adult and juvenile investigative court reports and court progress reports submitted within filing requirements.</p>	<p>Adult: 100% of the 892 investigations and reports were submitted to the Courts within the filing deadlines during FY 05-06.</p> <p>Juvenile: 96.3% of the 4,694 investigations and reports were submitted to the Courts within the filing deadlines during FY 05-06.</p>	<p>Continue to meet court deadlines for timely submittal of investigations and reports.</p> <p>Review performance measures being considered under BSC, including completing a survey of court personnel to assess their satisfaction with report quality.</p> <p>Continue to research evidence-based practices in other probation agencies related to this goal.</p>	<p>It is anticipated that the department will continue to maintain or exceed on-time completion rates of 95% or better for submitting adult and juvenile investigation and progress reports within the court filing deadlines.</p> <p>Report on progress in discussions of BSC performance measures related to court services.</p>	<p>Continue to meet court deadlines for timely submittal of investigations and reports.</p> <p>Evaluate the feasibility of implementing any additional outcome measures, and develop an implementation action plan.</p>	<p>The FY 05-06 indicator results confirm how successful the department continues to be in meeting court deadlines for report submittals. Consistent with all past years, nearly all of the juvenile court reports (96%) and all of the adult court reports (100%) were submitted on time this past fiscal year.</p> <p>Providing this important information to court personnel in a timely manner remains a top priority. A number of measures have been employed in the past to assist in this effort, such as soliciting court input when developing automated court reports and collaborating with the Court in implementing an e-mail notification system. The latter resulted in providing Probation with up to two additional days to gather all of the necessary information and prepare the written report. This additional time is particularly critical when the report due date is considerably shorter than the 20 judicial days allowed under normal conditions. Even so, these “short sets” often require staff to work overtime to complete and, if needed, to hand-carry the report directly to the court officers to ensure court due dates are met.</p> <p>Over the past few years, the department has been researching other ways to evaluate performance in this area, in particular, service quality. To that end, plans were underway earlier this year to conduct a pilot survey of adult and juvenile court personnel. These plans were placed on hold temporarily when the department initiated the Balanced Scorecard (BSC) work. Although the BSC performance measures are still under discussion, the initial planning identified the assessment of court personnel’s satisfaction with the quality and usefulness of court reports as one of several possible measures. Decisions about implementing other indicators for this goal, such as this one, will be determined as part of the BSC final decisions.</p>

Why: Measures the success of the Probation Department in providing timely information to the courts for appropriate decisions.

KEY OUTCOME TRENDS

Goal #1: Percent of court investigations submitted within filing requirements.

Why is this important? To avoid any delays in the court process, the court reports prepared by the Probation Department must be submitted in a timely manner. The department strives for 100% compliance with court deadlines, which at times require staff to prepare reports in a very short timeframe to meet the Court's needs on particular cases. While reduced timeframes occur in both adult and juveniles courts, they occur with more frequency in the juvenile courts due to the complexities of the juvenile justice system. For more information, refer to the previous page.



Source: *Adult and Juvenile Investigation Unit Statistics, Orange County Probation Department*



Field Operations

Top left: SPO Claudia Mesa, DPO Eric McCauley, Supervisor Bill Campbell, and Staff Specialist Cynthia Contreras just before Supervisor Campbell accompanied them on a ride-along to visit offenders' homes. **Top right:** DPOs Robert Delatorre and Doug Lambert prepare to make probation home calls. **Bottom right:** IPT Edna Villagomez transcribes field notes from officers to be put into case files. **Bottom left:** DPOs Jerry Maxwell and Mathew Bolton with their canine partners Jet and Christa.

Goal #2: Field Operations and Institutional Services

Provide protection to the community by managing Orange County's adult and juvenile probation population.

The Orange County Probation Department provides protection to the community by ensuring that adult and juvenile offenders on probation comply with court orders. These offenders may be in the community or in custody. Offenders residing in the community are supervised by Deputy Probation Officers assigned to Field Operations (Field Services and Special Services). Juvenile offenders in custody are supervised by staff assigned to Institutional Services. Although the focus is different, the goal (community protection) is the same whether the offender is residing in the community or in custody at one of Probation's six juvenile correctional facilities.

FIELD OPERATIONS

The Field Operations service area is divided into five divisions: Adult Supervision, Juvenile Supervision, Special Supervision, Adult Court, and Juvenile Court.

The Orange County Probation Department seeks to balance strict enforcement of the Court's conditions of probation while assisting probationers to conduct themselves as law-abiding citizens in the community. Probationers are assessed by Deputy Probation Officers when they are first placed on probation and at six-month intervals using assessment tools developed and validated in Orange County over a decade ago. The results of each assessment assist Deputy Probation Officers in identifying and prioritizing the level of supervision/surveillance (based on the assessed risk to the community) and resocialization/intervention services (based on the probationer's assessed needs). **Resocialization** means identifying the offenders' root problems and matching them with the right treatment programs at the right time. Offenders who violate their conditions of probation can be arrested by a Deputy Probation Officer.

The Probation Department works closely with other criminal justice agencies in Orange County, such as local police departments and the District Attorney, to advance community safety through collaborative efforts like gang violence suppression. It partners with both public and private social service, health care, and education providers to assist with the resocialization of offenders based on their assessed needs.

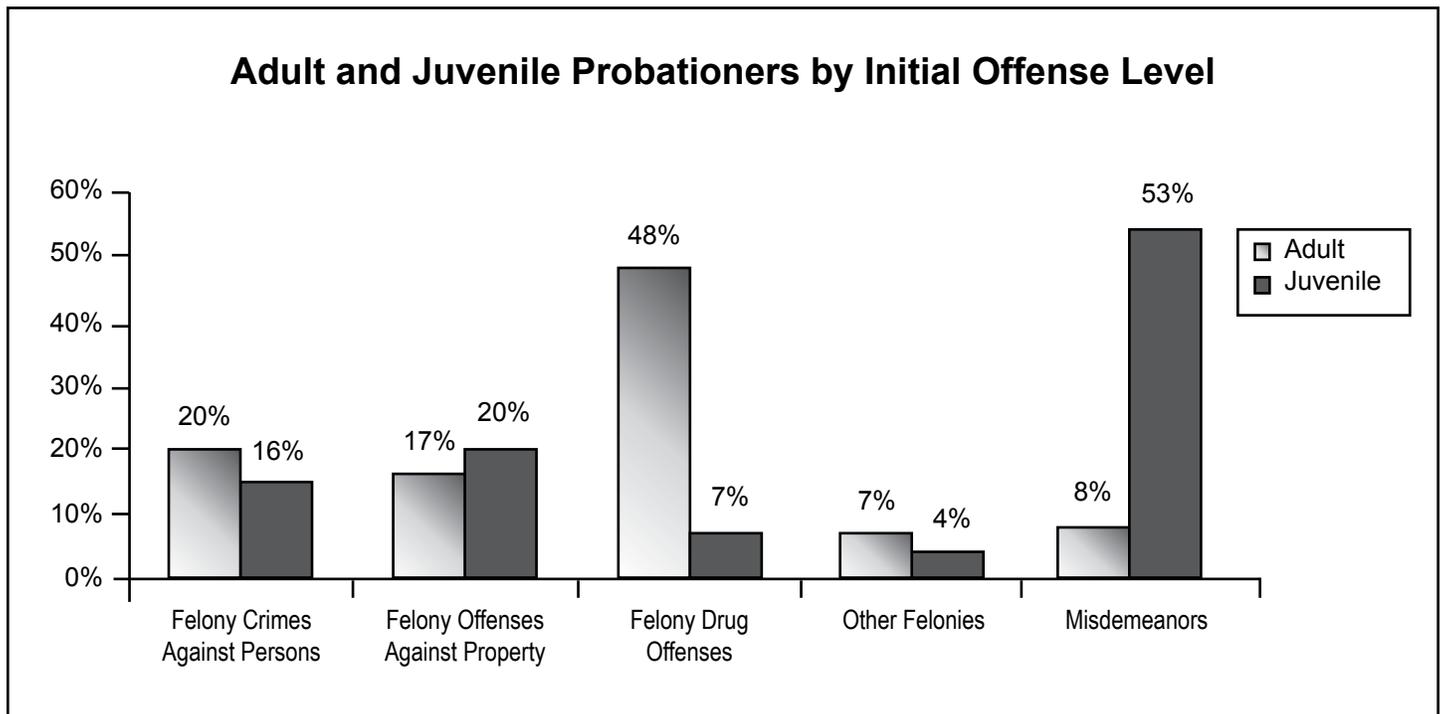
2006 Probation Enforcement Activities

Searches	
Adult Functions	17,914
Juvenile Functions	17,387
Arrests by Probation Staff	
Adult	3,000
Juvenile	1,363
Weapons Confiscated	
Firearms	92
Other Weapons	663
Drugs Confiscated	
Marijuana	7,228 g
Amphetamines/ Methamphetamine	1,485 g
Cocaine	679 g
Opiates	115 g
Other	74 g

CLIENTS

At any given time, there are approximately 6,000 juveniles and 16,500 adults on probation supervision. A sampling of the probation population revealed that of the juveniles, 85% are male, 69% have occasional to frequent substance abuse, 39% have a gang affiliation, and 47% have an initial sustained felony offense. Of the adults, 78% are male, 86% have occasional to frequent substance abuse, and 94% have an initial sustained felony offense. In general,

the profile of probation clients has remained the same over the past seven years. The exception to this is initial sustained offenses for juveniles. The proportion of juveniles placed on active supervision for sustained felony offenses slowly rose from 2001 through 2004, but dropped slightly and remained the same in 2005 and 2006. Refer to Appendix F (Profile of Active Supervision Probationers) for more information.



Source: Adult and Juvenile Profile/Outcome Database, Orange County Probation Department

Sub-populations of clients exist that have very specific needs.

■ **Juvenile Drug Court Cases** - There are approximately 30 to 35 cases at any given time in this multi-agency program that includes the Health Care Agency, Juvenile Court, District Attorney, Public Defender, and Probation. The program is for juveniles with serious drug and alcohol problems. They generally average 16.5 years of age at the time of entry. Approximately 55% enter on a probation violation. Most have been using drugs for more than three years prior to entering, and nearly half have been arrested on a prior drug charge. The program offers intensive supervision, frequent drug testing, and treatment.

■ **Juvenile Sex Offenders** - Sexually abusive minors are currently supervised by five juvenile field deputies who receive specialized training in addressing this population’s specific risks and needs. These deputies carry

Case Study: Alex

Alex was raised in a Russian orphanage until he was seven and brought to the United States by his adoptive parents. In 2003, at the age of 15 years, he was placed on probation for a serious sex offense. The victim was a mentally disabled female member of the family. For the next three years, he lived in a highly structured placement facility, but was released at the age of 18 when foster care was no longer an option due to his age. His adoptive father assisted him in locating an apartment so he could be close to his family. The probation officer continues to supervise Alex closely to ensure the safety of the victim as well as the community. The case plan includes weekly office contacts, frequent unannounced visits to his employment and residence, interviews with the parents, sex offender therapy, and individual counseling. Alex has had no law or probation violations for over a year.

smaller caseloads to allow for more intensive supervision and collateral contacts, including extensive use of Wraparound services. There are approximately 215 of these minors supervised at any given time. The specific needs of these juveniles are addressed through referrals to specialized counseling services. Approximately 12% to 15% of these juvenile sex offenders are placement cases who are sent to residential treatment facilities for an average of 18 months.

- **Seriously Emotionally Disturbed Juvenile Offenders** - Approximately 6% of the juvenile probationers living in the community have a diagnosed emotional disorder. This potentially places them at risk for an out-of-home placement. Deputies work with the families of these offenders to help them access available community resources to meet their needs.
- **8% Juvenile Offenders** - The 8% name is derived from a Probation Department study in the 1980s that found 8% of first-time juvenile offenders committed 55% of the repeat juvenile offenses in Orange County. These youths have characteristics in their lives that put them at high risk of becoming repeat offenders. Through early identification and focused services, the goal is to prevent new crimes from being committed by these offenders who are potentially career criminals. The Youth and Family Resource Centers (YFRCs) offer a wraparound day-treatment program to these youth and their families. Results from the evaluations of this program have revealed that it is effective in reducing recidivism for the 8% younger population (under 16 years of age when placed on probation) and in helping them improve their school performance and behavior.
- **Placement Cases** - Approximately 145 juvenile offenders are placed in foster homes/group homes by the Probation Department because they have no family able/willing to care for them. Probation oversees their placement and works toward family reunification or emancipation. Approximately one third were formerly dependents before

YFRC Family Fiesta Picnic



DJCOs John Hernandez, Dianna Magallon and Ruben Hurtado take part in the YFRC's annual Family Fiesta Picnic for minors and their families. John and Ruben are wearing the medals they won in the wheelbarrow race.

Case Study: William

William came to Probation for two separate incidents of assault and vandalism. He was already a dependant of the Court because his parents had abandoned him. Their whereabouts were unknown. William was placed in a group home where he remained for a year. During that time, he worked on anger management issues. He had a big brother through the Big Brothers Program and went on numerous successful outings with him. He earned his high school diploma and was employed in the community. Upon his graduation from the group home, William received the highest scholarship honor given by the group home. He now lives with an adult sister and intends to start college in January 2007.

727 (a) WIC

When a minor is declared a ward of the Court, the Court may make any and all reasonable orders for the care, supervision, custody, conduct, maintenance, and support of the minor. Custody can be taken from the parent and vested with the probation officer for suitable placement. Upon such order, probation may place the minor in the home of a relative, a non-relative or extended family member, a foster family home, or a suitable placement facility.

entering the probation system. Ninety-seven percent have been assessed as requiring psychological counseling, and 42% have been identified as having special education needs.

- **Domestic Violence Offenders** - The department is currently supervising almost 800 adults placed on probation for intimate partner violence, stalking, elder abuse, or child abuse. Nearly 80% were placed on probation for a felony offense. Emphasis is on holding the offender accountable and enhancing the safety of the victim. A close working relationship is maintained with Victim Witness, women's shelters, batterer's intervention programs, the District Attorney's Family Protection Unit, the Orange County Family Violence Council, and the Anaheim Family Justice Center.

1203.097 (a) (1) – (9) PC

If an adult is convicted of domestic violence and granted probation, the terms of probation must include a minimum of 36 months probation, a protective order for the victim, notice to the victim of the disposition of the case, booking within one week of sentencing, a \$200 minimum payment to domestic violence special funds, successful completion of a batterer's program, compliance with all probation requirements, performance of community service, and completion of additional sessions if the batterer's program recommends it.

- **Adult Sex Offenders** - Over 450 adults convicted of sex crimes are supervised by the Probation Department. Three-fourths of these offenders were convicted of a felony offense. These probationers are managed using the Containment Model, which is comprised of intense supervision, specialized sex offender treatment, and polygraph examinations. Supervision is closely coordinated with treatment providers, local law enforcement, and the District Attorney's Office. The unit has an officer assigned as liaison with the Department of Justice (DOJ) Sexual Predator Apprehension Team allowing for collaboration in the effective use of state and local resources for mutual support. The department also has a Computer Forensics Laboratory used to detect probationers' use of the Internet and technology for illegal purposes. 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.

290.85 PC

Persons released on probation who are required to register as sex offenders must provide proof of registration to their probation officers.

- **Gang Members** - Adult and juvenile gang members identified as the most serious gang cases are supervised by the department's Gang Violence Suppression Units. These units supervise approximately 1,000 serious gang cases. Deputies in these units are armed. They are stationed at police departments countywide and, along with the District Attorney's Office, form teams focused on suppressing gang activity and increasing public awareness of gang issues.
- **Mentally Ill Adult Offenders** - At initial assessment, 27% to 30% of offenders have mental health symptoms that limit functioning. Another 3% have symptoms that prevent functioning. They need a multi-agency approach to address the mental health issues that contribute to their illegal behavior.

GANG VIOLENCE SUPPRESSION

The Probation Santa Ana Gang Violence Suppression (SA GVS) deputies assisted their Santa Ana police partners in the investigation of 434 gang-related criminal investigations in 2006. Fifteen of these investigations were gang-related homicide cases and resulted in 30 arrests, the most ever by the SA Gang Homicide Section. So far this year, 289 Santa Ana gang members have been arrested, which is an 8.65% increase over last year for the same time period. In 2006, SA GVS deputies assisted SAPD in the service of Orange County's first Gang Injunction. This injunction focused on members of a specific Santa Ana street gang and the neighborhood it victimized. As a result of the injunction and the "Safety Zone" created in the local neighborhood, crime in the area was reduced by an incredible 46%. Santa Ana's injunction will serve as a model for future injunctions served in Orange County and adds another tool in combating gang crime in Orange County.

Gang Injunction



Members of Probation's Gang Violence Suppression Unit look on as District Attorney Tony Rackauckas speaks to assembled media about the County's first Gang Injunction.

Case Study: Enrique

- **Adult Drug Court Cases**—During FY 05-06, Probation provided services to an average of 450 adult drug court cases per month. These cases are all substance abuse offenders. The majority of adult drug court probationers previously failed in Proposition 36/PC 1210. The cases receive intensive supervision and are required to complete substance abuse treatment that lasts at least eighteen months. Upon graduation, each probationer is required to be drug free, employed, and in a stable living environment.
- **Proposition 36/PC 1210 Cases** - There are currently over 3,300 Proposition 36/PC 1210 clients on formal probation who have been sentenced to drug treatment instead of incarceration for drug offenses. Many of these cases have long histories of drug use, are severely addicted, and have significant criminal histories. These clients require supervision, drug testing, and drug treatment. The Court receives frequent reports on their progress.
- **High-Control Cases** - There are over 500 adult criminal offenders considered at high-risk to reoffend or with histories of violent behavior. The department's Special Enforcement Unit

Enrique is a Desert Storm veteran. Upon discharge from the military, he started using marijuana again, then escalated to methamphetamine. He was originally placed in the PC 1000 program, then the PC 1210 program for his substance abuse. He failed to complete both of those programs. Because of his drug use, his wife divorced him and kept the children with her, even though she was not a very responsible person. Rather than go to prison on his third probation violation, he was accepted into the Drug Court Program in 2004 and ordered to complete a residential drug treatment program. He relapsed on two separate occasions, but eventually completed that six-month program. He then lived at a sober living home and obtained full-time employment. At the time he graduated from the Drug Court Program, he had been drug free for two years. He now has his own residence and is the primary caregiver for his children.

Search Activities



Deputy Probation Officer Mathew Bolton and his canine partner Christa search a car for possible hidden drugs.

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.

1203.12 PC

The probation officer is required to report to the Court any violation by the probationer of the terms and conditions imposed by the Court.

CHALLENGES

- Recent legislation (SB 619) allows probation and parole to use Continuous Electronic Monitoring (CEM) with Global Positioning Satellite (GPS) as a supervision tool with all probationers and parolees. Previously it was limited to certain high-risk sex offenders. The need for coordination, information dissemination, and education of key agencies impacted by CEM with GPS will increase greatly. Implementation of this promising technology has created numerous challenges and will initially significantly increase workloads for officers of offenders supervised with it. The electronic monitoring equipment is not standardized nor is the interpretation of the voluminous data it provides.

Solution(s): Orange County Probation has increased its participation in the California Electronic Monitoring Association in an attempt to standardize electronic monitoring equipment throughout the state. In addition, Probation is working with vendors of electronic monitoring equipment to make software and the data collected

Global Positioning Satellite Monitoring



Deputy Probation Officer Andy Parker puts a Global Positioning Satellite tracking device on the ankle of a registered sex offender.

from this software more user friendly and applicable to the day-to-day operations of the supervision deputies. With standardized equipment and user-friendly software, caseloads can be expanded using Continuous Electronic Monitoring equipment to augment field supervision. Probation will develop the programs, procedures, and policies necessary for SB 619 implementation, as well as pursue the necessary resources and request additional staffing. A vendor for the GPS equipment and monitoring will be selected using the County's competitive bid process.

Case Study: Gary

Two deputies from the Sex Offender Unit were conducting home contacts and searches to monitor sex offenders on their caseloads in the city of Santa Ana. Using Global Positioning Satellite (GPS) monitoring, they noted one of these offenders, Gary, was in a South County city far from their supervision area. The officers went to the city to check on Gary's activities and compliance with his court orders. They found him in a hotel room with a stripper, under the influence of alcohol, and in possession of alcohol, all in violation of his court order. They learned that prior to their arrival, a juvenile had been in the hotel room, which was a violation of his probation. Gary was arrested and transported to Orange County Jail. This case exemplifies the use of GPS technology as an additional tool to help probation officers supervise offenders and intervene before new victimization can occur.

- It will be a challenge to respond to recently enacted legislation (SB 1128 and SB 1178) that expands the number of sex offenders requiring GPS. It will require additional staff and funding to comply with the legislation.

Solution(s): Probation will make sure it has adequate staff to meet this need. Existing resources will be evaluated and prioritized for redeployment. If the need cannot be met with existing resources, additional resources will be requested through the Strategic Financial Planning and budget augmentation processes.

- One of Probation's top three priorities and one of the County's top ten Strategic Financial Priorities is the implementation of adult reentry programming. Studies show reentry programs that build competencies are effective in reducing recidivism, but no programs are available in Orange County. It will be a challenge to find sites for such programs in Orange County, plus funding and staff resources will have to be obtained.

Solution(s): The department plans to work collaboratively with the California Department of Corrections and Rehabilitation (CDCR) and Sheriff to develop a joint-use adult reentry residential program and a day reporting center for probationers and paroles. Both programs will use a collaborative approach to provide multiple services to build competencies while monitoring the probationers' and paroles' activities. Probation will seek sites and funding for the programs.

- Ongoing resource limitations of available deputized staff have required Probation to assess the adult high-risk felony cases for active supervision and place other cases on Field Monitored (FM) status, receiving a significantly reduced level of supervision, or in Administrative caseloads, receiving no supervision. It is a challenge to identify the right cases for supervision so community protection is not compromised, as well as determine the proper workload standard for effective supervision of a caseload consisting of all high-risk felony offenders.

Solution(s): Probation will continue aggressive recruitment efforts to fill deputy positions. The department will conduct frequent reviews of all caseloads, particularly FM and Administrative, and respond appropriately to any community safety issues that are identified. A workload study will be conducted to determine what is required to supervise high-risk offenders effectively. The department will also continue to seek additional resources.

- Changes to the regulation governing Title IV-E revenue may reduce Probation's ability to claim any administrative cost for children who are in custody at Juvenile Hall prior to being placed in foster care. This

would virtually eliminate the case management component of the department's annual claim and reduce revenues by approximately \$621,000. Additionally, the language defining eligible candidates for services was changed with the intent to more narrowly define juveniles who are at "imminent risk" of being displaced from the home. Guidelines on how to implement these changes are not available from the state/federal government. Until the guidelines are available, the state has instructed probation departments to continue claiming as they have done prior to the legislative change. It is clear that the federal government is intent on reducing probation's claiming of Title IV-E revenues.

Solution(s): Probation will continue working with the Chief Probation Officers of California (CPOC) and state to develop guidelines on how to define "imminent risk" and assess the financial impact on Title IV-E services for our clients. The department will re-convene the Title IV-E working group to assess the department's audit risk based on the change to the definition of eligible candidate and our continued claiming of all administrative costs as directed by the state. Consideration will be given to establishing a reserve to support potential audit disallowances.

- With the steady increase of juvenile cases and additional trained deputies not anticipated until the summer of 2007, it will be difficult to meet workload demands and provide quality supervision and services to this population.

Solution(s): The entire population on juvenile supervision will be reviewed to identify the highest Risk/Needs cases that are most in need of probation services from those that might be managed with a lower level of service delivery. All 18-year-old cases will be assessed to determine those which can be submitted for Probation

Probation Foster Family Program



Supervising Probation Officer Pamela Newcomb (left) and Deputy Probation Officer Lisa Carpenter (second from right) were on hand when three of Probation's foster families were honored as part of National Foster Family Month. Foster parents pictured from left are Belinda Yancy, Brenda Sanford, Linda Buck, and Don Buck.

termination or afforded a lower level of supervision. Timesaving options will be explored, such as simplifying forms and using new technology to expedite reports.

- It is a challenge to manage those minors who have been placed out-of-state through an IEP (Individual Education Program) who remain wards of the Court with a placement order. The Probation Department has an obligation to visit them on a monthly basis. Coordination is difficult because typically there are a number of parties involved, including educational attorneys, Public Defender, District Attorney, Health Care Agency, Juvenile Court, and Probation. Also to be considered are Interstate Compact for Juveniles and Interstate Compact for Placement minors. Though currently few in number, each case presents a significant workload and coordination impact on Probation Placement staff.

Solution (s): Probation will seek to formalize collaboration between the involved parties and develop defined procedures. Discussions will be held with the Juvenile Court to establish guidelines and clarification on the orders issued. Training will be provided for Probation staff.

- AB 1695 imposes requirements on probation departments to approve homes where juvenile wards are residing with non-relatives or relatives other than their parents rather than imposing requirements that they be licensed by Social Services using foster care licensing standards. This law presents challenges from a workload and compliance standpoint. The number of cases falling under AB 1695 guidelines currently exceeds the Probation Placement Unit's ability to manage the workload.

Solution(s): Uniform procedures and streamlined processes will be developed to ensure all AB 1695 cases are assessed in a timely manner. Collaborative arrangements will be made with other counties when the caretaker resides outside of Orange County to help expedite those assessments.

361.4 WIC

The Court may place a minor with a relative or non-relative pending the results of a full assessment of the potential caretakers and their home. An assessment requires record checks, Child Abuse Central Index inquiries, and evaluation of all residents living in the home.

- There is a shortage of appropriate transitional housing for emancipating probation placement wards. These juveniles are often rejected by transitional housing programs. Releasing them to the streets without a home places them at higher risk for failure.

Solution(s): Probation Placement staff will work in collaboration with staff from the Social Services Agency to conduct assessments on transitional age youth preparing for emancipation as part of a youth reform initiative. An opportunity has been presented through a project called "California Connected by 25 Initiative" (CC25I) to provide services to transitional age youth. The purpose of CC25I is to develop a continuum of services aimed at supporting youth development and fostering youth transition to adulthood.

- School attendance is considered to be one of the keys to a juvenile's successful re-socialization, but the percentage of juvenile probationers regularly attending school has declined from 62% in the year 2000/2001 to 49% in the year 2005/2006. It will be a challenge to reverse this trend.

Solution(s): In addressing this issue, juvenile field staff will thoroughly examine all of the issues associated with the apparent declining school attendance rate. An effort will be made to stay in close communication with the Court to maintain judicial support in addressing school attendance and truancy issues with juveniles. As necessary, school attendance will be prioritized in individual case plans completed by juvenile field officers.

YFRC School



Department of Education teacher Margaret Carey teaches a class at the West Youth and Family Resource Center.

601 WIC

Any person under the age of 18 years who is beyond the control of his/her parents or guardian, has four or more truancies within one school year, or has violated any city or county curfew may be declared a ward by the Juvenile Court.

RESOURCES

Four divisions provide community protection for adult and juvenile probationers residing in the community with a total of 313 positions (deputized and support staff) and \$27.4 million gross total (\$11.3 million net county cost and \$16.1 million revenues).

- **Program Division** includes the Youth and Family Resource Centers that serve 120 to 150 of those juveniles at the greatest risk of becoming chronic re-offenders and their families at any given time. The YFRCs have many collaborative partners, such as the Department of Education, Health Care Agency, and numerous community-based organizations. Contracts with community-based organizations provide program components such as comprehensive employment services and restorative justice programming.
- **Special Supervision Division** includes the Domestic Violence Unit, Gang Violence Suppression Units (armed deputies), Adult Sex Offender Unit, Special Enforcement Unit (armed deputies), Dispatch Station, and Supervised Electronic Confinement Unit. The Gang Violence Suppression deputies are stationed at police departments throughout the County.

Juvenile Supervision



Deputy Probation Officer Shawn Barry places a minor he arrested for a probation violation into a custody van to be transported to Juvenile Hall.

- **Juvenile Supervision Division** manages approximately 2,800 juvenile cases that are living in the community at any given time.

202 WIC

A minor will be removed from the custody of his or her parents only when necessary for his or her welfare or for the safety and protection of the public.

- **Adult Supervision Division** manages approximately 7,100 adult offenders who are residing in the community at any given time.

STRATEGIES FOR FIELD OPERATIONS TO ACCOMPLISH GOAL

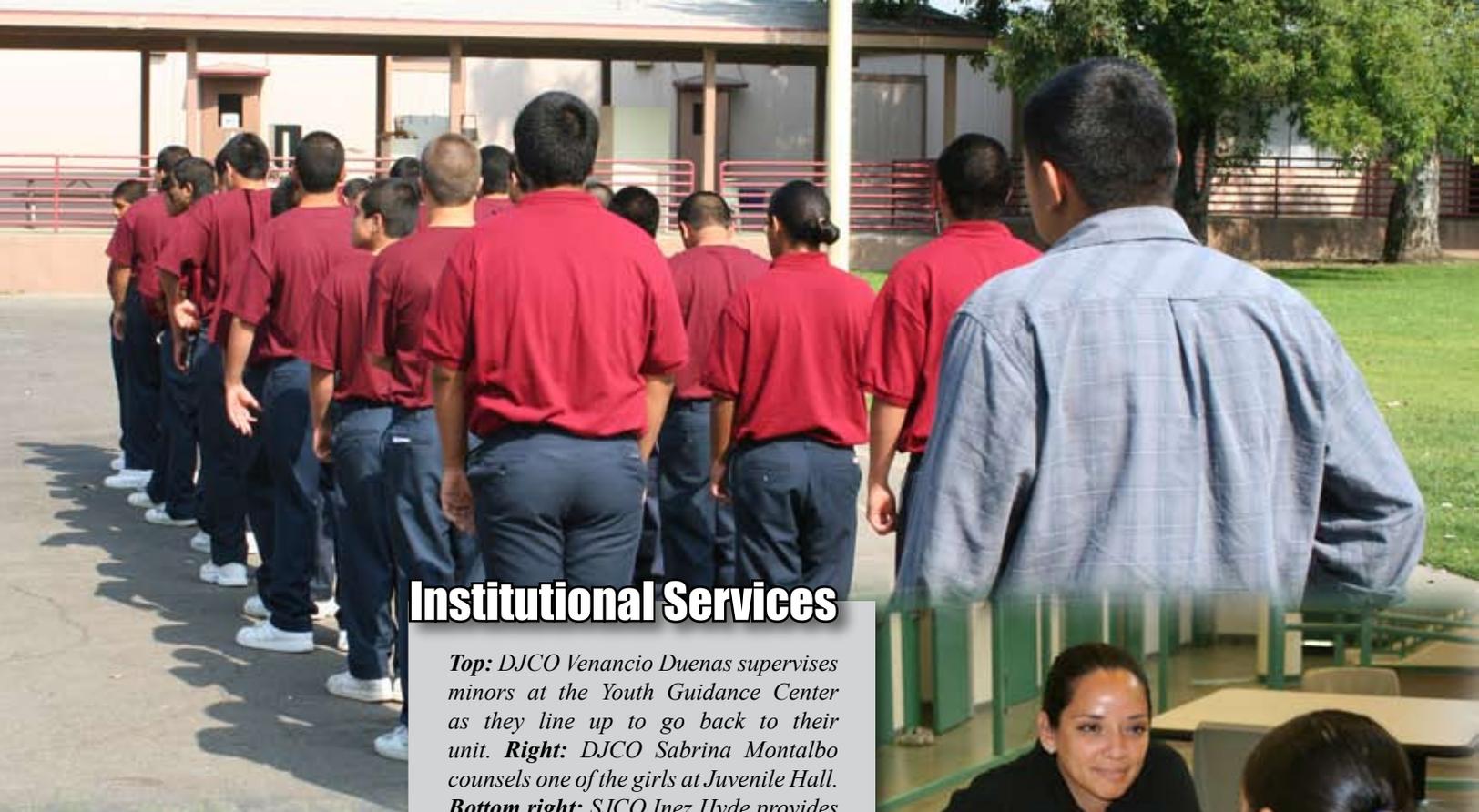
- Research, develop, and use evidence-based practices to address challenges in managing the adult and juvenile probation population. Develop a feedback system to evaluate the results, and refine practices to improve the resocialization of offenders and safety of the community.
- Continue the process of exploring and developing strategies for the effective supervision of probationers by integrating new technology, such as Global Positioning Satellite technology, into the supervision process.
- Conduct a new workload study to ensure caseloads are appropriately adjusted and offenders are receiving the necessary level of supervision and services to maintain community safety.

- Continue to develop resources as needed to expand the continuum of services for juvenile and adult probationers. Incorporate graduated sanctions from community supervision to incarceration, and address the varied needs of the probation population to prevent additional law violations. Pursue opportunities to obtain needed resources to respond to the needs of Probation's offender population and appropriately monitor their compliance with the terms of probation ordered by the Court.
- Continue to update the National Institute of Corrections Model (a recognized and validated best practice) to assess the risk and needs of probationers and determine appropriate levels of supervision to ensure public safety.
- Continue to work with other criminal justice agencies and community collaboratives to facilitate the highest quality of services, supervision, and resocialization of offenders.
- Pursue legislative support for the creation of a stable funding source for the active supervision of adult probationers that is based on best-practice models that have proven outcomes.
- Continue with the Countywide Strategic Plan to expand the availability of Youth and Family Resource Center services.
- Consider additional recruitment strategies to bring in trained deputies to meet the critical need for additional deputies in Field Operations.

Probation Orange County Fair Booth



Deputy Probation Officer Brent Ward discusses Probation employment opportunities with a member of the public at the department's Orange County Fair booth.



Institutional Services

Top: DJCO Venancio Duenas supervises minors at the Youth Guidance Center as they line up to go back to their unit. Right: DJCO Sabrina Montalbo counsels one of the girls at Juvenile Hall. Bottom right: SJCO Inez Hyde provides supervision at Juvenile Hall during a school movement. Left: DJCO Jesus Nuno laughs with the boys at Joplin as they clean up the garden area the boys helped create.



INSTITUTIONAL SERVICES

The Probation Department operates six juvenile correctional institutions that have a combined state-rated capacity of 955 beds.

Secure detention is provided at Juvenile Hall (434 beds) and Lacy Juvenile Annex (56 beds). Two programs offering alternatives to incarceration in Juvenile Hall are the Juvenile Court Work Program that allows offenders to work on weekend work crews in lieu of serving institutional commitments and the Accountability Commitment Program (ACP) that allows offenders to be released home on electronic confinement to a day treatment program.

The remaining four **non-secure institutions** offer a total of 465 beds and a broad array of programs for juveniles serving court-ordered commitments. Youth Guidance Center (YGC)

Case Study: Justin

Justin was first arrested six years ago when he was thirteen. At that time, he was a 5' 10" tall, 310 lb. angry young man. Due to problems in the home and Justin's behavior, the Court ordered him placed in foster care. He did not do well and had to be removed from a variety of group homes to Juvenile Hall for violating his terms and conditions of probation. Many of his problems were directly related to his inability to deal with his anger issues. After almost four years, Justin was ordered by the Court to serve 350 days in custody. While serving his commitment at Juvenile Hall, Justin participated in an intense therapy program that included anger management and a special fitness program to improve his health. He not only completed his court-ordered therapy, but also earned his high school diploma and lost sixty pounds. Justin was released from custody to live with his grandfather seven months ago. As of today, Justin continues to live with his grandfather. He has remained free of any law violations and been taken off of formal probation. Justin plans to enroll in college in the spring of 2007.

Juvenile Hall Secure Detention



Deputy Juvenile Correctional Officer Juan Medrano returns a minor to his room at Juvenile Hall.

is a facility located in Santa Ana for boys and girls ranging in age from 11 through 18 years with programs that focus on the wide range of needs of juvenile offenders. Joplin Youth Center provides residential treatment for teenage boys ages 13 to 17 years typically serving 30- to 120-day commitments. Los Pinos Conservation Camp is a co-ed institution situated in the Cleveland National Forest for boys and girls ages 16 and older serving commitments of up to one year. The Youth Leadership Academy (YLA) is located in Orange and provides cognitive restructuring, skill development programming, and treatment to a co-ed population ranging from ages 14 to 19 years.

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. While incarcerated, Probation's role is to assist these offenders to develop life skills and vocational competencies. Collaborating with a wide variety of public and private partners, programming in the institutions prepares the minors emotionally, behaviorally, and academically for their return to the community. For a comprehensive list of the programs offered, please refer to Appendix G, Juvenile Institutional Services Programming.

CLIENTS

Juveniles come to the institutions with a variety of needs for care and treatment. In addition to receiving the basic necessities of shelter, clothes, and food; the minors receive services to address their mental, physical, and emotional needs. The juveniles are assessed for medical/mental health needs and substance abuse problems with treatment provided by the Health Care Agency. Accredited classes are provided by the Department of Education to meet the minors' educational needs. A variety of recreational and community service programs are also provided.

Within the overall population of clients in the institutions, sub-populations exist that have very specific needs and require special programming.

■ **Juvenile Sex Offenders** - Juvenile Hall has two secure units for 36 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.

■ **Female Offenders** - YGC provides specialized programming for up to 25 female wards 13 to 18 years of age (average age is 17) with commitments ranging from 120 days to one year. Follow-up of the girls served in the YGC program reveals that 92% do not have any new law violations in the six months after their exit. To meet the increasing number of female offenders receiving commitments, additional specialized programming and beds have been developed for them at Juvenile Hall, Los Pinos, and the Youth Leadership Academy.

Case Study : Jessica

Several milestones occurred when Jessica was thirteen years old. She started using methamphetamines and was arrested for the first of many times. Her first arrest was for petty theft because she wanted some new clothes and had no money to pay for them. Due to her mother's extensive drug abuse, Jessica and her siblings were sent to foster care. Jessica frequently ran away and continued to use drugs. She violated her probation repeatedly and had to be returned to Juvenile Hall many times, where she was always disruptive and resistant to authority. All indications were that Jessica would continue her destructive patterns into adulthood. However, something happened when she was placed in the "Mission Possible" Program at Juvenile Hall. She made a 180-degree turn. Jessica is now accepting responsibility for her actions and seeing the extensive destruction drug abuse has had on her life. She is respectful and appropriate with staff and the other participants. Jessica is learning how to deal with problems in a positive, effective way. Program staff are working to provide Jessica with all the skills she will need to make a successful transition to the community. Will these positive changes continue once she is released? Probation is providing her with the tools to succeed. It will be up to Jessica to use those tools.

Case Study: Emma

Emma was given a 12-month commitment to the YGC STEP Program when she was 15 years old with charges that ranged from burglary to grand theft auto. She was also “DJJ Admonished” by the Court which meant that should she appear before the Court again, she would surely be sent to the Division of Juvenile Justice. Although Emma admitted to having a problem with stealing, she was unwilling to admit to her drug usage. The first few months in the STEP Program were difficult. Whenever staff confronted Emma about her problems or behavior, she refused to talk to them. As the months passed, Emma began to listen and learn. She listened to her therapist and started having family therapy. She finally admitted her drug use and took responsibility for it. Emma became a strong leader and proved herself over and over in the STEP Program. Emma was released just before Christmas in 2005 so she could spend the holidays with her family. Her transition home has been successful, and she is now employed and attends regular high school. Emma still keeps in touch with the staff in the STEP Program. She came in to show everyone her prom pictures and share her experiences. Emma would like to be a guest speaker to help other girls in the program. Emma is truly a success and an inspiration to others.

- **Severely Emotionally Disturbed Offenders** - These offenders require extensive collaboration to manage their behavior and meet their needs. In some cases, their behavior is so severe that psychiatric facilities are unwilling to accept them. Juvenile Hall has developed a special housing unit to deal with emotionally disturbed offenders, but limited bed space has required that some of them be housed at the other institutions. Once these minors are stabilized, they move to other institutions, including the recently opened YLA, for additional program opportunities.
- **Substance Abuse Offenders** - Juveniles with significant histories of substance abuse and those recovering from alcohol/drug addiction receive special programming. The Breakthrough Program at YGC is a highly structured drug therapeutic community that can serve up to 25 teenage boys and girls recovering from drug or alcohol

Youth Guidance Center ASERT Program



Deputy Juvenile Correctional Officer Javier Orozco provides encouragement and structure for minors in the ASERT Program at the Youth Guidance Center (YGC).

addiction. It provides a 9- to 12-month residential phase followed by six months of intensive supervision in the community. The ASERT Program (Addiction Substance Abuse Education and Recognition Treatment Program) at YGC is a 75-bed intensive drug intervention and education program for males 12 to 18 years of age with long-term commitments and a history of significant substance abuse. Over 85% of the ASERT juveniles complete the program satisfactorily. Of all drug tests administered in the year following participants' program exit, 86% are negative indicating the youth tested have remained drug-free.

Case Study: Daniel

Daniel served a 250-day commitment in the Youth Guidance Center ASERT program for felony DUI. He then successfully completed the six-month aftercare component of the program. During aftercare, he reported to Probation as directed and drug tested twice a week. He attended weekly counseling through the Health Care Agency Alcohol Drug Abuse Services and also completed the First Time Offender Drinking Driver program. Daniel worked full time and managed to pay off his heavy restitution of almost \$10,000. Daniel's future plans are to look for better employment and go to college.

CHALLENGES

- There is considerable competition for entry-level staff for the institutions from State Parole and surrounding probation departments. This is coupled with a critical need to keep staffing levels up. Limited affordable housing in Orange County and the high cost of fuel may deny the department future applicants or begin to erode current personnel who are driving in from other counties.

Solution(s): The department will explore a variety of options within the industry and external to the department to enhance the recruitment and retention of institutional staff. The background check process will be expedited so candidates are not lost while waiting for clearances. The department will also provide additional On-the-Job Training (OJT) to increase support for new staff.

- Implementation of the In-Time Scheduling for the institutions presents a number of challenges. The implementation phase needs to be clean, uniform, and productive. The mechanics of the software system need to blend adequately with the ongoing and changing demands placed upon this function by staff's union/labor representatives. This software must support current department policies and procedures.

Solution(s): Probation will reconvene the Cadre that initially met to plan for implementation, but update it to reflect recent staff changes. Any necessary enhancements to Probation's current Data Systems Division will be provided so in-house experts can represent the Cadre from a technical point of view. The department will ensure that the system developed by the vendor meets our needs, rather than trying to make our needs fit the vendor's system.

- Institutional overcrowding continues to be a problem. Demographics, policy and procedure, and police departments drive the number of minors coming into the institutions. While Probation can establish various policies to restrict admission of certain types of minors, this option is limited to those minors who do not pose a threat to the community.

Solution(s): The department will continue to evaluate studies that forecast short-term and long-term demographics that will impact the institutional population, pursue alternatives to incarceration, and increase communication with local law enforcement to ensure that only those minors truly in need of incarceration are brought to Juvenile Hall.

- It is a challenge to ensure that the Master Maintenance Plan submitted for the upkeep and improvement of the juvenile institutions continues to have consistent follow through and be updated as needed to address any changing client demographics.

Solution(s): The department will focus on construction-related project management with consistent communication between each Institutional Director and RDMD/A&E Project Management staff and ensure budgetary support for previously approved Master Plan projects.

- Over the last decade, and especially over the last three years, more minors with emotional disturbances and learning disabilities have been coming into custody. Many of them have problems that would justify their placement in a secure psychiatric institution or special education school setting, but their criminal behavior results in custody time in one of Probation's institutions. These minors are prone to more defiant and violent behaviors while in custody.

Solution(s): The department will seek to increase collaboration with the Health Care Agency and Department of Education to provide more assessments of minors coming into the institutions so programming and special services can be tailored to their specific needs. Training in dealing with these minors with special needs will be increased for new and existing institutional staff. Funding will be pursued to increase special programming and additional physical plant sites for these minors as opportunities become available.

Juvenile Hall Suicide Watch



Deputy Juvenile Correctional Officer Todd Brown keeps suicide watch over a minor in Juvenile Hall to ensure his safety. Such watches involve one-on-one supervision by Probation while a minor's mental health needs are addressed by the Health Care Agency and a determination is made that he is no longer a danger to himself.

RESOURCES

The department's budget for Institutional Services is \$64.9 million gross total (\$40.9 million net county cost and \$24 million total revenue) and includes 828 positions (deputized and support staff).

Juvenile Institutions	Beds	Net County Fund (in millions)	Revenue (in millions)	Gross Total Funding (in millions)
Secure Detention*	490	\$24.8	\$6.7	\$31.5
Non-Secure Detention	465	\$5.5	\$17.3	\$22.8
<i>Joplin Youth Center</i>	<i>64</i>	<i>\$0.3</i>	<i>\$3.4</i>	<i>\$3.7</i>
<i>Los Pinos</i>	<i>156</i>	<i>\$0.6</i>	<i>\$6.7</i>	<i>\$7.3</i>
<i>YGC</i>	<i>125</i>	<i>\$0.4</i>	<i>\$6.7</i>	<i>\$7.1</i>
<i>YLA</i>	<i>120**</i>	<i>\$4.2</i>	<i>\$0.5</i>	<i>\$4.7</i>
Grand Total	955	\$30.3	\$24.0	\$54.3

*Secure detention includes Juvenile Hall and Lacy Juvenile Annex.

**60 beds are currently occupied.

STRATEGIES FOR INSTITUTIONAL SERVICES TO ACCOMPLISH GOAL

- Work with the Resources and Development Management Department to implement the Master Maintenance Plan for ongoing repair needs, major replacements, and reconstruction of Probation's juvenile correctional facilities.
- Continue working with local and state organizations/officials to secure Juvenile Probation Camps Funding for juvenile institutions and camps.
- Complete the automation of the staff scheduling function at every institution.
- Continue to plan for immediate and future bed space and programming requirements through regular management review of demographic trends in the institutional population.
- Pursue opportunities for funding to incrementally increase the number of juvenile detention and treatment beds. Seek a legislative solution that will create long-term and dedicated funding for juvenile delinquency programs and juvenile institutional construction.
- Monitor juvenile offender population trends to evaluate the need for a phased build-out and staffing of a new juvenile hall facility. (County Strategic Priority)
- Research, develop, and use evidence-based practices to address challenges in managing the juvenile institutional population. Develop a feedback system to evaluate the results and refine practices to improve the programs and increase community safety.
- Seek funds to design and implement expanded in-custody treatment programs and aftercare services for special populations of clients, such as severely emotionally disturbed offenders, female offenders, etc. Continue to

Mission Possible Program



CBS news reporter Steve Hartman looks on as some of the girls in Juvenile Hall's Unit Q are filmed for a segment that appeared on the CBS Evening News with Katie Couric.

collaborate with other agencies to develop and provide services to those juveniles who require specialized treatment to manage their behavior and meet their specific needs.

KEY OUTCOME INDICATORS

Four measures have been implemented to evaluate the department's effectiveness in meeting this goal.

- Percent of probationers who do not commit a new crime or law violation while on probation.
- Percent of probationers who do not commit a violent felony crime while on probation.
- Percent of probationers employed or in school.
- Percent of improvement in offenders' interpersonal functioning and life-skills abilities after one year on probation.

KEY OUTCOME INDICATOR REPORTING

Goal #2: Percent of probationers who do not commit a new crime or law violation while on probation. (**)

OUTCOME INDICATOR	FY 05-06 RESULTS	FY 06-07 PLAN	FY 06-07 ANTICIPATED RESULTS	FY 07-08 PLAN	HOW ARE WE DOING?
<p>What: Percent of adult and juvenile probationers completing probation without any new law violation during their supervision period.</p>	<p>Adult:</p> <ul style="list-style-type: none"> 71% of the 4,141 adults terminated formal probation in FY 05-06 without any new law violation during their supervision period. <p>Juvenile:</p> <ul style="list-style-type: none"> 77% of the 2,015 juveniles terminated formal probation in FY 05-06 without any new law violation during their supervision period. 97.6% of the 1,430 juveniles terminated informal probation in FY 05-06 without any new law violation during their supervision period. 	<p>Maintain the resources and supervision level needed to attain the goals targeted for this outcome measure.</p> <p>Explore potential changes in outcome indicators based on BSC results and enhanced automated capabilities.</p> <p>Continue quality control review of indicator data source.</p>	<p>Meet or exceed the following rates:</p> <p>Formal Probation:</p> <p>Meet or exceed 60% or more of adults and juveniles terminating formal probation without any new law violations while under probation supervision.</p> <p>Informal Probation (Juvenile only):</p> <p>Meet or exceed rates of 90% or more of juveniles terminating informal probation without any new law violations while under probation supervision.</p>	<p>Maintain the resources and supervision level needed to attain the goals targeted for this outcome measure.</p> <p>Implement any refinements or enhancements to this outcome indicator and establish new targets.</p> <p>Examine indicator results for major specialized probationer groups.</p>	<p>The preliminary FY 05-06 results indicate that the great majority of offenders terminated from formal probation without committing any new law violations. Although further review of the source data is still in process (**), these positive findings are in line with the trends observed over the past reporting years.</p> <p>In general, the Orange County rates fall in the range of results reported for terminated probationers in other jurisdictions (e.g. between 65 to 75% of adult and juvenile probationers terminate without new law violations). A challenge when making comparisons like this is differences in how agencies define recidivism. The Chief Probation Officers of California is currently discussing this issue, with a long-term goal of establishing a common definition that all California county probation departments would strive to report on annually. That effort, along with the local Balanced Scorecard work, may lead to changes in future reporting on this performance area.</p> <p>It is also acknowledged that terminating from probation without any new law violations does not necessarily equate to successful completion. For example, offenders with numerous violations of their probation terms could be sentenced to prison by the Court, and terminated unsatisfactorily from probation, on technical violations only without any new offense violations. In turn, some probationers that reoffend early on during their supervision period, if they commit non-violent offenses, may go on to make the necessary changes over time leading to satisfactory completion of probation. With the Risk/Needs automation implementation this past year along with data already available on-line, the department's potential capabilities to examine some of these finer levels of outcomes will be greatly expanded.</p>

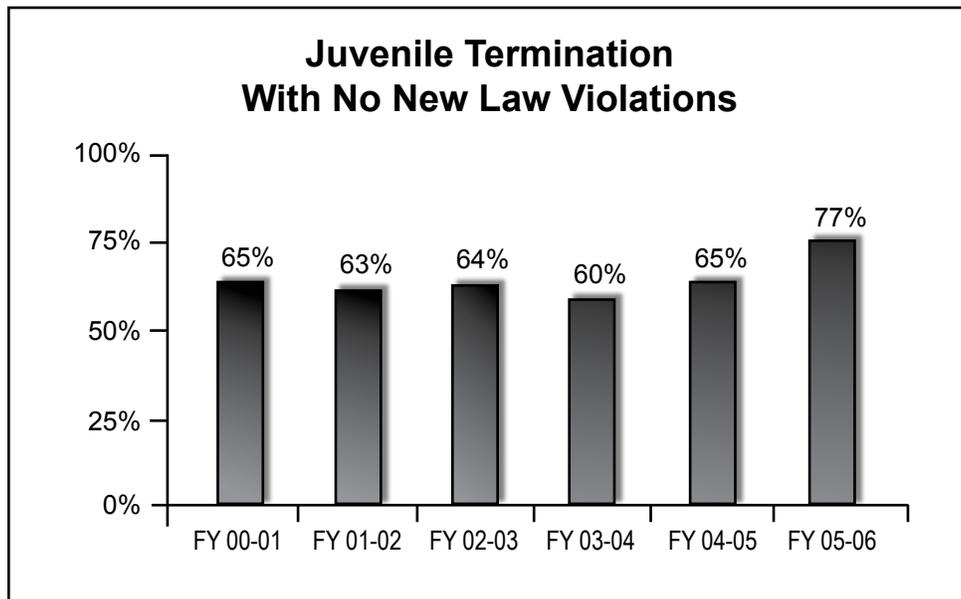
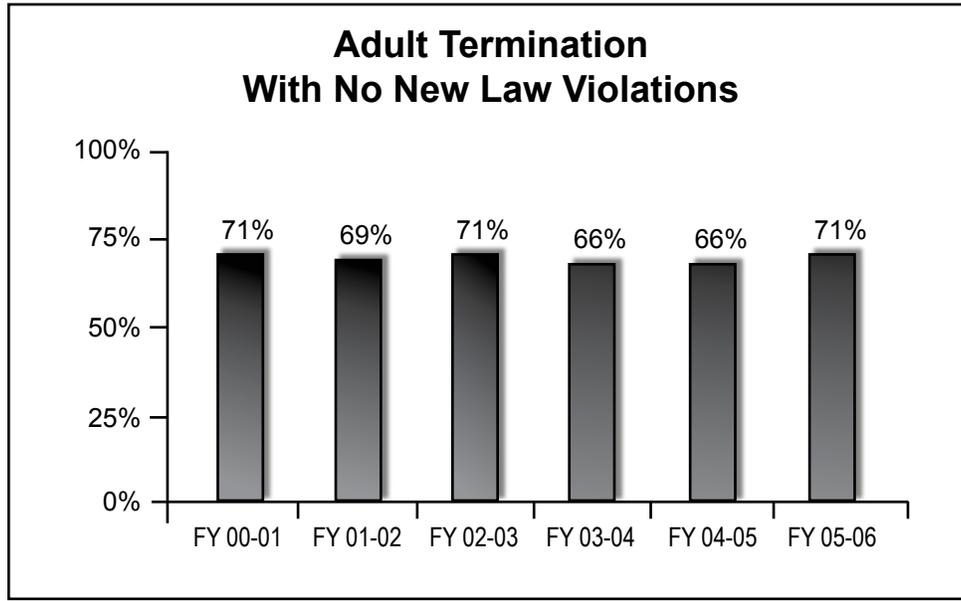
Why: Measures level of community safety by identifying probationers who do not commit a new law violation.

(**) **DATA SOURCE QUALIFICATION:** The data source for these indicators (the department's standardized Risk/Needs Assessment) transitioned from a paper to an automated, online process this past year. Consequently information for this year's outcome reporting was aggregated from two separate systems. The department's research staff is still conducting extensive quality control checks to verify the accuracy and completeness of the records merged from these two separate systems.

KEY OUTCOME TRENDS

Goal #2: Percent of probationers who do not commit a new crime or law violation while on probation.

Why is this important? This indicator marks the department's success rate in protecting the community from additional law violations by adult and juvenile offenders who are supervised by the Probation Department. Changes in offender recidivism guide the department in distribution of resources and define the level of supervision for offenders. For more information, refer to the previous page.



Source: *Adult and Juvenile Profile/Outcome Database, Orange County Probation Department.*

(**) DATA SOURCE QUALIFICATION: The data source for these indicators (the department's standardized Risk/Needs Assessment) transitioned from a paper to an automated, online process this past year. Consequently information for this year's outcome reporting was aggregated from two separate systems. The department's research staff is still conducting extensive quality control checks to verify the accuracy and completeness of the records merged from these two separate systems.

KEY OUTCOME INDICATOR REPORTING

Goal #2: Percent of probationers who do not commit a violent crime while on probation. (**)

OUTCOME INDICATOR	FY 05-06 RESULTS	FY 06-07 PLAN	FY 06-07 ANTICIPATED RESULTS	FY 07-08 PLAN	HOW ARE WE DOING?
<p>What: Percent of all adult and juvenile probationers completing probation without committing a violent crime during their supervision period.¹</p>	<p>Adult: 99.7% of the 4,141 adults terminated from formal probation in FY 05-06 did not commit a violent crime during their supervision period.</p> <p>Juvenile: 97.7% of the 2,015 juveniles terminated from formal probation in FY 05-06 did not commit a violent crime during their supervision period.</p>	<p>Maintain the resources and supervision level needed to attain the goals targeted for this outcome measure.</p> <p>Explore potential changes in outcome indicators based on BSC results and enhanced automated capabilities.</p> <p>Continue quality control review of indicator data source.</p> <p>Monitor violent crime trends both within and outside of the County.</p>	<p>Meet or exceed rates of 95% of adults and juveniles terminating formal probation without committing a violent crime while under probation supervision.</p>	<p>Maintain the resources and supervision level needed to attain the goals targeted for this outcome measure.</p> <p>Implement any refinements or enhancements to this outcome indicator and establish new targets.</p> <p>Examine indicator results for major specialized probationer groups.</p> <p>Monitor violent crime trends both within and outside of the County.</p>	<p>The vast majority of probationers who terminated in FY 05-06 did not commit a violent crime during their probation supervision. These results, though preliminary, are very much in line with the prior year findings and also correspond to reports of low violent crime rates in general.</p> <p>Arrest rates for violent crimes continued their downward trend and, as reported by the California Department of Justice, the statewide 2005 violent crime rate was nearly half the rate observed at its highest point in 1992. The Orange County trends parallel this state trend. In fact, the 2005 violent crime arrest rate for juveniles was 44% lower, and for adults 25% lower, than the rates a decade ago.</p> <p>Because the impact of violent crimes on victims and the community at large is often devastating, these declining trends are very encouraging. Recently, however, the 2005 national rate of <i>reported crimes</i> as cited by the FBI noted a slight <i>increase</i> in violent crime reports nationally. Shifts in crimes being reported to law enforcement agencies can be an early precursor to changes that will follow in arrest trends. Thus, probation and other law enforcement agencies need to be vigilant in their monitoring and enforcement activities as well as continuing to support offender programs and services that provide positive alternatives to crime.</p>

Why: Measures level of community safety by identifying probationers not arrested for violent crimes.

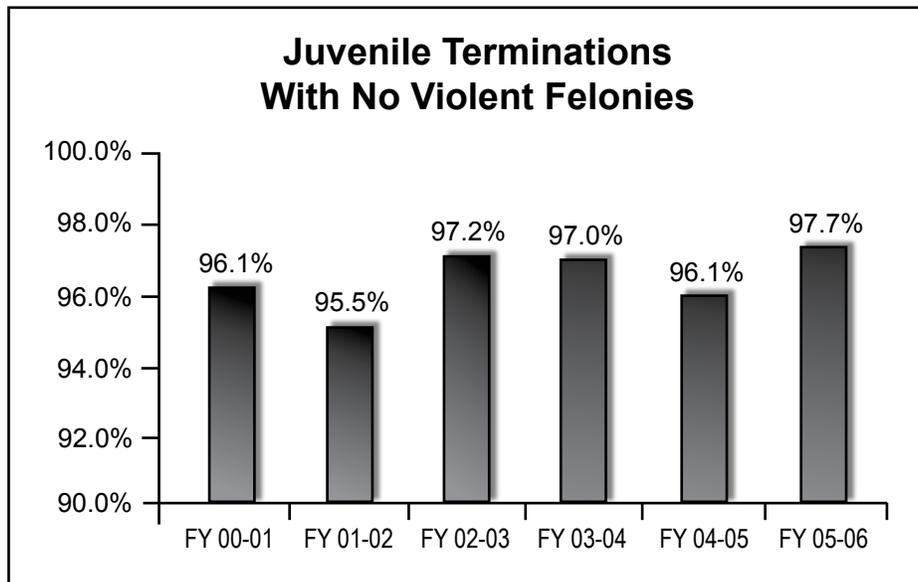
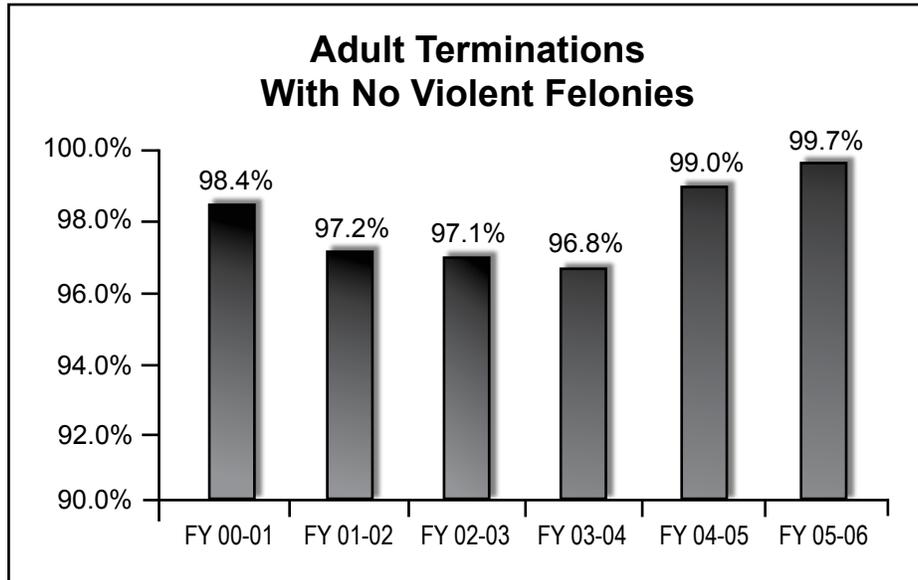
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¹ Violent crimes as defined by the California Department of Justice include homicide, forcible rape, robbery, assault, and kidnapping.

KEY OUTCOME TRENDS

Goal #2: Percent of probationers who do not commit a violent crime while on probation.

Why is this important? This indicator marks Probation's success rate in protecting the community from the most violent criminal acts. Changes in offender recidivism guide the department in distribution of resources and define the level of supervision for offenders. For more information, refer to the previous page.



Source: Adult and Juvenile Profile/Outcome Database, Orange County Probation Department.

(**) DATA SOURCE QUALIFICATION: The data source for these indicators (the department's standardized Risk/Needs Assessment) transitioned from a paper to an automated, online process this past year. Consequently information for this year's outcome reporting was aggregated from two separate systems. The department's research staff is still conducting extensive quality control checks to verify the accuracy and completeness of the records merged from these two separate systems.

KEY OUTCOME INDICATOR REPORTING

Goal #2: Percent of probationers employed or in school. (**)

OUTCOME INDICATOR	FY 05-06 RESULTS	FY 06-07 PLAN	FY 06-07 ANTICIPATED RESULTS	FY 07-08 PLAN	HOW ARE WE DOING?
<p>What: Percentage of adult probationers employed or in school for five months or more in the past 12 months.</p>	<p>Adult: 56% of the 11,371 adult probationers under probation supervision in FY 05-06 were employed or in school for 5 months or more in the preceding 12 months.</p>	<p>Maintain the resources and supervision level needed to attain the goals targeted for this outcome measure. Continue to develop strategies that address the current decline in indicator rates.</p>	<p>Adults: Meet or exceed a 60% rate of adult probationers employed or in school for 5 months or more in the prior 12 months. Juveniles: Meet or exceed a 55% rate of juvenile probationers consistently attending school.</p>	<p>Maintain the resources and supervision level needed to attain the goals targeted for this outcome measure. Implement any refinements or enhancements to this outcome indicator and establish new targets. Continue to monitor any automation impact on the outcome results. Conduct an agency-wide update training on Risk/Needs Assessment.</p>	<p>The FY 05-06 results, though they must be viewed with caution because of the data source qualification (**), show a similar downward trend observed over the last few years. Helping offenders to obtain gainful employment presents a major challenge in that resources targeting this group are scarce and often the offenders' issues, such as substance abuse, mental health problems, etc., interferes with their ability to obtain and keep a job. The department currently is able to dedicate only one officer, part-time, as an employment specialist. A collaborative proposal with the Workforce Investment Board to seek outside funding that would have increased employment services, unfortunately, was unsuccessful. Also, the high caseloads combined with ongoing staff shortages that adult field officers experienced this past year limited their ability to fully support offenders in this area. To address the school attendance problem, the department worked with the Juvenile Court earlier this year to establish an agreement that the bench would take action on juveniles where chronic truancy problems may be the most serious violation of the probation terms. Having this formal court support as a sanction when needed will greatly assist officers as they strive to work cooperatively with schools to convey the importance of regular school attendance to juvenile offenders and their parents. The department is redoubling its attention to these areas and will aggressively pursue activities both internally and with community partners that address the issues. While the BSC discussions underway may result in changes to these indicators, both employment and school attendance continue to be identified as key measures of offenders' progress while on probation.</p>
<p>Percentage of juvenile probationers consistently attending school.</p>	<p>Juvenile: 49% of the 4,701 juvenile probationers under probation supervision in FY 05-06 were attending school regularly without truancy problems.</p>	<p>Review the proposed indicator changes under consideration as part of the BSC initiative. Assess the impact of Risk/Needs Assessment automation (source of indicator data) on the outcome results. Develop a Risk/Needs update training curriculum.</p>	<p>Meet or exceed a 55% rate of juvenile probationers consistently attending school.</p>	<p>Implement any refinements or enhancements to this outcome indicator and establish new targets. Continue to monitor any automation impact on the outcome results. Conduct an agency-wide update training on Risk/Needs Assessment.</p>	<p>The FY 05-06 results, though they must be viewed with caution because of the data source qualification (**), show a similar downward trend observed over the last few years. Helping offenders to obtain gainful employment presents a major challenge in that resources targeting this group are scarce and often the offenders' issues, such as substance abuse, mental health problems, etc., interferes with their ability to obtain and keep a job. The department currently is able to dedicate only one officer, part-time, as an employment specialist. A collaborative proposal with the Workforce Investment Board to seek outside funding that would have increased employment services, unfortunately, was unsuccessful. Also, the high caseloads combined with ongoing staff shortages that adult field officers experienced this past year limited their ability to fully support offenders in this area. To address the school attendance problem, the department worked with the Juvenile Court earlier this year to establish an agreement that the bench would take action on juveniles where chronic truancy problems may be the most serious violation of the probation terms. Having this formal court support as a sanction when needed will greatly assist officers as they strive to work cooperatively with schools to convey the importance of regular school attendance to juvenile offenders and their parents. The department is redoubling its attention to these areas and will aggressively pursue activities both internally and with community partners that address the issues. While the BSC discussions underway may result in changes to these indicators, both employment and school attendance continue to be identified as key measures of offenders' progress while on probation.</p>

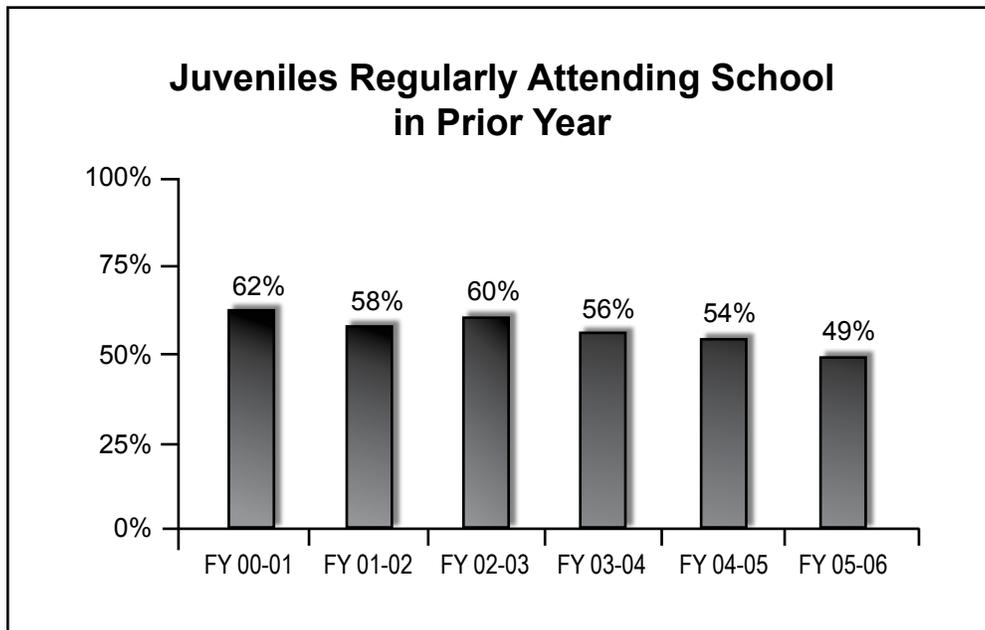
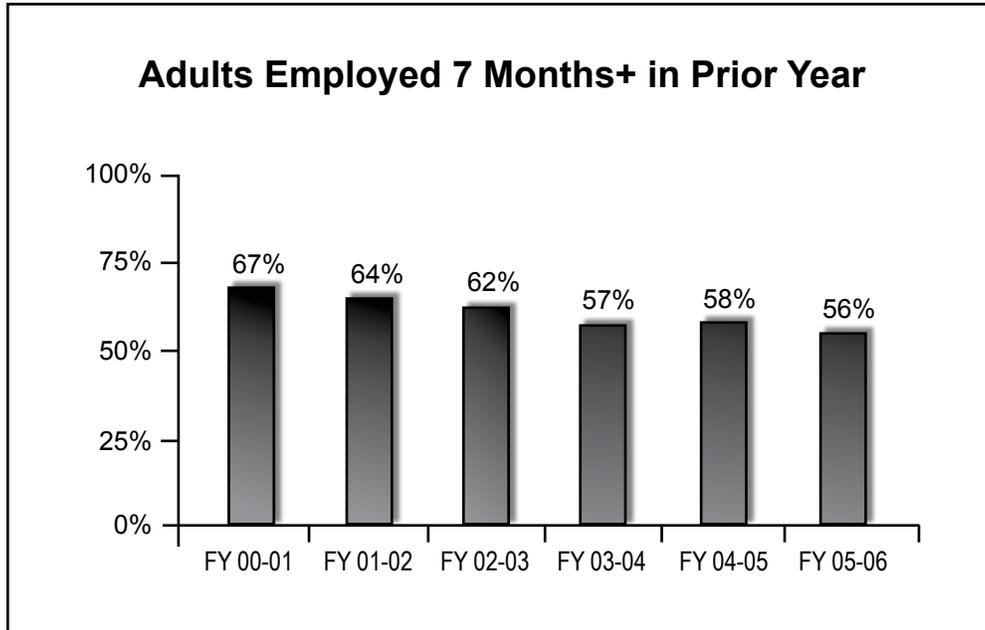
Why: Measures probation's success in assisting probationers to gain employment or to maintain regular school attendance.

(**) **DATA SOURCE QUALIFICATION:** The data source for these indicators (the department's standardized Risk/Needs Assessment) transitioned from a paper to an automated, online process this past year. Consequently information for this year's outcome reporting was aggregated from two separate systems. The department's research staff is still conducting extensive quality control checks to verify the accuracy and completeness of the records merged from these two separate systems.

KEY OUTCOME TRENDS

Goal #2: Percent of probationers employed or in school.

Why is this important? Gainful employment and regular school attendance are key measures of progress for adult and juvenile offenders. A number of areas are being pursued as strategies to address the decline below the target goals for both of these outcome indicators. For more information, refer to the previous page.



Source: *Adult and Juvenile Profile/Outcome Database, Orange County Probation Department.*

(**) DATA SOURCE QUALIFICATION: The data source for these indicators (the department's standardized Risk/Needs Assessment) transitioned from a paper to an automated, online process this past year. Consequently information for this year's outcome reporting was aggregated from two separate systems. The department's research staff is still conducting extensive quality control checks to verify the accuracy and completeness of the records merged from these two separate systems.

KEY OUTCOME INDICATOR REPORTING

Goal #2: Percent of improvement in offenders' interpersonal functioning and life-skills abilities after one year on probation. (**)

OUTCOME INDICATOR	FY 05-06 RESULTS	FY 06-07 PLAN	FY 06-07 ANTICIPATED RESULTS	FY 07-08 PLAN	HOW ARE WE DOING?
<p>What:² Percent of improvement in adult and juvenile offenders' interpersonal functioning and life-skills abilities based on a standardized assessment of needs after one year on probation supervision.</p>	<p>Adult: 1,376 adults were assessed in FY 05-06 after having been on probation for approximately one year. After one year on probation,</p> <ul style="list-style-type: none"> • 56% had demonstrated some improvement in their total interpersonal functioning and life-skill needs. • 34% had improved to the extent that their overall need classification was reduced to a lower level. <p>Juvenile: 491 juveniles were assessed in FY 05-06 after having been on probation for approximately one year. After one year on probation,</p> <ul style="list-style-type: none"> • 53% had demonstrated some improvement in their total interpersonal functioning and life-skill needs. • 27% had improved to the extent that their overall need classification was reduced to a lower level. 	<p>Maintain the resources and supervision level needed to attain the goals targeted for these outcome indicators.</p> <p>Evaluate factors that may negatively impact these outcomes and consider methods to address issues.</p> <p>Assess impact of Risk/Needs Assessment automation (source of indicator data) on the outcome results.</p> <p>Review the proposed indicator changes under consideration as part of the BSC initiative.</p> <p>Develop a Risk/Needs update training curriculum.</p>	<p>Meet or exceed the current year results.</p>	<p>Maintain the resources and supervision level needed to attain the goals targeted for these outcome indicators.</p> <p>Implement any refinements or enhancements to this outcome indicator and establish new targets.</p> <p>Continue to monitor any automation impact on the outcome results.</p> <p>Conduct an agency-wide update training on Risk/Needs Assessment.</p>	<p>More than half of probationers showed improvement in their life-skills functioning after one year on probation. Whereas the adult trend was in a positive direction, the sharp decline in the juvenile trend was particularly alarming. Though these results are preliminary only (**), this unexpected decline in the juvenile area given their consistency in all prior reporting years is of concern and operations staff are carefully examining what may be contributing to this decline.</p> <p>As with the employment and school indicators, the life-skill indicators are under review and may be modified as a result of the Balanced Scorecard decisions. For example, currently, these indicators focus on the offender's progress after one year on probation. What is being proposed is an assessment of changes that occur over their entire probation supervision period.</p> <p>The automation of the data source for these measures, the Risk/Needs Assessment, will also offer more capabilities for complex examination not only of offenders' change over time but also what individual and/or resource factors may be correlated with positive changes. This information will enable officers to better match referral services with the offender's needs and to more closely monitor the offender's overall progress over time. In the longer term, it also gives the agency the ability to draw a clearer connection between what happens during supervision to major outcomes such as recidivism and how offenders terminate from probation.</p>

Why: Measures effectiveness in addressing juvenile and adult probationers' needs during their first year under probation supervision.

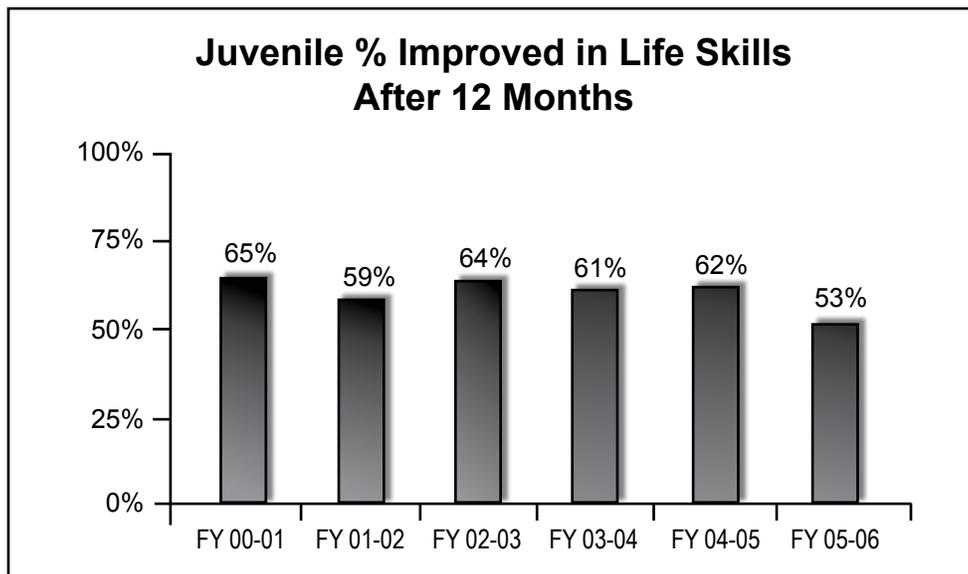
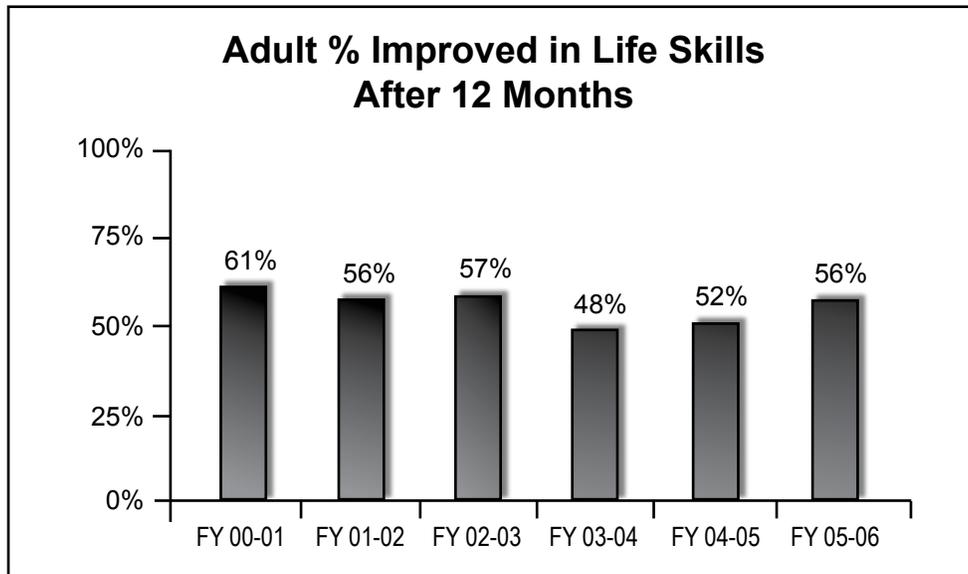
² The Deputy Probation Officers conduct a standardized Risk/Needs Assessment when an offender is first placed on probation and at six-month intervals while on probation. The needs assessment, which is the information source for this measure, helps the officer identify the offender's resocialization service needs in the following areas: Academic/School Problems; Alcohol & Drug Abuse; Emotional Stability; Physical Health; Parental or Marital/Family Relationships; Peers/Companions; and, FOR ADULTS ONLY. Vocational Skills; Employment Stability; Financial Stability.

(**) DATA SOURCE QUALIFICATION: The data source for these indicators (the department's standardized Risk/Needs Assessment) transitioned from a paper to an automated, online process this past year. Consequently information for this year's outcome reporting was aggregated from two separate systems. The department's research staff is still conducting extensive quality control checks to verify the accuracy and completeness of the records merged from these two separate systems.

KEY OUTCOME TRENDS

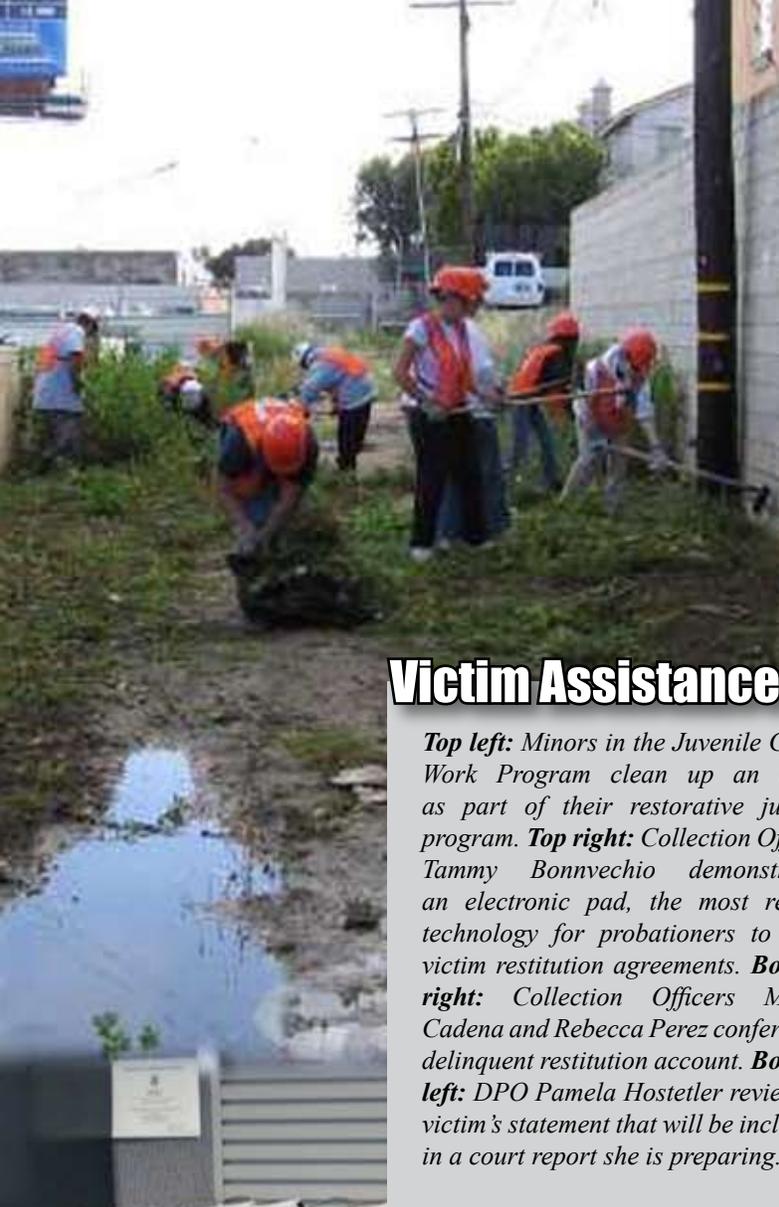
Goal #2: Percent of improvement in offenders' interpersonal functioning and life-skills abilities after one year on probation.

Why is this important? Improvement in life-skills abilities indicates probationers are gaining the skills needed to become productive law-abiding citizens. Areas measured are academic/school progress, alcohol/drug abuse, emotional stability, physical health, parental or marital/family relationships, peers/companions, vocational skills, employment stability, and financial stability. Improvements in these areas are very case specific and can fluctuate dramatically. For more information, refer to the previous page.



Source: *Adult and Juvenile Profile/Outcome Database, Orange County Probation Department.*

(**) DATA SOURCE QUALIFICATION: The data source for these indicators (the department's standardized Risk/Needs Assessment) transitioned from a paper to an automated, online process this past year. Consequently information for this year's outcome reporting was aggregated from two separate systems. The department's research staff is still conducting extensive quality control checks to verify the accuracy and completeness of the records merged from these two separate systems.



Victim Assistance

Top left: Minors in the Juvenile Court Work Program clean up an alley as part of their restorative justice program. *Top right:* Collection Officer Tammy Bonnvechio demonstrates an electronic pad, the most recent technology for probationers to sign victim restitution agreements. *Bottom right:* Collection Officers Maria Cadena and Rebecca Perez confer on a delinquent restitution account. *Bottom left:* DPO Pamela Hostetler reviews a victim's statement that will be included in a court report she is preparing.



Goal #3: Victim Assistance

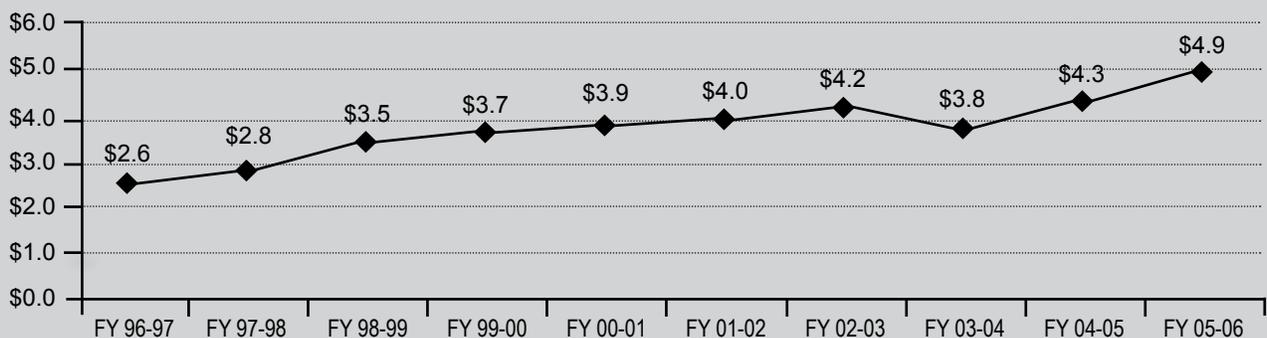
Assist crime victims by presenting their interests to the Courts and providing support services.

The Probation Department's goal is to ensure that the needs and interests of victims are addressed in the criminal justice process. The department's unique role in victim services begins when the offender is being processed by the Juvenile/Criminal Courts and continues for as long as the offender is on probation supervision. The department 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. Once the offender's case is adjudicated, Deputy Probation Officers and Collection Officers provide information to victims, offer support services, collect restitution, and make referrals to resources. Deputy Probation Officers also increase the safety of victims by monitoring the activities of offenders, which is especially critical in stalking and domestic violence cases. A Victim Services Coordinator and Victim Services Strategic Planning Group coordinate efforts for victims, provide programs and training for Probation Department staff so they are knowledgeable and sensitive to victims and victim issues, and respond to victims who have questions or need assistance.

CLIENTS

Victims come to the attention of the Probation Department because of crimes committed against them. These crimes may range from a relatively minor incident of petty theft to a serious, life-threatening crime of violence, such as assault or rape. Victims come from a variety of ethnic, economic, and social groups. Their ages range from children to the elderly. Of the 174 victims who responded to the department's annual victim survey, nearly 55% were over 45 years with another 29% between 25 and 44 years, and the remainder under 25 years of age. Respondents were almost equally divided by gender. The majority of respondents had been victims of a theft (55%). The needs of victims differ according to their own response to the crime and the nature of the crime.

**PROBATION COLLECTIONS FOR CRIME VICTIMS RESTITUTION
AND WELFARE FRAUD REPAYMENTS (IN MILLIONS)
(1996-2006)**



The Probation Department tries to give these victims a direct, meaningful voice in the criminal justice system. Deputy Probation Officers contact crime victims and give them the opportunity to share with the Courts their version of the incident and its impact on them. Also, victims are provided with information about the court process and the meaning of court orders that relate to them. Once offenders are placed on probation, deputies supervise them to prevent further victimization.

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 restitution for crime victims and an assortment of fines, penalties, and fees, which offset costs to provide criminal justice services. For FY 05-06, Probation collections totaled \$4.9 million for crime victim restitution and welfare fraud repayments.

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 are available to maintain regular contact with the victims of sex offenders who seek additional services.

1203.097 PC

If a person is granted formal probation for a domestic violence offense, the probation department shall make an investigation and determine which batterer's program would be appropriate, which community programs the defendant would benefit from, and which would accept the defendant.

The probation department shall attempt to notify the victim regarding the requirements for the defendant's participation in the batterer's program, as well as regarding available victim resources.

The goal of batterer's programs is to stop domestic violence, and the law requires the programs to contain specific components. The Court shall only refer defendants to batterer's programs that have been approved by the probation department.

The probation department shall have the sole authority to approve a batterer's program for probation.

CHALLENGES

- The Victim Satisfaction Surveys that are sent to victims each year include Request for Information forms so individual victims can request specific information. Typically, between 30% to 40% of those responding to the survey each year require follow-up action. The Victim Services Coordinator (VSC) is responsible for responding to all these requests. It is a challenge to respond to each request in a timely fashion because individual research specific to each case needs to be completed.

Solution(s): The VSC will invest time in developing various packets that address typical basic questions to include in the response letters. For the many requests that relate to restitution, the VSC will work more closely with the Collection Officers in researching each individual case.

- It is a challenge to ensure that responses to victim needs are consistent throughout the department.

Solution(s): In addition to ongoing staff training on victim services and the annual victim survey, the VSC will

work with Data Systems to ensure that all contact or communication with victims is included in one database so responses can be monitored for consistency.

- It is sometimes difficult to obtain victim statements so they can be included in court reports for the Court's consideration. Letters are sent to victims listed in the police reports at intake requesting their statements, but not all victims respond to the letters for a variety of reasons. Due to the shortage of staff, Intake Deputies are not able to follow up with a personal phone call to the victims to solicit responses from them.

Solution (s): A minimum of two letters will be sent to the victims at intake. If information is not received, Juvenile Investigation Deputies will attempt to make phone contact with the victim prior to preparing the court report. In addition, a volunteer will be sought to assist deputies with victim contacts.

RESOURCES

The goal of assisting victims encompasses resources and staff from all three of the department's key service areas: Institutional Services, Field Services, and Special Services.

The Victim Services Coordinator is involved in the development and oversight of all programs involving victims, as well as direct services. Deputy Probation Officers (Adult Court and Juvenile Court Divisions) interview victims to include their statements in court reports. The Collection Officers (Administrative and Fiscal Division) and assigned Deputy Probation Officers (Adult and Juvenile Supervision Divisions) are responsible for the collection of restitution and other victim case contacts as necessary. Staff in the institutions and YFRCs provide victim sensitivity training to offenders and require minors to pay restitution with a portion of any money earned. Staff from the Research Division, in conjunction with the VSC, conduct the victim surveys and participate in follow-up activities as required. A Victim Services Strategic Planning Group (VSSPG) comprised of managers, research, and program staff work with the VSC to coordinate/ develop victim services for the department.

2006 VICTIM SURVEY COMMENTS

Sample comments from victims have been reported from the 2006 Victim Survey. Any use of names or identifiers have been changed or removed.

"I have been treated well and always provided with available information."

"I was very satisfied with your work."

"I have been very pleased with the handling of my case and most happy with restitution. I have been praying for the young man who stole my car. Hoping this will be the last thing he steals."

"The follow up for the crime was very thorough. I just did not choose to receive any restitution. I'm just happy to see justice done."

"I appreciate the rapid response to the tagging."

"My mother's and my main concern was to make him accountable. We did appreciate the restitution as well. Thank you."

"I wish there was a set date for payment for the restitution!"

"I was told I would receive restitution but have yet to receive money or follow up information. It has been a year and a half."

"Just wanted to know what [offender] did with my \$67,000 of my retirement. I want to see him."

"I would like to know the punishment given to the two juveniles. I received notification that the judge ordered them to pay restitution. Is that all they received? Thank you."

Comments from the survey, such as those above, help the Probation Department develop services for victims and respond to individual concerns of victims.

STRATEGIES TO ACCOMPLISH GOAL

- Use the results of victim satisfaction surveys conducted for the past six years to evaluate the quality of Probation services to crime victims and recommend improvements. Revise the survey as needed to obtain information from any identified special victim populations.
- Continue to collaborate with other victim-service providers and develop/coordinate victim services through the department's Victim Services Coordinator.
- Continue to provide updates to maintain staff awareness, knowledge, and sensitivity regarding crime victims.
- Continue to provide victim awareness education programs at the juvenile institutions and YFRCs.

KEY OUTCOME INDICATORS

Two measures have been implemented to evaluate this goal:

- Percentage of court-ordered restitution paid by probationers to crime victims at closure of obligation.
- Victim ratings of satisfaction relative to the quality and manner of probation services provided to them.

Victim Restitution Collection



Office Specialist Joy J. Anthony processes the paperwork for money collected from a probationer for victim restitution.



KEY OUTCOME INDICATOR REPORTING

Goal #3: Percentage of court-ordered restitution paid by probationers to crime victims at closure of obligation.

OUTCOME INDICATOR	FY 05-06 RESULTS	FY 06-07 PLAN	FY 06-07 ANTICIPATED RESULTS	FY 07-08 PLAN	HOW ARE WE DOING?
<p>What: Percentage of court-ordered restitution paid by adult and juvenile probationers to crime victims.</p>	<p>Adult: (*) In FY 05-06, 937 adult probation cases with restitution obligations to victims, including welfare fraud cases, were closed.</p> <ul style="list-style-type: none"> ● 50% of the obligations were closed with the victim paid in full. ● A total of \$3,228,147 in restitution was paid to victims by all adult probationers whose obligations closed. Of that amount, 78% of the restitution dollars collected went to victims that received all restitution owed. <p>Juvenile: In FY 05-06, 709 juvenile probationer cases with restitution obligations to victims were closed.</p> <ul style="list-style-type: none"> ● 78% of the obligations were closed with the victim paid in full. ● A total of \$736,547 in restitution was paid to victims by all juveniles and their parents whose obligations closed. Of that amount, 91% of the restitution dollars collected went to victims that received all restitution owed. 	<p>Establish target goals based on five years of results.</p> <p>Continue reviewing current collection practices to identify areas for improvement.</p> <p>Pursue software resources that expand the capabilities of the present financial system.</p>	<p>Meet or exceed the current year results.</p>	<p>Assess whether any changes or refinements to the target goals are necessary.</p> <p>Implement any modified or new practices that are designed to improve collection of victim restitution from probationers.</p> <p>Implement any refinements or enhancements to this outcome indicator and establish new targets.</p> <p>Continue reviewing potential refinements to the indicator reporting.</p>	<p>A total of 1,646 restitution obligations were closed during FY 05-06 and, over the life of those obligations, nearly \$4 million was collected for victims. Similar to prior years, half of the adult restitution cases and more than three-fourths of the juvenile restitution obligations closed with the victim being paid in full.</p> <p>The department has made significant enhancements to restitution collection in recent years. This past year, one important change occurred in the court filing process. Restitution orders can now be filed simultaneously with other required documents, thus reducing the initial processing time by half and enabling Collection Officers to begin collection efforts earlier. Another improvement was the shift to assigning cases by geographic areas, thereby increasing opportunities for the assigned Collection Officer and Probation Officer to work more closely together. Finally, for offenders who are found to willfully fail to comply with restitution payment, a special Income Deduction order was implemented. This court order provides for attaching the offender's wages specifically for collecting their restitution obligation and reinforces offender accountability in meeting their obligations.</p> <p>Another enhancement originally targeted to be implemented this year was a software augmentation to the existing financial data system. This augmentation would have allowed Collection Officers to identify specific cases where the offender is unable to make full restitution payments but is making payments according to their ability to pay. However, further evaluation of the software led to the decision not to purchase it as it did not meet the desired specifications. Collection Officers are continuing to seek software that has this capability, as well as other strategies that would assist in restitution collection.</p>

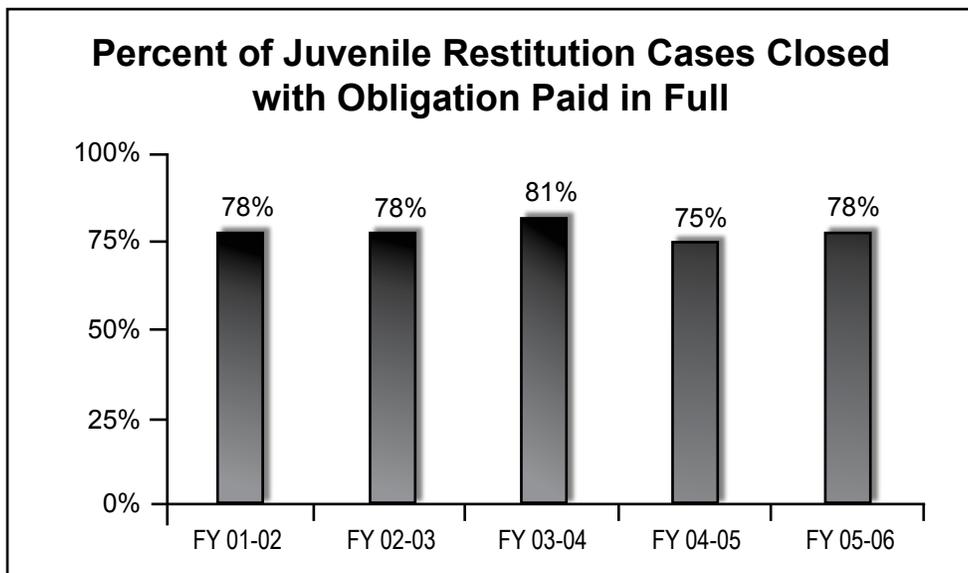
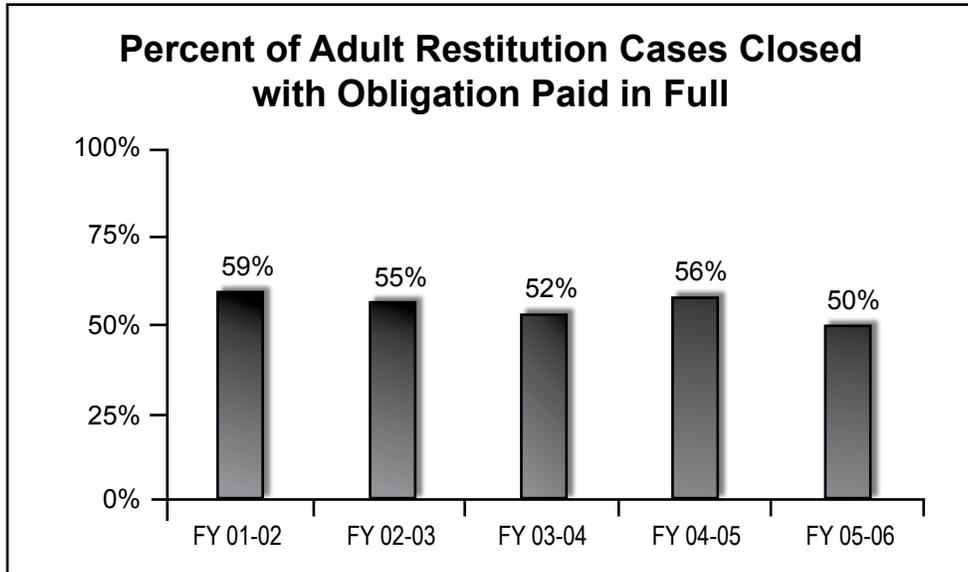
Why: Measures probation's success in collecting restitution for crime victims.

(*)The adult reporting on this indicator includes welfare fraud restitution closed cases. This restitution is returned to the county Social Services Agency.

KEY OUTCOME TRENDS

Goal #3: Percentage of court-ordered restitution paid by probationers to crime victims at closure of obligation.

Why is this important? Collecting restitution for victims represents one very tangible way that probation officers can assist victims. This indicator shows the effectiveness of the department's collection efforts at the closure of the offender's obligation. For more information, refer to the previous page.



Source: Probation Financial System, Orange County Probation Department.

KEY OUTCOME INDICATOR REPORTING

Goal #3: Victim ratings of satisfaction relative to the quality and manner of probation services provided to them.

OUTCOME INDICATOR	FY 05-06 RESULTS	FY 06-07 PLAN	FY 06-07 ANTICIPATED RESULTS	FY 07-08 PLAN	HOW ARE WE DOING?
<p>What: (*1) Ratings of victim satisfaction with the quality and manner in which department services are provided to victims.</p>	<p>Surveys were mailed to 1,133 victims representing the two major victim service areas within probation (victims owed restitution and investigations). Respondents were also given the opportunity to request further information when they returned the survey.</p> <p>A total of 174 individuals had responded to the survey by late November, representing 16.3% of all surveys delivered to victims. As in the past, the primary contact with probation staff occurs via letter or telephone. The responses indicated that, overall:</p> <ul style="list-style-type: none"> 63% were satisfied with the victim services they had received from probation. 22% expressed dissatisfaction with the services. <p>Of those responding, 34% requested further information about their case. Probation's Victim Services Coordinator is now following up on each one of these requests.</p>	<p>Maintain the resources to support victim services.</p> <p>Continue to research evidence-based practices in other probation agencies related to this goal.</p> <p>Maintain the resources to support victim services.</p> <p>Review the proposed indicator changes under consideration as part of the BSC initiative.</p>	<p>Meet or exceed the baseline results.</p>	<p>Maintain the resources to support victim services.</p> <p>Implement any refinements or enhancements to this outcome indicator and establish new targets.</p> <p>Consider alternative methods for surveying victims closer to the service point and sensitive crime victims.</p>	<p>The results of the 2006 Victim Survey indicate that victim satisfaction continues to be considerably higher than in baseline years. Compared to the baseline of 50%, 63% of the 2006 survey respondents reported overall satisfaction with the victim services they received.</p> <p>Significant gains in satisfaction levels were found in eight of the ten questions asked when compared to baseline results. In general, the satisfaction levels for each of the survey questions have been fairly similar over the last few years. Further, for the sixth consecutive year, courtesy of the staff ranked highest in satisfaction (62%). Ranked second was the staff's ability to answer victim questions and give them information (56%) and third, the department's sensitivity to victim needs (53%).</p> <p>The department remains committed to improving the quality of services provided to victims. For example, brochures were developed in the past year that provide victims with information about their rights and what resources are available to them. Also, the Victim Services Strategic Planning Group has been researching other ways to inform victims of important information via a probation internet page that would specifically focus on victim information and provide links to other valuable resources.</p> <p>Certainly the victim survey continues to be an important channel for victims of crime to communicate their assessment of services as well as to express their concerns. The feedback received in terms of the requests for additional information on the survey, in addition to the victim hotline calls, have aided the department in identifying specific gaps to target for improving services to victims.</p>

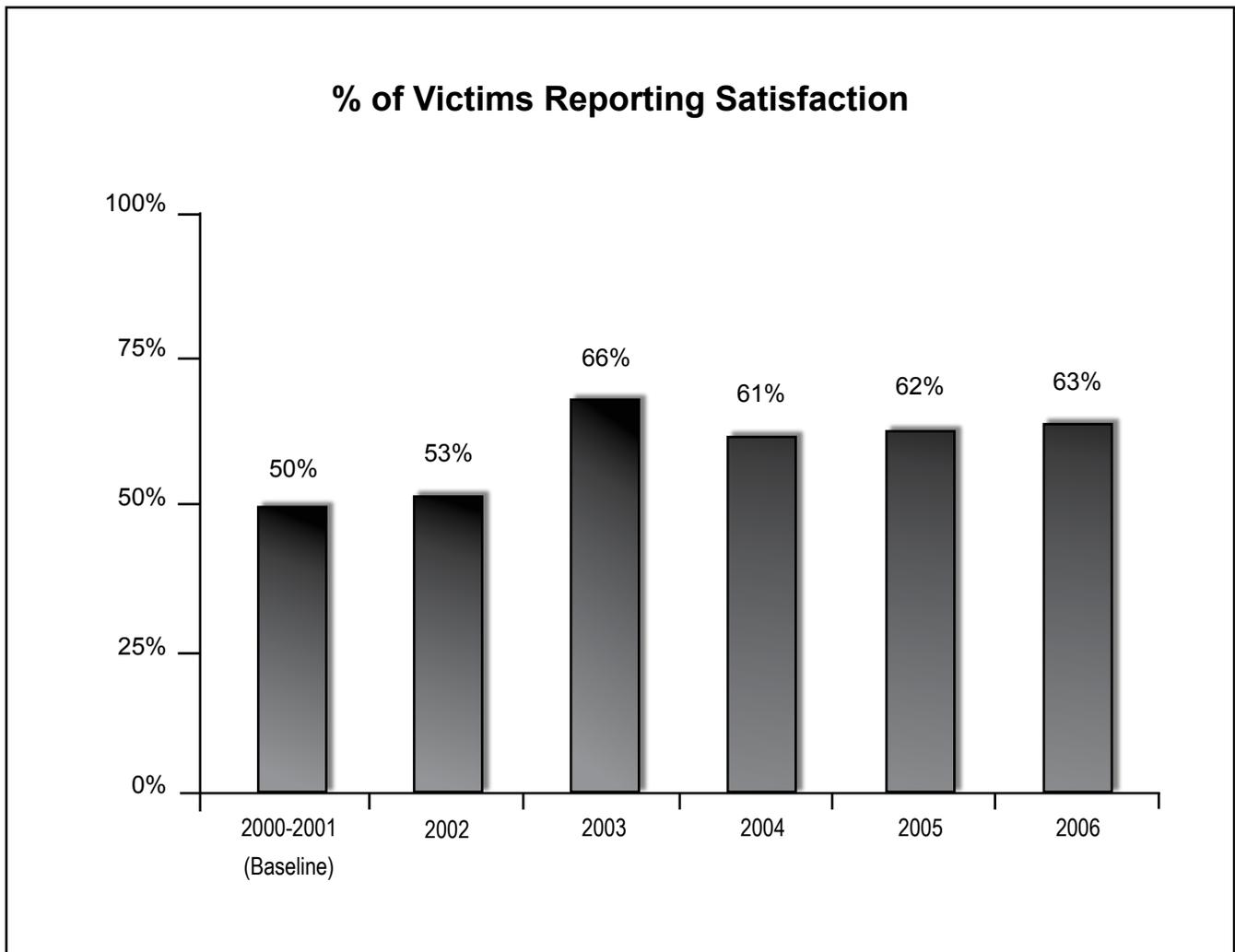
Why: Measures victim satisfaction with services provided by probation.

(*1) The Victim Survey is conducted by the Probation Research Division and was developed by research staff following an extensive review of victim surveys used in criminal justice agencies nation-wide. The survey consists of 10 items and respondents rate satisfaction to each item on a five-point scale (strongly agree, agree, neutral, disagree, strongly disagree)

KEY OUTCOME TRENDS

Goal #3: Victim ratings of satisfaction relative to the quality and manner of probation services provided to them.

Why is this important? Responses from the victim surveys assist the department to improve services and address any gaps that may exist. For more information, refer to the previous page.



Source: *Victim Survey Results, Orange County Probation Department*

DEPARTMENT-WIDE CHALLENGES, STRATEGIES, AND RESOURCES

Some of the challenges and strategies to accomplish the Operational Plan are department-wide and affect all of the goals.

CHALLENGES

- It continues to be a challenge for Probation to recruit and retain qualified entry level institutional peace officers. There is considerable competition from other probation departments, State Parole, Federal Probation and local police agencies who are hiring from the same candidate pool. Another factor is the difficulty in attracting candidates who meet the higher standard established for peace officers. The impact has been increased use of overtime to cover post positions and delays in conducting DPO training academies.

Solution(s): Probation will continue to place a heavy emphasis on enhancing the recruitment and hiring process to attract and more efficiently process qualified Deputy Juvenile Correctional Officer (DJCO) candidates by utilizing aggressive and innovative marketing strategies, implementing techniques to expedite the hiring process, and working with local academic institutions to better prepare corrections students for potential employment. Future efforts will include conducting a market evaluation of the salary range for entry level institutional staff to determine if the department is competitive with surrounding probation departments and state and federal agencies.

- It is a challenge to reduce the length of time DPO vacancies are unfilled. Currently, the majority of trainees who participate in the DPO Academy consist of DJCO and supervisory staff from institutional services. The difficulty Probation is having recruiting qualified entry level institutional peace officers means there are insufficient staff to replace those selected for the DPO Academy, resulting in fewer academies and longer DPO vacancies.

Solution(s): The department will continue to aggressively pursue the recruitment of qualified

Juvenile Corrections Officer Core Class Graduation



entry-level institutional peace officers to determine when future DPO Academies can be held that will balance the impact on staffing levels at the institutions. Also, Probation will continue to recruit experienced DPO IIs from other county probation departments and explore the possibility of recruiting DPO I candidates from the outside.

- The loss of experienced sworn and professional staff will continue to have a significant impact on the department's workforce due to the implementation of an enhanced retirement for professional staff in July 2005 and the safety retirement program already in place for sworn staff.

Solution(s): Emphasis will continue to be placed on succession planning efforts to effectively deal with the loss of experienced staff. The department will continue to work with the Human Resources Department on countywide succession planning endeavors and replacement strategies to ensure a talent pool is ready to address ongoing replacement needs. Probation's recruitment staff will ensure that a pool of qualified candidates is available for consideration as vacancies occur by projecting recruitment needs in advance.

- A key source for department-wide outcome measurement and program evaluations is the standardized Risk/Needs Assessments completed by officers. The recent automation of this assessment process creates the potential for having significantly more comprehensive performance and outcome information available than in the past. Currently, however, the ability to extract agency-wide data from the system for this purpose is limited.

Solution(s): Research and Data Systems staff will continue working to develop protocols for extracting the information needed to meet the present reporting requirements. Research staff will also begin evaluating the

Data Systems



Information Systems Technician Ed Frierson is shown "cloning" a computer, a process in which he takes the information from one upgraded computer and duplicates it onto another.

new reporting capabilities that will be available with the information now being retained in the automated data system.

- The demand for data that shows the effectiveness of department operations continues to grow. One example is the Balanced Scorecard effort, which will add a number of new performance measures. Evaluations required for new grant-funded programs are another example. Providing this information, in addition to the current information needs, presents a major challenge given the present Research Division resources.

Solution(s): Research staff will look to automated sources to support some of the ongoing information needs with the long-term goal of developing standardized automated reports when possible. For external grant-supported programs, serious consideration will be given to contracting with outside expert consultants for the research component. Finally, efforts will continue to establish formal connections with nearby universities for special project collaborations and intern recruitment.

- The desktop software suite of products Microsoft Office 97 is no longer supported and has reached a point of technical incompatibility with other products and with County Enterprise business applications. The software must be upgraded to a newer version of Microsoft Office.

Solution(s): Working with CIO/IT, Microsoft, and Vendor System Integrators, Probation will develop a local area network (LAN) server-based architecture to minimize the physical installation of the desktop software on the over 1,500 individual PCs.

- With the department's growing dependence on information technology, the development of a feasible "IT Business Continuity Plan" is a critical requirement that will involve a number of components.

Solution(s): The department will develop a plan that will include migration of the processor and server devices to the County Data Center facility, AS/400 data base "Mirroring" capability to maintain service during an outage, training of the CIO/IT Data Center Operations staff with the operational support of the Probation applications and hardware devices, and identification of critical data network resources outages that would impact the operation of Probation business applications.

- The existing Probation Department legacy applications are based on a proprietary hardware platform that is written predominantly in COBOL, a nearly extinct software development language. The annual hardware and software fixed license and maintenance costs for this proprietary platform are expensive, available vendor package solutions are limited, and hardware devices that interface with it are minimal.

Solution(s): Probation will develop a project plan and architecture strategy to migrate the existing legacy applications to an Open Source hardware and software platform using current web enabling technologies, software development tools, and data base products.

- The Probation Department is piloting the implementation of the Balanced Scorecard as a new approach to performance management for the County. The Balanced Scorecard is a no-nonsense 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.

KIOSK Pilot System



Systems Programmer Analyst Doug Miller demonstrates the Kiosk by showing how a probationer can be identified and checked in using fingerprint identification. The Kiosk is one of the technological advances being evaluated by Probation to improve business operations.

Solution(s): With the support of the Chairman of the Board of Supervisors and the County Executive Office, the department was able to retain the services of a consultant to guide the development process. With the participation of CEO staff, Probation has committed staff from all levels of the department to participate throughout each step of the BSC implementation process that includes the development of mission critical services, desired results statements, and performance measures. Full implementation of the BSC is anticipated to be a two-year commitment.

- Potential changes in the California Department of Corrections and Rehabilitation may result in placing increased responsibility for management of adult and juvenile offenders on county probation departments and other local agencies. Probation and its collaborative partners will need to make the necessary adjustments for any additional services, potentially impacting both workforce and financial resources.

Solution(s): Probation will participate in planning efforts with the state and other probation departments and begin working with other local agencies responsible for the delivery of services to develop plans to address changes as they are identified.

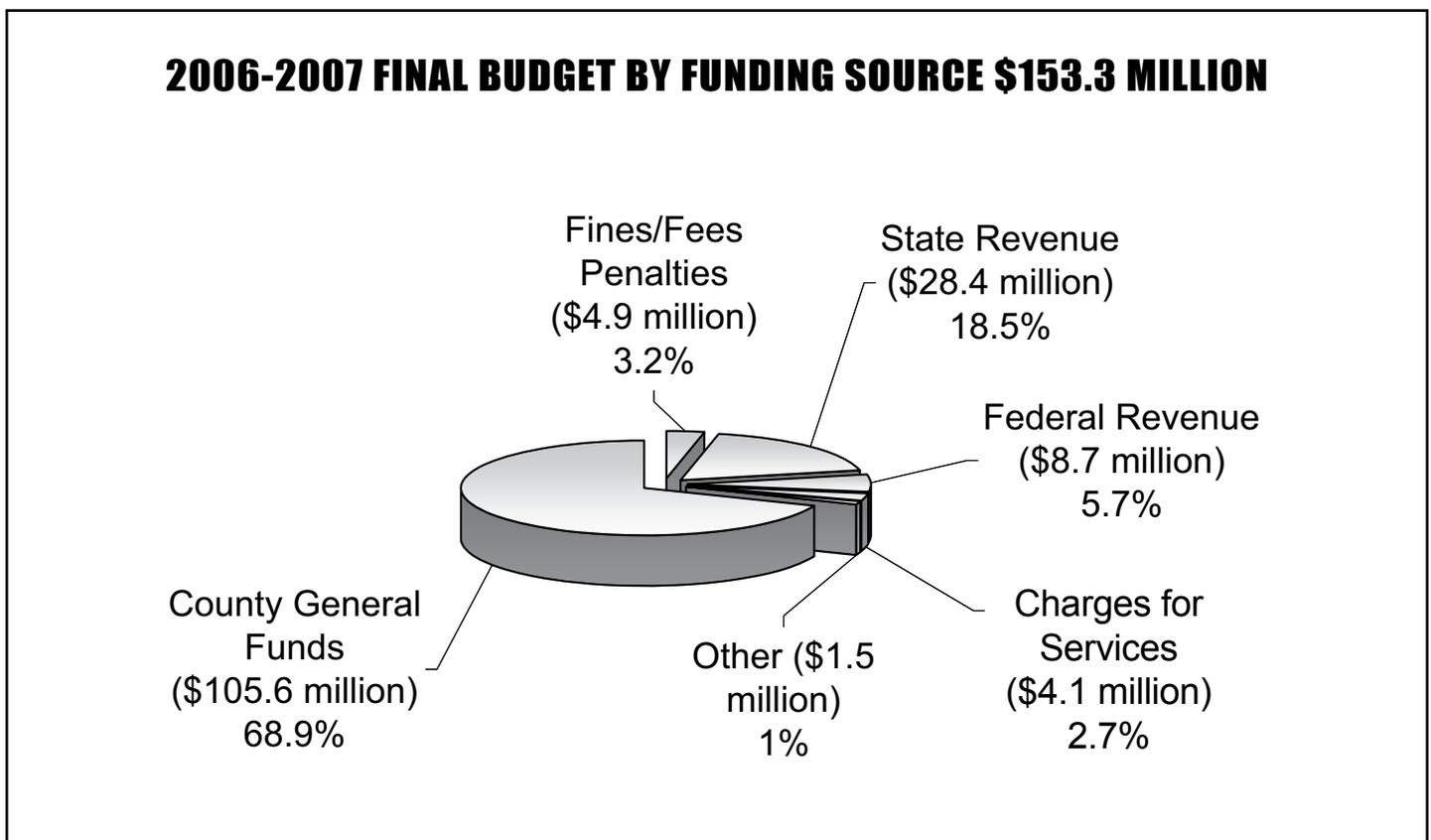
STRATEGIES

- Ensure the most efficient and effective use of staff resources by continuing to review the commitment of existing resources.
- Manage budget shortfalls without compromising the level of services needed to ensure public safety, as well as the health and security of juveniles in the custody of the Probation Department.
- Continue to focus on the five strategic planning initiatives developed at the department's annual Strategic Planning Sessions and Quarterly Management Meetings: Labor – Management Relations, Mission and Values, Succession Planning, Strategic Planning for Supervisors, and Performance Evaluations.

- Continue efforts to aggressively recruit, hire, and train qualified staff for critical positions within all service levels.
- Continue to explore the use of automation and other technological advances to improve business operations that increase the quality of services to our clients. Identify and plan for training requirements for end users in all automation projects to ensure efficient conversion to new systems.
- Upgrade Probation’s aging technological infrastructure to ensure ongoing compatibility with collaborative state, county, and local agencies (County Strategic Priority). Become a member of the County IT “Enterprise Forest” to improve efficiency and increase effectiveness of operations.
- Continue to devote the necessary resources to continue progress toward the department’s strategic plan to develop an Integrated Case Management (ICM) system.
- Pursue grant opportunities to help fund needed department-wide services.

RESOURCES

The Probation Department has a \$153.2 million budget. Over 68% of the budget comes from the County General Fund, and the remainder represents revenues credited to Probation originating from federal and state sources, contracts for specialized probation services, and fees for services.



APPENDICES



CHIEF PROBATION OFFICER

Colleene Preciado

Secretary, Mary McDermid

CHIEF DEPUTY PROBATION OFFICER

INSTITUTIONAL SERVICES

Micheal Collins

Secretary, Nora Fernandez

CHIEF DEPUTY PROBATION OFFICER

FIELD SERVICES

Bill Daniel

Secretary, Karen Ziemke

CHIEF DEPUTY PROBATION OFFICER

SPECIAL SERVICES

Greg Ronald

Secretary, Sierra Kennedy

JUVENILE HALL – DIVISIONS I, IV, V & VI

Steve Sentman, Director

Secretary, Adina Bercaru

Division I – Medical Liaison, CEGU Liaison

Assistant Division Director, Brian Johnson

Division IV – Badge Training, DHO Liaison

Assistant Division Director, Brian Prieto

Division VI – REMAND Liaison

Assistant Division Director, Chris Bieher

JUVENILE HALL – DIVISIONS II, III, V & VII

Monica Gallagher, Director

Secretary, Jennifer Carlin

Division II – Detention Ministry Liaison,

VIP/VPO Liaison, Tour Coordinator

Assistant Division Director, Doug Sanger

Division III – PMI Coordinator, School Liaison

Assistant Division Director, Stacey McCoy

Division V – Population Control

Assistant Division Director, Vacant

Division VII – Const./Contracts, Maintenance Requirements,

Safety/Construction Coord., Inspections

Assistant Division Director, David Burnham

LOS PINOS CONSERVATION CAMP

Connie Muckenthaler, Director

Office Supervisor, Lori Mayer

Non-secure Residential Treatment – Co-ed

Assistant Division Director, Ed Harrison

YOUTH GUIDANCE CENTER

Kathy Goto, Director

Secretary, Susan Downs

Breakthrough Program, ASERT Program,

Assistant Division Director, Ronnie Bassett

JOPLIN YOUTH CENTER

Joe Salcido, Director

Office Supervisor, Erica Lopez-Salazar

Non-secure Residential Treatment – Boys

Assistant Division Director, Kimo Igarra

YOUTH LEADERSHIP ACADEMY

Sean Small, Director

Office Supervisor, Jessica McMillan

Non-secure Residential Treatment – Co-ed

Assistant Division Director, Robert Rangel

ADULT SUPERVISION DIVISION

Jeff Corp, Director

Secretary, Mary Flynn

North, West, Central,

South County Field Offices

JUVENILE SUPERVISION DIVISION

Mack Jenkins, Director

Secretary, Judy Moses

North, West, Central, South County Field Offices,

Placement, Juvenile Drug Court

ADULT COURT DIVISION

Cora Nichter, Director

Secretary, Melissa Matranga

Courtesy Supervision, Interstate Transfers, Investigation,

County Parole, Child Support/Welfare Fraud Unit,

Resident Probation Officers, Adult Intake,

Adult Drug Court, Proposition 36/PC 1210 Units

JUVENILE COURT DIVISION

Darlyne Pettinicchio, Director

Secretary, Aida Sanchez

Investigation, Custody and Non-Custody Intake, Juvenile Admin,

Division, Juvenile Court Officers

Juvenile Identification and Case Planning

SPECIAL SUPERVISION DIVISION

Dallas Stahr, Director

Secretary, Anh-Yu L. Hunter

K-9 Narcotics Detection, Special Enforcement,

Gang Violence Suppression,

Adult Sex Offender Supervision,

Domestic Violence Supervision,

Supervised Electronic Confinement,

Adult Admin., Dispatch

LEGISLATIVE & PUBLIC AFFAIRS

Vicki Mathews, Manager

ADMINISTRATIVE & FISCAL DIVISION

Frank Kim, Director

Fiscal Manager: Lorna Winterrowd

Contracts Manager: Lala Ragen

Secretary, Olga Echevarria

Accounting, Collections, Facility Operations, Purchasing,

Records, Payroll, Budget, Grants Management,

Property Control, Office Support, Contracts, Forms Control

PROGRAM DIVISION

Sean Barry, Director

Secretary, Rita Roberts

Youth & Family Resource Centers (8% program),

Resource/ Batterer's Treatment Program Monitoring, Grant Support

Assistant Division Director, Don Beezley

PCAA, Data Systems Operations

DATA SYSTEMS DIVISION

Dan Burt, Director

Office Specialist, Mary Ann Strossner

Software Development, Network Operations,

AS/400 Operations, PC Support

HUMAN RESOURCES & TRAINING DIVISION

Donna Inouye, Director

Secretary, Melodina Santos

Recruitment, Background Investigation, Employee Relations,

Classification, Subpoena Processing

Assistant Division Director, Todd Graham

Training, Volunteer Services

Assistant Division Director, Jim Belter

RESEARCH DIVISION

Dr. Shirley Hunt, Manager

Secretary, Maureen Dumas

Program Development and Evaluation,

Statistical Trend Analysis, Department Outcome Measurement,

Institutional & Caseload Projections

Effective March 1, 2007



Management Images

Top left: Director Dallas Stahr appears in full Scottish garb at CDPO Tom Wright's retirement dinner. **Top right:** Kara Lozano from the Board of Supervisor's Office presents a Board Resolution to Director Shawn Small celebrating the opening of the Youth Leadership Academy. **Right:** Directors Monica Gallagher, Shawn Small, Kathy Goto and Connie Muckenthaler laugh during Tom Wright's retirement dinner. **Bottom right:** Director Steve Sentman displays the plaque of appreciation he received from Los Pinos upon his transfer to Juvenile Hall. **Bottom left:** Presiding Superior Court Judge Robert Hutson swears in Chief Deputy Micheal Collins while his wife Linda observes.



MANAGEMENT TEAM

The Chief Probation Officer and three Chief Deputy Probation Officers make up the Orange County Probation Department's Executive Management (EM) team. This team is located at the department's administrative offices at 1535 E. Orangewood in Anaheim. They are all peace officers with a combined total of 123 years of probation experience and an average of 31 years each. Working cooperatively, they evaluate budget, resources, services, laws, legislation, county/state/federal initiatives, etc., to ensure an effective delivery of the highest value of services to the residents of Orange County. Each EM member has many collaborative relationships outside the agency that increase the department's ability to accomplish its mission through partnerships with law enforcement, the Health Care Agency, the Social Services Agency, and others.

Executive Management, the fifteen Division Directors, one Division Manager (Research), three Managers (Contracts, Fiscal and Legislative/Public Affairs), and fourteen Assistant Division Directors make up the broader **Management Team**. This broader team participates in annual two-day Strategic Planning Sessions plus one-day Quarterly Management Meetings to discuss future directions and coordinate activities of the Probation Department. Various standing committees and task forces made up of subordinate staff ensure information, planning, and solutions represent the broader perspective of all Probation employees.

RESPONSIBILITIES OF MANAGEMENT TEAM MEMBERS

CHIEF PROBATION OFFICER

Colleene Preciado



Colleene Preciado is responsible for the overall direction, administration, and coordination of the operations and programs of the Probation Department, including the County's juvenile correctional institutions. These activities are carried out under the administrative direction, fiscal policy, and priority determination of the Board of Supervisors, and under the functional direction and guidance of the Courts in accordance with their legal responsibilities. In her role as Chief, she is active in a number of state and local organizations that impact policies and funding, such as the Chief Probation Officers of California, Orange County Criminal Justice Coordinating Council, and chair of the Orange County Juvenile Justice Coordinating Council.

CHIEF DEPUTY PROBATION OFFICERS

The Probation Department is operated and managed in three key service areas: Institutional Services, Field Services, and Special Services. A Chief Deputy Probation Officer is responsible for directing one of the three key service areas.

Micheal Collins



Chief Deputy Probation Officer – Institutional Services

Micheal Collins provides oversight and direction for the six juvenile correctional facilities operated by the Probation Department. These facilities operate 24 hours per day, 7 days a week and must meet stringent guidelines established by the California Corrections Standards Authority. In addition to the facilities, CDPO Collins is also in charge of programs that provide alternatives to confinement.

Bill Daniel



Chief Deputy Probation Officer – Field Services

Bill Daniel is responsible for five very distinct operational divisions: Juvenile Court, Adult Court, Adult Supervision, Juvenile Supervision, and Special Supervision. The two main focuses of this service area are (1) assisting the Criminal and Juvenile Courts to make well-informed decisions and (2) monitoring and providing services to adult and juvenile probationers residing in the community.

Greg Ronald



Chief Deputy Probation Officer – Special Services

Greg Ronald is responsible for providing primary support services for the department's overall operation. The operational divisions in his service area are Administrative and Fiscal, Program, Data Systems, Human Resources/Training, Research, and Legislative/Public Affairs. Also included in this service area are the volunteer programs, Probation Community Action Association, and the Youth and Family Resource Centers.

DIVISION DIRECTORS/MANAGERS

The department has fifteen highly trained Division Directors and one Division Manager with a combined total of 360 years of experience with the Probation Department. Twelve Directors are peace officers with an average of 26 years' experience. They have a total of 312 years of experience (155 years in Institutional Services and 157 years in Field Operations). The remaining three Division Directors and one Division Manager are assigned to professional support functions, which include Administrative and Fiscal Services, Human Resources/Training, Data Systems, and Research. They have a total of 48 years' experience with the Probation Department, with an average of 12 years. Each Division Director/Manager has responsibility for the operation of one of the Probation Department's major divisions or correctional facilities (refer to the Organizational Chart for a complete list) and reports to one of the three Chief Deputy Probation Officers.

ASSISTANT DIVISION DIRECTORS

Assistant Division Directors (ADDs) are peace officers who assist the Directors in the management and operation of a division or juvenile institution. They act for the Directors in their absence and participate in department-wide planning efforts. During evenings and weekends, they serve as the department's administration, in charge of responding to all calls from the juvenile institutions for policy and procedure implementation. ADDs play a critical part in linking the department's business goals to day-to-day operations and overseeing the development and accomplishments of line supervisors and staff in relation to business-stated objectives.



LABOR MANAGEMENT COMMITTEE

MEMBERS

Jim Arkyns	Supervising Juvenile Correctional Officer
Denise Dilts	Deputy Probation Officer
Frank Flavin	Deputy Juvenile Correctional Officer II
Jeff Gallagher	Deputy Juvenile Correctional Officer II
Robert Gibson	Deputy Juvenile Correctional Officer II
Todd Graham	Assistant Division Director
Kamdar Kaajal	Auditor II
John Leos	Deputy Juvenile Correctional Officer II
Monique Malbrough	Deputy Probation Officer
Ron Nichols	Senior Accountant Auditor II
Denise Parker	Deputy Probation Officer
Darlyne Pettnicchio	Division Director
Bryan Prieto	Assistant Division Director
Lala Ragen	Administrative Manager I
James Riley	Supervising Probation Officer
Aida Sanchez	Secretary II
Sean Sargeant	Deputy Probation Officer
Connie Schonert	Deputy Probation Officer
Steve Sentman	Division Director
Claudette Seto	Office Supervisor
Sandy Silverthorn	Information Processing Specialist
Michele Smith	Deputy Juvenile Correctional Officer II
Dallas Stahr	Division Director
Mark Takayama	Supervising Probation Officer
Loretta Vander Pol	Employee Relations Manager
Raymond Yarbrough	Deputy Juvenile Correctional Officer II
Rudy Zamudio	Deputy Juvenile Correctional Officer II

KEY BUSINESS RESULTS

- LMC members continued to meet and engage in a cooperative partnership approach on a monthly basis to address and resolve workplace issues. The committee members met on five separate occasions during calendar year 2006.
- Committee members resolved five workplace issues that were carried over from calendar year 2005. During 2006, the committee resolved one workplace issue. All workplace issues are recorded on the committee's log

for accountability purposes. Also, operational issues continue to be addressed and resolved at monthly LMC meetings.

- Enhancing the vertical communication on LMC activities continued to be a priority for the LMC. Efforts to increase communication between employees and management included:
 - a. Communicating workplace resolutions to the originating employee who submitted the issue.
 - b. Posting past and current LMC minutes on the department's web-site (***PROB-NET***) to enable all employees to access specific information on a particular topic or workplace issue.
 - c. Ensuring that new Workplace Issue forms and telephone numbers of LMC members are available on ***PROB-NET***.
- LMC members were given the opportunity to provide input on the 2007 Business Plan.
- LMC lost one longstanding member, Brad Perkins, who retired after a 30-year career with Probation.

Business Plan Team

Colleene Preciado (Chief Probation Officer) directed the planning process and gave final approval of the Business Plan.

Greg Ronald (Chief Deputy Probation Officer, Special Services) provided immediate oversight and direction for development of the plan.

Bill Daniel (Chief Deputy Probation Officer, Field Services) and Micheal Collins (Chief Deputy Probation Officer, Institutional Services) provided oversight and direction for information related to their service areas as well as final review of the overall Business Plan.

Diane Merritt (Supervising Probation Officer) was the project coordinator. She collected information from a broad range of Probation staff, compiled the information, wrote the overall plan, and assisted with the plan's design.

Division Directors Monica Gallagher, Steve Sentman, Kathy Goto, Joe Salcido, Shawn Small, and Connie Muckenthaler provided information and assisted in the development of the plan relative to Institutional Services.

Division Directors Jeff Corp, Cora Nichter, Mack Jenkins, Darlyne Pettinicchio, and Dallas Stahr provided information and assisted in the development of the plan relative to Field Services.

Dr. Shirley Hunt (Manager of the Research Division) and the Research Division staff compiled the data for the Outcome Indicators and the Profile of Active Supervision Probationers (Appendix F) and provided statistics reported throughout the plan.

Dan Burt (Director of Data Systems) and Don Beezley (Data Systems Operations Manager) developed the technology and automation portions of the plan.

Donna Inouye (Director of Human Resources and Training) provided information on staffing issues, employee development, training, volunteer services, and Appendix C (Labor Management Committee).

Frank Kim (Director of Administrative and Fiscal Services) and Lorna Winterrowd (Administrative Manager of Administrative and Fiscal Services) provided the financial information and budget analysis.

Sean Barry (Director of the Program Division) provided information on the Youth and Family Resource Centers, program support services, victim services, and the Probation Community Action Association.

Vicki Mathews (Victim Services Coordinator) provided direction and information for the victim services portions of the plan.

Tom Starnes (Administrative Manager I) assisted with graphics/formatting, provided technical assistance, and supplied the photographs. He and David Paredes (Forms Control) coordinated the printing process.

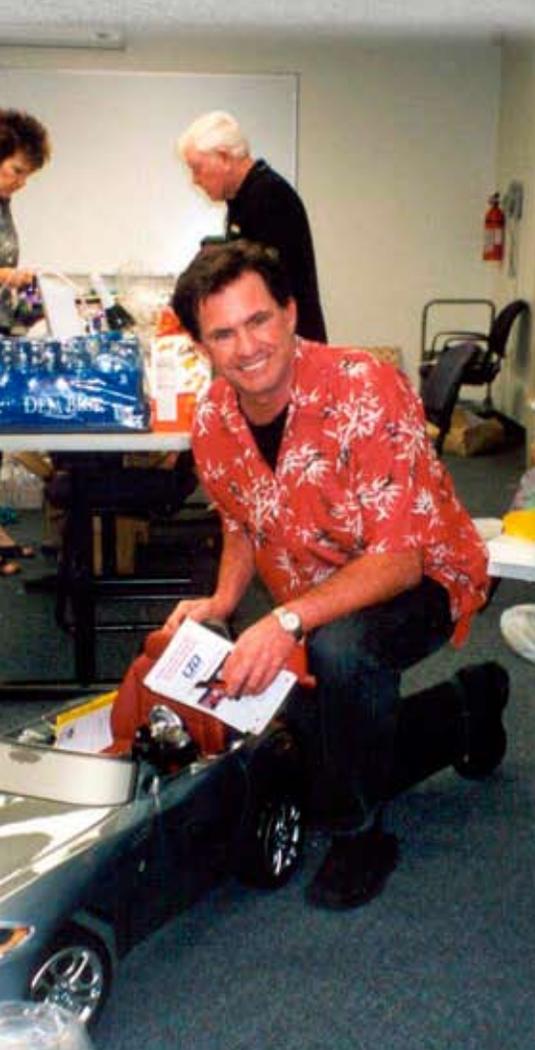
Elma Reyes (Office Specialist) created and formatted the design of the draft and final printed product.

The Labor Management Committee reviewed the plan.



Probation Images

Top left: SJCO Norma Jaime teaches a traditional dance to a minor during Joplin's Cinco de Mayo celebration. Top right: DPO Sean Sargeant is a Resident Probation Officer in Central Court. Bottom right: Utility Worker and Driver Christopher Lovato pauses during his rounds delivering mail to Probation's many different offices. Bottom middle: DPO Jerry Maxwell demonstrates canine partner Jet's skills to a group of young children. Bottom left: Probation Community Action Association Chair Jim Zimmer prepares items for a silent auction fundraiser.



2006 ACCOMPLISHMENTS

Goal #1: Court Services

Assist the Juvenile and Criminal Courts to make well-informed and responsible decisions in criminal and delinquency cases.

- Of the 892 reports completed by Adult Investigation, 100% were submitted on time. Juvenile Investigation completed 4,694 reports, of which 96.3% were submitted on time.
- Probation continues to use voice recognition technology for preparation of court reports to help with the workload. Modifications are made as required to facilitate ease of use and address changes.
- Adult Investigation developed offender-specific interview guidelines for sex offenders and domestic violence offenders to ensure consistency and quality of information collected in interviews and reported to the Court.

Adult Investigation



Senior Deputy Probation Officer Leticia Chamberlain of the Adult Investigation Unit discusses a case with a co-worker.

- Probation drafted a survey to solicit judicial feedback on the quality of and satisfaction with probation reports submitted to the Court. With the department's selection to pilot the county's Balanced Scorecard (BSC) effort, additional areas will be identified and incorporated into the survey.
- The department has continued with the Electronic Forms Project that was launched during 2005. Approximately 150 electronic forms have been developed that are used by both field supervision and financial units. There are 15 additional forms in development and acceptance testing.
- To ensure the Probation Department receives timely notification of changes and is able to provide some input into the potential impact of those changes on probation departments statewide, the Juvenile Field Supervision Director participates on the Probation Advisory Committee at UC Davis.

Goal #2: Field Operations and Institutional Services

Provide protection to the community by managing Orange County's adult and juvenile probation population.

FIELD OPERATIONS

- The Board approved Probation's augmentation request to increase the number of Adult Supervision DPO positions to meet the increased workload and reduce the number of Field Monitored (FM) cases. As part of the FY 06-07 budget, 12 positions were approved.
- The Project Management Group, Data Systems Operations Manager, and user cadres associated with the Automated Risk/Needs Assessment Program ensured staff were kept informed about the program's progress and received formal training when the new process was implemented. This year, over two hundred staff members were trained on the Automated Risk/Needs system, and almost 25,000 assessments/reassessments were completed as of December 5, 2006.
- Considerable progress has been made on the Electronic Field Book Project, which will provide Deputy Probation Officers in the field with handheld devices to access case-related information and record case activities. Probation staff consulted with CIO/IT to develop the network and application architecture to meet the security standards and policies for network access using wireless/cellular communications technologies. Mobile devices are currently being field tested by members of the Probation cadre that was formed to work on the project.
- As part of the FY 06-07 budget, the Board approved an augmentation to support the restoration of the Central YFRC. It is anticipated that the new YFRC will be operational in early 2007.
- For the implementation of SB 619, Probation has evaluated vendor proposals, established the required Internet access to the vendor monitoring web sites, and provided some PDA devices to test the e-mail alerts for the GPS pilot monitoring.

- Mentally ill offenders continue to be among the most challenging for the Court to address and deputies to supervise. The WIT (Whatever It Takes) Court has been established specifically for mentally ill offenders and will offer a multitude of services. Also, specialized training has been developed. Beginning in January 2007, the Health Care Agency will provide immersion training on mentally ill offenders for law enforcement and probation staff.
- The Probation Department developed marketing materials used by members of CPOC when meeting with legislators for increased Proposition 36 funding. These efforts were successful and resulted in a budget augmentation for Proposition 36 funding of \$145 million statewide. In addition, to make the program more effective, “flash incarceration” language was added to the law. This County and CPOC sought the flash incarceration component, and it is a favorable addition to the law.
- To address recent changes in Adult Interstate Compact, Probation met with the District Attorney’s Office and Sheriff’s Department to train them about the new provisions of the compact and the state’s obligations. An agreement was reached with the DA’s Office to request extradition warrants on cases ordered returned to California by other states. A procedure was also developed for the administrative hearing process that is required when our department decides to no longer supervise an out-of-state probationer due to violational activity.
- Probation referrals to the Wraparound Program are at an all time high. As of June 30, 2006, there were 67 active probation cases. A total of 116 probationers have been referred since 2004. The Wraparound Program has been expanded to specifically target those minors who are returned home after adjudication for a sexual offense. Through the use of a new “Provider Network,”

Case Study: John

The Co-Occurring Disorders Court deals with people who have mental health issues and substance abuse. John is an example of the multitude of issues and problems that must be addressed to help them. John’s experience with the Court began in 2003. In his mid-forties, John was addicted to drugs, severely depressed, and had not worked for years. He and his alcoholic girlfriend lived with his parents on the parents’ SSI checks. Both parents had serious medical problems. The large home in a reputable planned community was so unkempt that the city ordinance officers were threatening him for the front yard, though the interior was far below standard with clutter in every room. His ideas for employment were extremely unrealistic. On the positive side, though he had a few relapses, his last drug use was in 2003. He struggled with management of all his appointments, testing, and taking care of his parents. There was still no progress regarding maintaining the household and employment, only excuses. A year later, the Court ordered the girlfriend out, as she was still drinking. A few months later, the girlfriend became pregnant. The prospect of fatherhood motivated John to seriously seek help from the team. He participated in individual counseling and took the advice of the team members. After four months, the girlfriend was allowed to return. Today, he has been drug free for three years and is the father of a healthy one year-old child. He has a full-time job and is proud to be bringing home a respectable paycheck with insurance for his family. He is in regular counseling to help with remaining issues and address the guilt he feels about letting his parents down for so many years. John should graduate from the program in early 2007.

Case Study: Sherri

When Sherri was 10 years old, her mother died. She never knew her father. She had a number of relatives who were willing to take care of her. During the next five years, she lived with several different family members. At the time she came to Probation’s attention because of a law violation, all family members were unwilling or unable to care for her due to her negative behavior, problems in the home, and criminal activity. It appeared that Sherri would have to enter the foster care system. While a placement order was obtained, the probation officer made every effort to find a solution that would allow Sherri to remain with family. She talked with Sherri about the long-term effects of her continued delinquent behavior. She asked family members to reconsider their decision and offered them additional resources through the Wraparound Program. Her efforts were successful. Sherri was released from Juvenile Hall to a relative one year ago. She has shown remarkable improvement and been able to remain with her relative. Sherri has also been free of any new law or probation violations for the past 12 months.

probation minors are able to receive therapy from an approved sex offender therapist paid for by the Wraparound Program. With this focus, it is anticipated the number of juvenile sex offender cases receiving wraparound services will continue to increase.

- Probation uses the National Institute of Corrections Model (a recognized and validated best practice) to assess the risk and needs of probationers and determine appropriate levels of supervision to ensure public safety. The department has improved on the existing system by automating the formal Risk/Needs Assessments, which enable officers to easily identify a probationer's high risk and needs areas to develop appropriate case plans and easily monitor an offender's progress toward meeting case plan objectives. It also has quality assurance checks that are now built into the system.
- The department continues to explore new and developing technology to improve supervision of adult probationers. In addition to the pilot GPS monitoring project, a pilot KIOSK system is being evaluated as a cost-effective and efficient reporting method for low-risk probationers. Drug testing results in an electronic file format are also being researched.
- The Special Supervision Division continued to strengthen relationships with other criminal justice agencies and collaboratives via its participation in projects throughout the County. The Anaheim Police Department recently received a \$500,000 grant to open their Domestic Family Violence Center that was modeled after the Family Justice Center established in San Diego. As a collaborative partner, Orange County Probation will explore co-

GPS Tracking of Sex Offenders



Supervising Probation Officer Keith Gotts demonstrates the software that allows officers to track the movements of sex offenders wearing the GPS ankle units.

locating a Domestic Violence Deputy at the facility who will work along with members of the District Attorney’s office, Anaheim City Attorney, Adult/Children’s Protective Services, and local family support agencies for victims of domestic violence.

INSTITUTIONAL SERVICES

- The five juvenile institutions provided a total of 281,206 bed days of treatment and education in FY 05-06 for youth being detained or serving commitments. (YLA, the sixth institution, did not open until July 2006.)
- Probation has continued to work with the Resources and Development Management Department on a Master Maintenance Plan for ongoing repair needs, major replacement, and reconstruction of Probation’s juvenile correctional facilities. The department is moving forward with the proposed maintenance projects identified in the Master Plan documents. Funding for all critical Master Maintenance Plan projects was included in the 2006 Countywide Strategic Financial Plan adopted by the Board of Supervisors.
- The Youth Leadership Academy began housing male and female minors in July 2006. The program utilizes an identified best practice of Cognitive Restructuring and Cognitive Skill Development to assist minors of a broad age range in rehabilitation and community reintegration. YLA collaborates with the Department of Education,

Youth Leadership Academy Grand Opening



Chief Deputy Probation Officer Tom Wright (now retired) welcomes a group of dignitaries at the opening of the new Youth Leadership Academy.

Health Care Agency, and community volunteers to run a comprehensive, diverse program to address these minors' individual issues.

- The WAVE program provides a gender-specific values program for the female minors at Los Pinos Conservation Camp. Staff continue to take advantage of special training opportunities. Currently a new PMI is being completed specific to the WAVE program, separate from the Camp Citizenship program.
- Probation participated in a number of work groups focusing on Proposition 63 mental health programs, which resulted in the County Mental Health Services Act plan. This plan was submitted and approved by the state, and programs that Probation clients can access are being implemented.
- In collaboration with the Health Care Agency and Department of Education, Probation obtained a Mentally Ill Offender Crime Reduction (MIOCR) grant for \$1.5 million in December 2006. A juvenile mentally ill offender unit will be developed at YLA based on recognized best-practices programming for these male/female offenders.
- Probation Research staff update juvenile institutional bed demand projections whenever the state updates the county population figures so the department can plan for immediate and future bed space and programming requirements.
- To complete the automation of the staff scheduling function at every institution, a contract was awarded to InTime Solutions Inc. for the purchase of the InTime staff scheduling software. Meetings were held with the vendor and modifications/enhancements were identified.

Restorative Justice



Deputy Juvenile Correctional Officer Raul Zuniga supervises two minors as they remove brush from the hills near Joplin, a restorative justice activity.

Goal #3: Victim Assistance

Assist crime victims by presenting their interests to the Courts and providing support services.

- In December 2005, Probation submitted a request to the Board of Supervisors via the CEO/Legislative Unit to sponsor legislation to amend Penal Code 293 (c) (d) and (f) to include probation officers of county probation departments as those legally permitted to receive sexual assault victim information. The intent was to enable probation officers to better assist victims through the legal process. The effort was successful, and the bill (AB 2615 - Tran) was signed by the Governor on July 20, 2006. It became law on January 1, 2007.
- Each year, the Research Division presents results for the current Victim Satisfaction Survey in comparison to survey findings from all prior years. That comparison provides the basis for department discussions about strengths along with areas to improve in providing services to victims. The 2006 Victim Survey was initiated in September. The results will be analyzed and evaluated for any areas needing improvement in victim services.
- Probation institutions and the YFRCs include victim awareness/restorative justice elements in their overall programming. During the year, the institutions provided an average of 15 victim awareness groups, and youth completed almost 4,000 restorative justice/community service hours. The YFRCs provided approximately 55 victim impact groups/workshops, and youth completed an estimated 261 community service hours during 2006.
- In all cases, each Request for Information form submitted to the department by victims was responded to in a timely manner. The Victim Services Coordinator developed a standard form letter in English, Spanish, and Vietnamese acknowledging receipt of a victim request when additional time was needed to research the matter. In other cases, victims were called to satisfy victim requests in an even faster timeframe.
- Research staff continued to review examples of best practices for gathering input from serious crime victims. Several options are currently being discussed to develop an appropriate strategy for a satisfaction survey methodology during the coming year. One strategy currently being considered is for probation staff, when they have contact with victims, to ask if they would be willing to complete a follow-up survey or be contacted for that purpose at a later date. Follow-up with those that agree would be coordinated through the Research Division.
- One of Probation's four Balanced Scorecard service areas is victim services. This effort has afforded additional opportunities for input from key stakeholders about providing services to victims, as well as obtaining their input about those services.
- For FY 05-06, Probation collections totaled approximately \$4.9 million for crime victim restitution and welfare fraud repayments.

Department-Wide Accomplishments (Encompasses All Three Goals)

- Probation was selected to pioneer the County's Balanced Scorecard Initiative. The department selected four Mission Critical Services: Community Safety, Court Support, Victim Services, and the Workforce.
- As part of the FY 06-07 budget, the Board approved \$98,218 and one Supervising Probation Officer position to act as the department's Grant Coordinator. This position will allow Probation to aggressively pursue funding through grants to enhance probation services in all operational areas. To assist in this effort, Probation has also formed a grant team to work with the coordinator.
- The department enhanced recruitment efforts for entry-level institutional peace officers by running a pre-movie advertisement video in 23 Orange County movie theatres, placing numerous ads in the OC Register and LA Times, placing an ad in the Angel's "Halo Magazine," and creating an improved employment web page. Other outreach efforts included operating a booth at the 2006 Orange County Fair and attending twelve career days and job fairs at local universities and colleges. The department is implementing on-line testing to expedite the background investigation process for DJCO candidates and will be implementing other recruitment opportunities, such as advertising on marquis boards along freeways and county vans/ trucks.
- A formal Probation Speakers Bureau was established to increase the number of speaking engagements provided by the department and advance the department's public outreach efforts.

Public Outreach



Supervising Juvenile Correctional Officer David Sperry conducts a tour of Juvenile Hall as part of Probation's ongoing public outreach efforts.

Juvenile Corrections Officer Core Class



Members of the January 2007 Juvenile Corrections Officer Core Class listen to instruction as part of the 138 hours of training that they receive before being deployed to the institutions.

- The Probation Department worked closely with CPOC in 2006 to increase state funding for the Juvenile Justice Crime Prevention Act (JJCPA). Those efforts were successful in securing an additional \$119 million statewide for JJCPA programs.
- To ensure staff competency levels and maintain a workforce of well-trained DPOs, the DPO Trainee Academy that began in April 2006 was expanded to 5 ½ months. To prepare them for their initial assignments, the trainees will be provided the opportunity to gain closely supervised field experience.
- The department continued to investigate and evaluate new technologies and opportunities through participation in Internet “Webinars”, technology conferences, criminal justice related trade shows, and conferences. IT technologies and solutions utilized by other California probation departments were monitored through the PITMA organization. The Data Systems Division continued to utilize outside IT contractors to augment county staff with specific technical skill sets and labor resources to address special projects and workload volumes.
- Training programs have been established for each member of the Data Systems technical staff to provide the needed training with new IT architectures and Microsoft products. Specific training plans have been developed in preparation for the migration to the Active Directory and Exchange 2003 architectures. Software developer training programs have been developed as the department prepares to migrate away from the proprietary IBM AS/400 architecture to the “Open Source” architecture.

- Research staff worked with the adult sex offender operations in developing data tracking procedures for the GPS program. Communication with local universities led to an opportunity to partner with one university on a grant proposal. Also, while researching the balanced scorecard movement, Research staff identified many examples of performance measures in place at other corrections agencies around the country.
- Working with CIO/IT, the new 1GB network structure has been defined and the hardware procurement processes are underway. It is anticipated the new 1GB network will be fully implemented by the end of FY 06-07.
- Through equipment purchases and migration, nearly one half of the departments PCs have been upgraded to the XP operating system. Contractor PC technicians are continuing with the migration on a daily basis. The goal is to complete the XP migration by the end of FY 06-07.
- All supervisors and managers are required to attend a course entitled “Legal Updates” which provides updates on recent court decisions in relation to the Public Safety Officers Procedural Bill of Rights and the Meyers-Milias-Brown Act.
- Probation was successful in working at the statewide level to regain state funding to support mandated training. State funding was restored as of July 1, 2006. The department will continue to ensure training is substantive and targets perishable skills.

Department Ethics, Values, and The Balanced Approach Training



Chief Deputy Probation Officer Greg Ronald speaks to a classroom full of probation employees during an Ethics, Values, and The Balanced Approach class. All three Chief Deputy Probation Officers provide different segments of the training, which is required for all sworn staff.

- In 2006, the Mission/Values Work Group focused on ensuring that all members of the department know and practice the values of the agency via the department's newsletter, training sessions, and unit-level discussions. The second year was completed of a three-year training project in which over 1,200 sworn staff will receive a four-hour class on Ethics, Values, and The Balanced Approach taught by the three Chief Deputy Probation Officers. In addition, Chief Preciado is conducting quarterly all-staff meetings at the larger Probation facilities emphasizing the department's mission and values.
- The transition from TANF to the Juvenile Probation Camps Funding (JPCF) program has been smooth. The department worked collaboratively with the Probation Business Managers Association and the Chief Probation Officers of California to ensure that all counties submitted a quality program that complied fully with the goals of the program. The department completed the first semi-annual progress reports and submitted them to the state by the deadline.
- Document imaging is being used to provide immediate sharing of case information and to reduce the need to create new paper files. The department's strategy is to have all internally developed forms and reports become electronic documents to automate the input into the document imaging application. Critical case documents of nearly all active adult cases are now in the document-imaged case files. However, the time and resources required to image a document have been significant. A&FD is working with Data Systems to reassess the implementation of document imaging in the fiscal area.
- With the implementation of the automated Risk/Needs Assessment system, the Research Division has defined the requirements and detailed specifications for the extraction of the assessment scoring information needed to interface with the existing applications. The software development is underway to address these needs.
- The department was unable to evaluate the factors associated with the downward trends of several outcome indicators as planned over the past year due to the automation of the Risk/Needs Assessment system. These assessments are the primary source of information for those indicators, and the data has not been accessible to Research staff during the implementation phase. These factors will be evaluated once the R/N system is in place and information is accessible to Research staff.
- The department continues to assess the organizational structure of the Data Systems Division via a formal "Workforce Planning" methodology project to ensure that the proper levels and classifications of technical and management positions are in place. An initial study identified the need to assign an Administrative Manager II position to Data Systems to assist the Division Director to manage the myriad of functions within the division. An open recruitment was conducted, and a qualified candidate was hired in June 2006. The classification study of the remaining Data Systems IT classifications will be completed in 2007.
- Beginning in FY 05-06 and continuing into the current year, the department is upgrading the network infrastructure to maintain compatibility with the County as well as to improve overall network performance. All costs have been identified and budgeted to accomplish this task.
- Much of the automation in compiling cost data for claiming requirements has been completed. During this year, the Accounting Unit is partnering with the County and VTI to implement an automated time-keeping module for shift workers. Once the system is in place, pulling time records for cost claims will be more efficient and accurate.

- Expense projections have been accurate and excellent tracking mechanisms are in place to ensure that the department does not overextend its budget. Working with the CEO/Budget Office, the department updates the 5-year strategic plan each year to ensure that future shortfalls are identified early and addressed as part of the annual budgeting process so public safety and the health and security of juveniles in the Probation Department's care are not compromised.
- Numerous projects are underway to upgrade the network, e-mail system, LAN network operating system, PC upgrades, and desktop software suite upgrades. The department should be at an architecturally current level by the end of the FY 06-07.
- The department has continued to devote the necessary resources toward the department's strategic plan to develop an Integrated Case Management (ICM) system. The Automated Risk/Needs Assessment, Electronic Field Book, Kiosk Reporting, Document Imaging, Electronic Forms, and Electronic Drug Testing Interfaces are all projects directed toward the ICM strategy.
- To ensure efficient conversion to new systems, training plan components are included in the formal project plans and project schedules for each new major automation project. User manuals are made available via PROB-NET for each new automation application.
- The department continued to focus on the strategic initiatives established during annual Strategic Planning Sessions and Quarterly Management Meetings. The original three initiatives established in 2004 were refined and expanded to five in 2006: Labor – Management Relations, Mission and Values, Succession Planning, Strategic Planning for Supervisors, and Performance Evaluations. A compilation of the last five years of strategic planning was assembled into a binder and distributed to all managers in 2007.

PROFILE OF ACTIVE SUPERVISION PROBATIONERS

September 30, 2006

	Juveniles (N=3,309)	Adults (N=7,364)
GENDER		
Male	85%	78%
Female	15%	22%
ETHNICITY		
White	25%	49%
Hispanic	65%	39%
Asian	4%	4%
Black	4%	4%
Other	2%	3%
Pacific Islander	<1%	1%
Indo-Chinese	<1%	<1%
AGE AT INITIAL PROBATION ASSESSMENT		
15 and younger	47%	-
16-17 years	44%	-
18-21 years	9%	19%
22-25 years	-	18%
26-30 years	-	15%
31-40 years	-	26%
41 years and older	-	22%
SUBSTANCE ABUSE (DRUGS OR ALCOHOL)		
No Problem	31%	14%
Occasional to Frequent Abuse of one or both	69%	86%
INITIAL CASE CLASSIFICATION		
High	69%	78%
Medium	28%	19%
Low	3%	2%
GANG AFFILIATED (JUVENILES ONLY)		
Yes	39%	-
No	61%	-
CURRENT SUPERVISION REGION		
North	21%	15%
South	14%	7%
West	21%	15%
Central	23%	16%
Specialized (Gang, Drug Court, DV, Sex Off., Crtsy Sup, YFRC)	21%	31%
PC 1210 Drug	-	16%
INITIAL SUSTAINED OFFENSE		
Felony	47%	94%
Misdemeanor	53%	6%
INITIAL SUSTAINED OFFENSE (TYPE)		
Felony:		
Person (e.g., robbery, assault)	16%	21%
Property (e.g., burglary, theft)	19%	16%
Drug	7%	51%
Other	5%	6%
Misdemeanor:		
Person	16%	2%
Property	23%	1%
Drug	5%	1%
Other	9%	2%

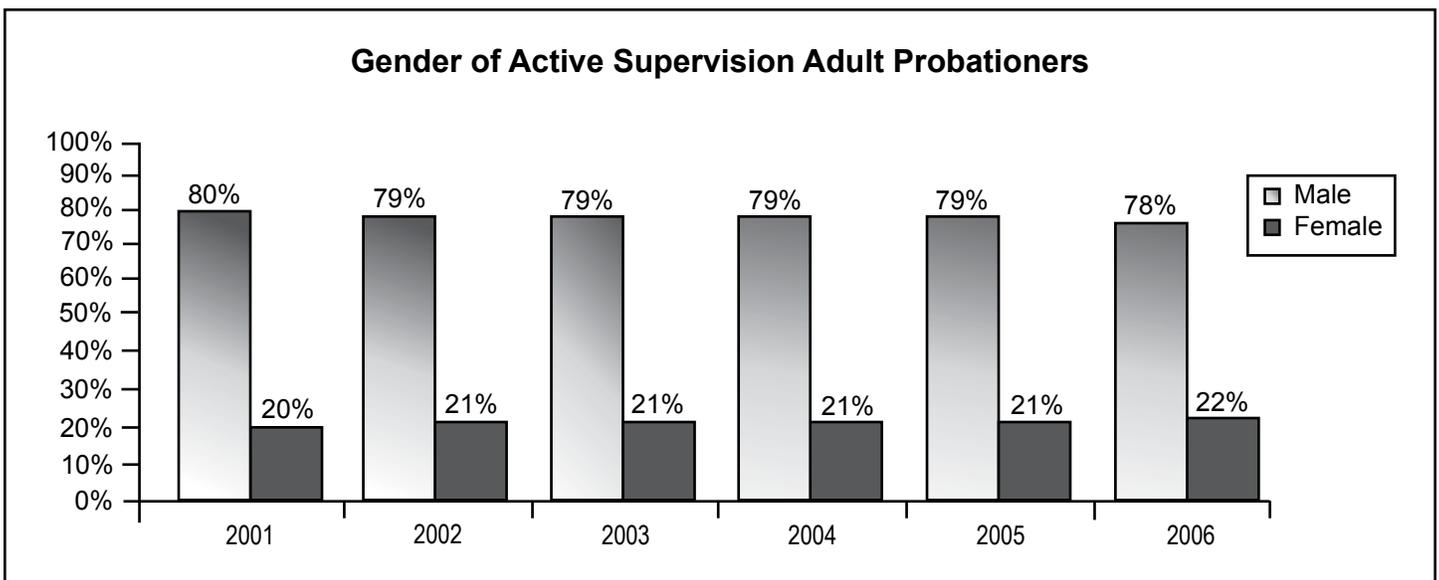
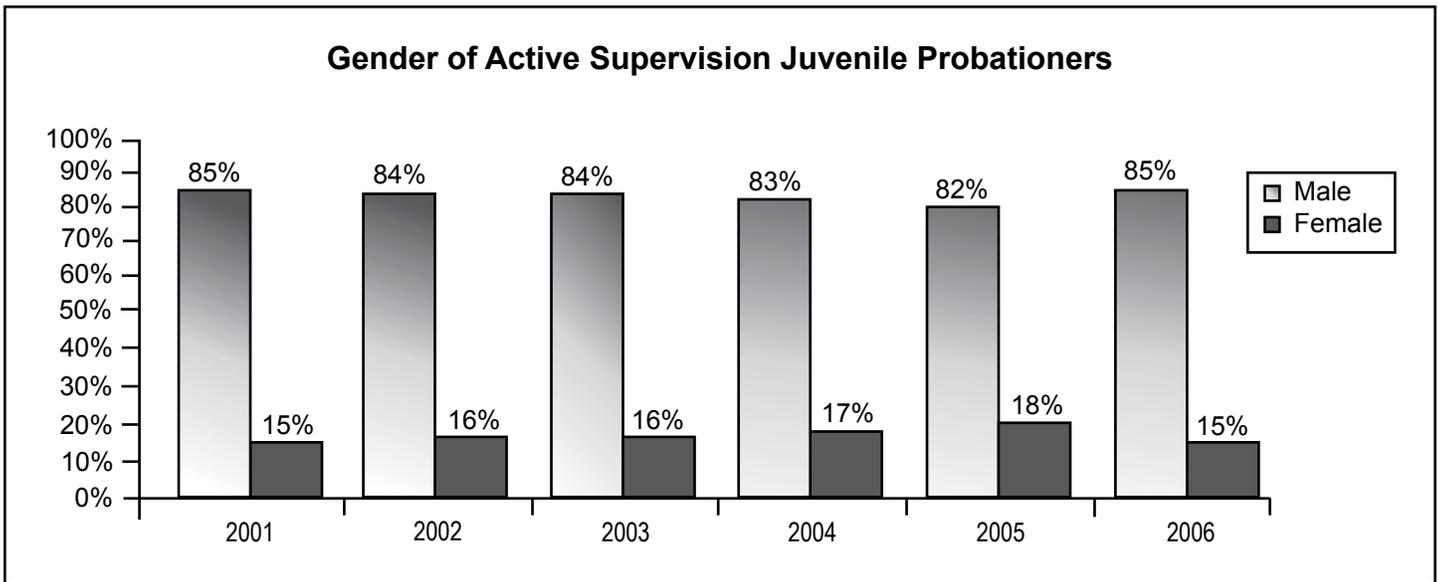
SOURCE: NIC PROFILE/OUTCOME DATABASE, ORANGE COUNTY PROBATION RESEARCH DEPARTMENT, OCTOBER 2005

*This profile is a sample of active probationers representing the most at-risk population of offenders as defined by the NIC Model.

PROFILE OF ACTIVE SUPERVISION PROBATIONERS SIX-YEAR TRENDS

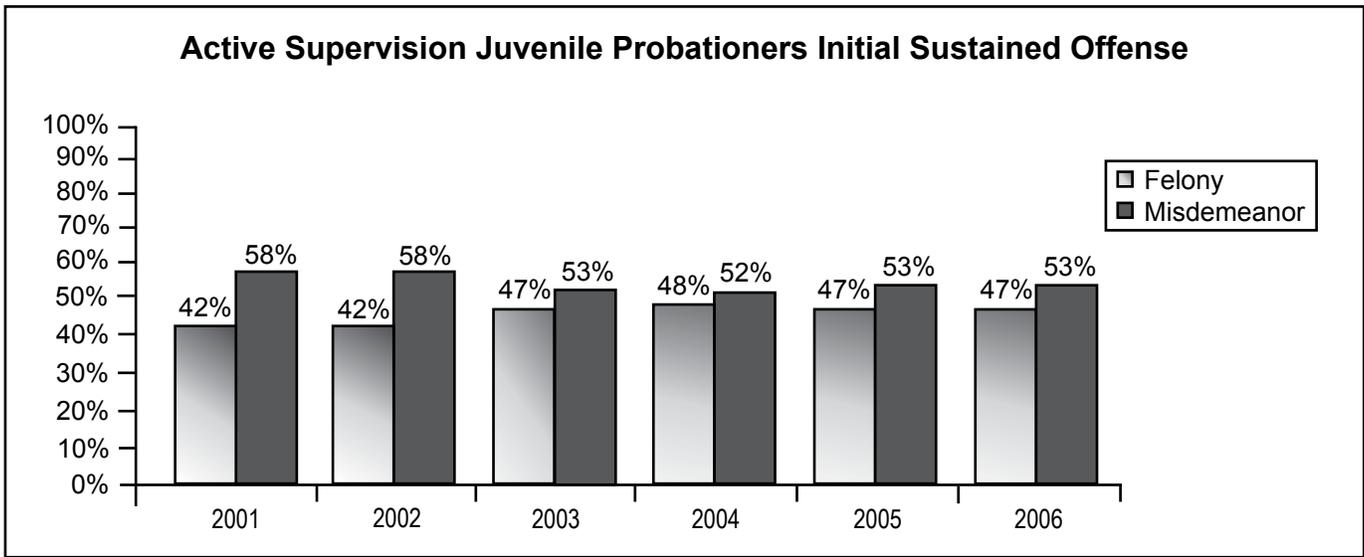
Gender

The six-year trends generally show little change in the distribution of the probationers by gender.

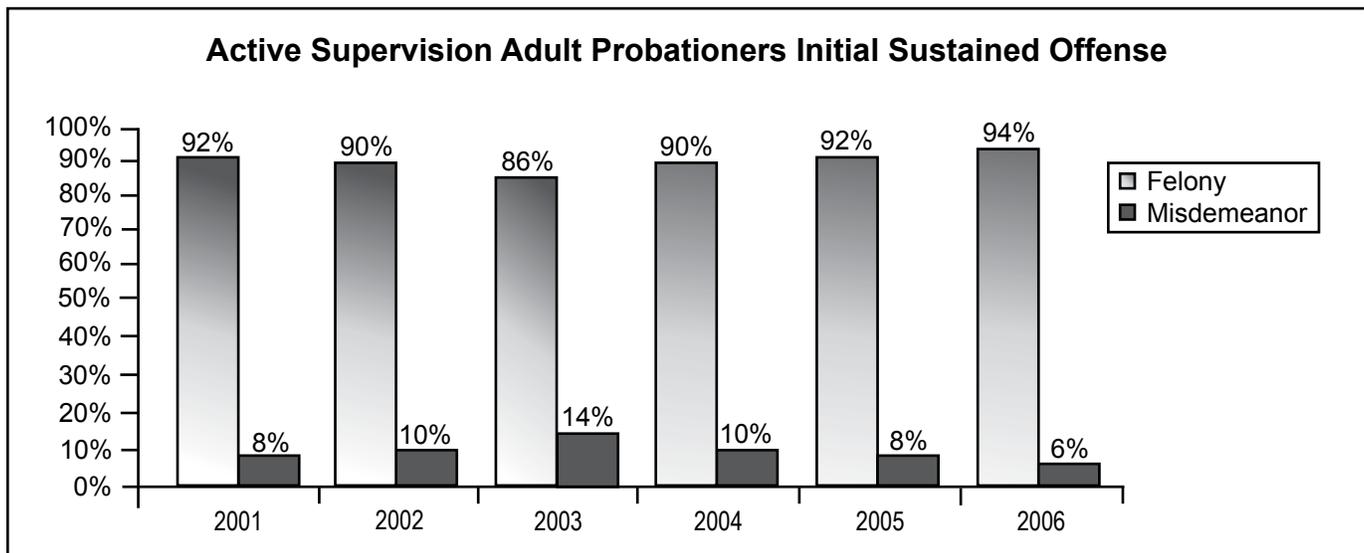


Initial Sustained Offense

The rising trend observed in juveniles placed on probation for a sustained felony offense appears to have stabilized at just below 50%.

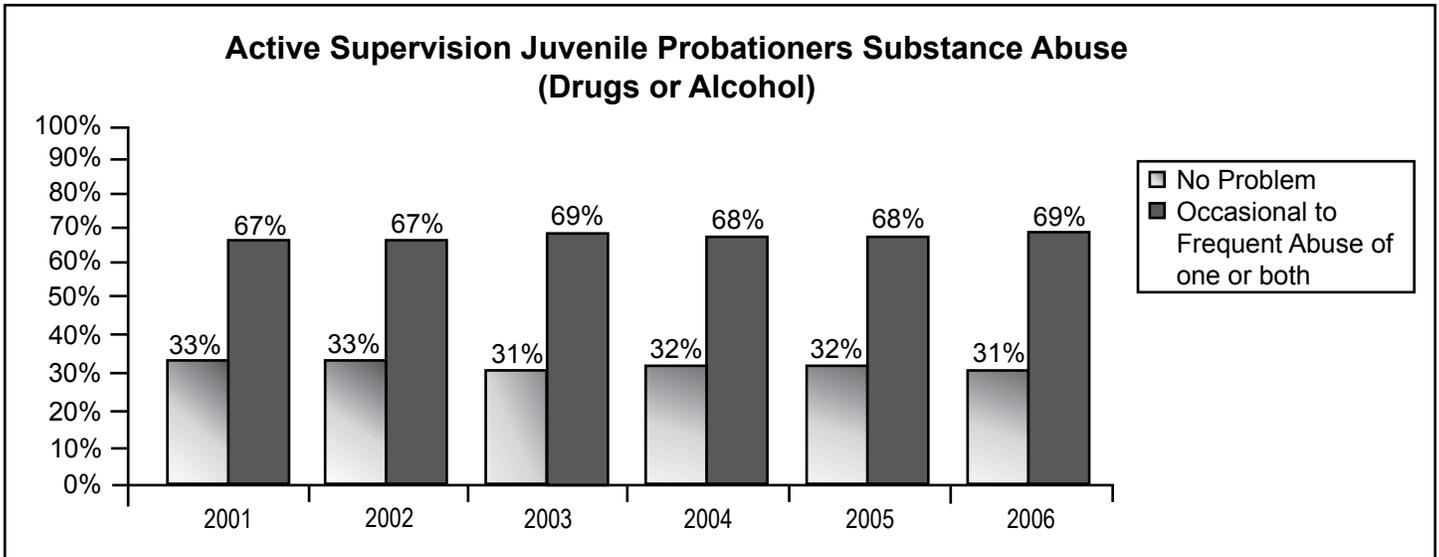


Among adults, the increase since 2003 in the proportion of probationers with an initial felony conviction is very likely a result of the change in sentencing for Proposition 36/PC 1210 probationers convicted of misdemeanors. These offenders are placed on informal probation to the Court rather than formal probation under the supervision of the department.

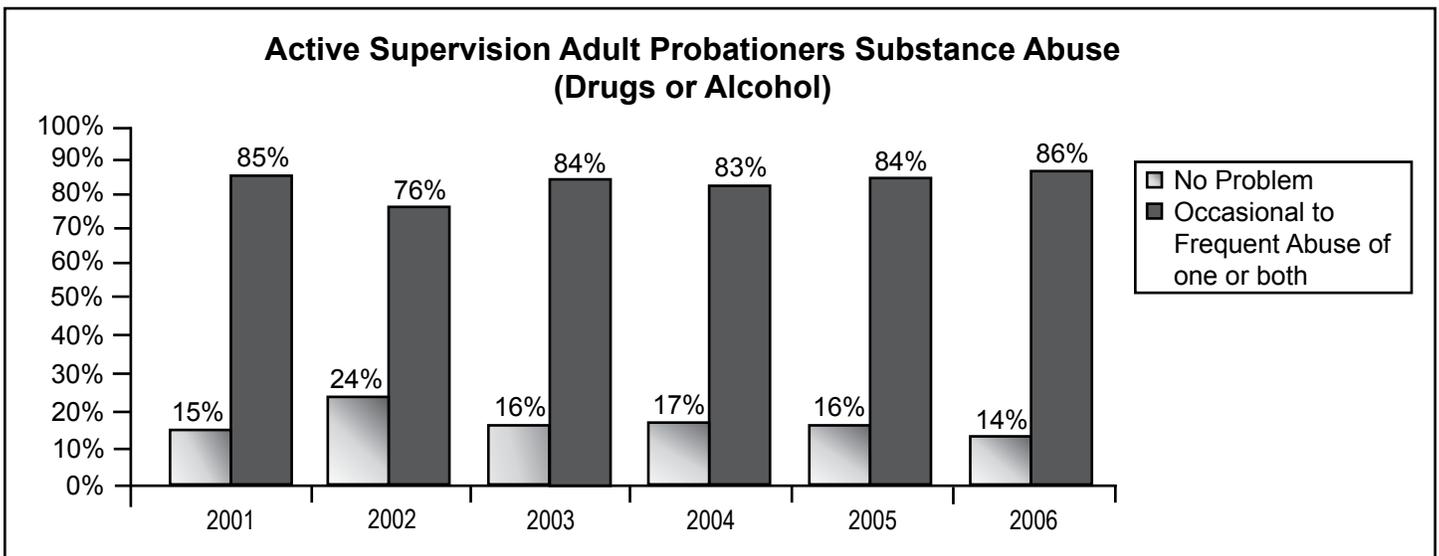


Substance Abuse Problem at Initial Assessment

The proportion of juvenile probationers assessed as having some level of substance abuse problem has remained relatively constant at approximately two-thirds of the active supervision population.



With the exception of 2002, the six-year trends reveal that over 80% of adult probationers are identified as having substance abuse problems.



JUVENILE INSTITUTIONAL SERVICES PROGRAMMING (*)

VOCATIONAL	PRO-SOCIAL LIFE SKILLS	CRIMINAL BEHAVIOR/ RESTORATIVE JUSTICE	SUBSTANCE ABUSE	HEALTH	EDUCATION
JOB SEARCH How to fill out an app. Job preparedness Preparing a resume Interviewing skills Dressing for success Job barriers Maintaining a job Summer job opportunities CAREER/JOB CHOICES Trade schools Military/armed forces How to start a business U.S. Marshal Career Quest	PERSONAL Reaching your goals Life choices Respecting yourself Building self-esteem I am important/I can Don't sweat the small stuff Decision-making Self-control Ethical choices Telling the truth Virtues of patience Character education RELATIONSHIPS Establishing relationships Peer mediation Peer pressures/respect Dating pressures Families' influence/behavior Friendship EMANCIPATION/ INDEPENDENT LIVING Budgeting your money Finances and savings Banking/checking accounts Establishing credit Filling out a rental agreement Exploring public transportation Obtaining documents SPECIAL PROGRAMS Values Curriculum Sail for Life (Team-building) Peer Mediation Color Guard Anger Management Cultural Diversity/Racism Rescuing & Fostering Puppies	CRIMINAL DETERRENCE Teen violence Kids killing kids The Law and Me Teenagers and guns Gangs/gang intervention Understanding hate crimes Prison life (DJJ) Teens in prison Death penalty Peer Court Gun control Violence in society RESTORATIVE JUSTICE Victim awareness Project M.O.V.E. (assist developmentally disabled) Highway improvement Graffiti removal Lake Elsinore environmental cleanup Food Bank Red Cross volunteer Operation Santa Claus Inland Valley Food Drive Adopt-a-pet	DRUG EDUCATION Truth about drugs Drugs' deadly hold Drug addiction Relapse prevention SPECIAL TOPICS Designer drugs Heroin Speed Methamphetamines Smoking Marijuana GROUPS Alanon Alateen Narcotics Anonymous Alcoholics Anonymous MADD	GENERAL Proper hygiene Yoga Physical fitness Aerobics Organized sports/CIF Influence of exercise (physical/mental health) Total fitness SEX EDUCATION STDS Safe sex AIDS awareness Sex and pregnancy Sexual abuse Truth about sex TEEN PREGNANCY/ PARENTING "Baby Think It Over" Teen Mothers/Fathers Parenting Weekend Fathers SPECIAL TOPICS Compulsive disorders Coping w/ disabilities Depression Skin cancer Teen suicide Sleep disorders Hepatitis Sexual Offender Treatment Program	HIGH SCHOOL Academic computer education GED New Century Education Lab School dropouts Mock Trial COLLEGE Selecting a college Applying/enrolling in college College scholarships College orientation Naval Academy SPECIAL TOPICS Homework Creative writing Poetry education Vocabulary building Oral/written book reports Reading skills Public speaking Critical thinking

(*) This list summarizes the various specialized programming offered in the juvenile institutions. It is in addition to the core set of services provided for all youth in custody that includes the following: (1) formal school instruction; (2) screenings for physical, mental, and substance abuse problems; (3) treatment for physical and dental problems; and (4) individual and/or group therapy as needed for mental health issues and substance abuse problems.



Employee Recognition Awards Ceremony

***Top left:** Staff Specialist Cynthia Contreras and Director Donna Inouye, the event's coordinator, review the agenda for the 2006 Employee Recognition Awards ceremony. **Top right:** Presiding Superior Court Judge Nancy Stock speaks about the important role of Probation employees in the justice system. **Bottom right:** Accounting Specialist Lai Harper accepts her award from Chief Probation Officer Colleen Preciado. **Bottom left:** Volunteer Probation Officer Wayne Buser congratulates DPO Brent Ward on his award.*



2006 Employee Recognition Awards

Each year, nominations for employee recognition are solicited from all staff throughout the Probation Department. A selection committee of staff volunteers assists Executive Management in review of the nominations. For 2006, ten individuals and one team were selected by Executive Management to receive awards.

Individual Achievement Awards



ENRIQUE BRAGANZA – Senior Systems Programmer Analyst

Enrique has played a major role in the evolution of Probation's Data Systems to the current web-based environment that supports many of the department's systems and applications. One of Enrique's many accomplishments was implementation of the Institutions Management System, the first major automation for the institutions. Enrique is excellent at interfacing with users within Probation. He has a good understanding of the big picture and is open and willing to learn and adapt to new technologies and methodologies. These qualities have earned him the trust of his users and team members. His exceptional technical skills are a true asset to Data Systems and the Probation Department.



MARTIN CORRALES – Deputy Probation Officer

For the past five years, Martin has been assigned to the Gang Violence Suppression Unit in the City of Westminster. He is well respected by his peers and his TARGET (Tri-Agency Resource Gang Enforcement Team) partners for his work ethic and dedication to his assignment. In addition to supervising a caseload of high-risk gang members, Martin became the gang training coordinator for the department in 2005. In house, he has provided numerous gang training sessions to Juvenile Corrections Officer Core Classes, Volunteer Probation Officer Core Classes, Youth and Family Resource Center staff, and STC training classes. Martin also provides training for outside agencies. He participated in a gang training class for the California Narcotics Officers Association and conducted gang awareness training for Health Care Agency and Department of Education staff who work with the wards in our juvenile institutions.



DEMETRIA GOODWIN - Supervising Juvenile Correctional Officer

Demetria has proven herself a committed supervisor who encourages her staff to offer alternative programming options for those minors who desire assistance addressing issues such as violence and drug use. She is a person of character who is willing to go above and beyond to ensure the safety of others. On her way home in April 2005, an adult female jumped head first through an open door of Demetria's vehicle in an effort to elude her estranged husband. Demetria remained calm and was able to escape the area as the estranged husband discharged rounds at her vehicle. The police were contacted and successfully apprehended the gunman. Demetria's quick thinking and responsiveness were key to the safety of her unexpected passenger and others who could have suffered serious injuries.



LAI (LIE) HARPER – Accounting Specialist

The cashiering function requires an individual to be self-disciplined, detailed-oriented, and precise. Lie has excelled in these areas by being able to process a very high volume of mail and counter payments while maintaining an outstanding level of accuracy. In her position in the Field Support Unit at the Manchester Office Building, she is responsible for setting up adult cases including Administrative, Courtesy Supervision, and PC 1203.9. In numerous situations, Lie has performed beyond the call of duty. For example, she helped a new cashier at another office location resolve a serious problem that occurred at the end of the day when the supervisors were attending an off-site meeting. Even though it was not her problem and meant working late, she drove to the other office and helped the cashier find the problem so closing reports could be run. Lie is an outstanding team player who is always volunteering to help other offices with their work.



CHRISTINA LAMORTE – Supervising Probation Officer

As the supervisor of the Placement Supervision Unit, Christina continually demonstrates superior leadership in every aspect of her performance. One of her contributions has been to the educational placement process. She has become the department's expert in this area, advising both staff and the Court on a regular basis. She also recognized the confusion at the state level between the Interstate Compact offices of both CDSS and DJJ. Christina proposed a solution that both agencies agreed upon and solved the problem not only for Orange County, but also for other probation departments throughout the state. Christina is a true leader who strives to make the job of her staff and all those who work around her easier.



CHRIS LILLJA – Deputy Probation Officer

Chris is a Juvenile Field Probation Officer who is routinely assigned high profile and sensitive cases. He is currently the department's liaison on a case that the Presiding Judge has authorized the OC Register to write a story about. Chris embodies the elements of The Balanced Approach. He is proactive in his supervision of gang members who pose a threat to the community, but also provides guidance and assistance to help them change direction. His goals for the minors on his caseload are that they become successful and cause no harm to themselves or others. Due to his skills, Chris is often called upon by co-workers to assist with problematic arrests. One such arrest occurred just as the office was closing for the day. A co-worker asked for assistance in arresting a minor for assaulting his mother. The minor became combative during the arrest procedure, and it took several staff to secure handcuffs on him. Despite being handcuffed, the minor's uncooperative behavior escalated. Chris was able to successfully de-escalate the minor to the point that he was no longer a threat to himself or staff and could be safely placed in the custody car.



FRANK LOWREY - Deputy Juvenile Correctional Officer

For the past 15 years, Frank has been a DJCO. Minors know him to be fair and consistent, which allows him to develop a good rapport with his caseload and any minors he supervises. Frank is a primary leader of the vocational painting crew at Los Pinos and instructs the minors in skills for interior and exterior painting. His expertise in this area teaches a marketable skill that can assist minors in finding future employment. He team-teaches the “Institutional Instruction of Authorized Holds” class and assists in certifying staff who demonstrate proficiency in “Use of Force” at Los Pinos. He used these skills in May 2005 when he was first on the scene to restrain a minor who was assaulting a staff member. He took charge of the situation until the Duty Officer arrived. He is also the instructor for Fire and Safety where he uses his previous experience as a firefighter and EMT. Due to his dependability and professionalism, Frank is often called upon to fill in as acting Duty Officer or acting Supervising Juvenile Correctional Officer.



JAVIER OROZCO - Deputy Juvenile Correctional Officer

Javier is dedicated, cooperative, and supportive. He has always been a positive, motivational factor and source of stability for the Youth Guidance Center. Javier has established himself as a valuable role model for both his peers and the minors. He implemented the Gang Intervention Program (GIP) at YGC, which continues to be successful in aiding minors to lead successful drug-free and crime-free lives. In his current assignment as a unit coordinator, Javier carries a myriad of responsibilities and duties. In addition to these primary responsibilities, Javier is often called upon to assist in the coordination of Rio Contiguo High School graduation ceremonies, annual YGC job fairs, transportation of minors off grounds for job searches, special field trips, and establishing a soccer program at YGC. The past couple of years, he has been selected to be the Master of Ceremonies for YGC’s annual Christmas event.



MICHELE SMITH - Deputy Juvenile Correctional Officer

Michelle was instrumental in saving the life of YGC Senior Institutional Cook, Mr. Krysinsky. When he became dizzy and fainted, staff and minors in the kitchen attempted to revive him, but he did not respond. His pulse became faint, and he stopped breathing. Michelle looked at the front office emergency phone monitor and noticed that a call had been made from the kitchen to the 911 operator. Mr. Krysinsky had been unconscious for as long as three minutes when Michele ran in the back door of the kitchen and immediately initiated CPR. Mr. Krysinski regained consciousness, but was unaware of what had just transpired. After their assessment and treatment, the paramedics attempted to take Mr. Krysinsky to the hospital, but he refused to go until Michele offered to go with him in the ambulance so he would not be alone. While at the hospital, Michele continued to support Mr. Krysinsky and his wife once she arrived. She stayed for several hours and helped them contact their son in Boston. Upon returning to YGC, Michele counseled the minors who had been upset by the incident. After leaving work for the day, Michele went back to the hospital and spent time with Mr. and Mrs. Krysinsky. In the days that followed, she continued to show her support by calling him and his family to check on his status.



BRENT WARD – Deputy Probation Officer

As one of the coordinators of the department’s Volunteer Program, Brent works closely with a combination of VIPs and VPOs to construct Probation’s booth at the Orange County Fair each year. Brent will remember the fair’s opening day in 2005 for many years to come. Brent, two VPOs, and another department staff member were working the booth when the staff member started to fall off his chair. Brent called for assistance and carefully lowered him to the floor. The staff’s lips were starting to turn blue, and there was no detectable breathing. An off-duty Orange County Sheriff’s Deputy who came to assist could not feel a pulse. Brent immediately began CPR while emergency personnel were being summoned. Finally, the staff member started breathing on his own. As emergency medical personnel arrived and took charge, Brent made sure relatives were contacted, then followed the ambulance to the hospital to serve as a liaison until family members arrived. There is no doubt that Brent’s fast action played a major role in saving the life of one of Probation’s own.

Team Award

MONITORING HIGH-RISK ADULT SEX OFFENDERS VIA GLOBAL POSITIONING SATELLITE (GPS) SYSTEM

Nancy Hatada, Administrative Manager; Ed Harrison, Assistant Division Director; Keith Gotts, Supervising Probation Officer; Earl Rees, Retired Contracts and Purchasing Manager; and Sherie Christensen-Keough, Deputy County Counsel



Supervising Probation Officer Keith Gotts and Administrative Manager Nancy Hatada accept their Team Award from Chief Probation Officer Colleene Preciado. Other team members not pictured were unable to attend the ceremony.

This team implemented the use of Continuous Electronic Monitoring/Global Positioning Satellite (CEM/GPS) technology as a tool for supervising certain high-risk probationers. This team of officers and professional managers worked closely for years to finally bid the lease of equipment and provide monitoring services via GPS. No other county in the state had yet implemented this specific type of monitoring. Deputy County Counsel Sherie Christensen-Keough analyzed existing laws, advised the department of potential challenges to constitutionality, and encouraged the establishment of adequate safeguards and standards to minimize the potential for liability. Contracting for CEM services required adherence to a competitive bidding process with a clearly written set of technical specifications for the equipment and monitoring of services. The equipment and services provide real-time reporting and tracking of up to 20 probationers 7 days per week, 24 hours per day. The hard work and expertise of this team of professionals created this important supervision tool.

Glossary of Terms and Acronyms

Accountability Commitment Program (ACP)

ACP offers an alternative to incarceration in Juvenile Hall. It allows specified offenders to be released home on electronic confinement to a day treatment program. The program is run in conjunction with the Orange County Department of Education and operates five days a week from 8 a.m. to 5 p.m.

Addiction Substance Abuse Education and Recognition Treatment (ASERT) Program

ASERT is a 75-bed intensive drug intervention and education program at the Youth Guidance Center (YGC) for males 12 to 18 years of age with long-term commitments and a history of significant substance abuse. The program incorporates a multi-disciplinary intervention and education model that includes intensive drug counseling by three clinical psychologists and one substance abuse counselor, two school counselors, integrated case planning, a multi-disciplinary educational lab, and an after-care component that includes job placement services and supervision by Deputy Probation Officers.

Balanced Approach

To accomplish its mission, the department has adopted The Balanced Approach for community protection that equally addresses Offender Accountability, Offender Competency, and Community Security.

Board of Supervisors (BOS)

The Orange County Board of Supervisors oversees the management of County government and many special districts including Flood Control, Development Agency, lighting districts, county service areas, and sewer maintenance districts. The five Supervisors are elected by districts to four-year terms by the citizens of Orange County.

Breakthrough

Breakthrough is a drug therapeutic community at YGC that can serve up to 25 teenage boys and girls recovering from drug or alcohol addiction. It normally takes a minor from 9 to 12 months in custody to progress through all the residential phases of this highly-structured program. Deputy Probation Officers provide intensive supervision of participants for a minimum of six months after their release.

California Department of Corrections and Rehabilitation (CDCR)

The CDCR operates the largest statewide correctional system in the country. It oversees the institutional custody of more than 167,000 youth and adult offenders and supervises more than 151,000 parolees statewide.

Collection Officer

Collection Officers are employees of the Probation Department who conduct investigations and effect collection of debts owed the County for reimbursable aid, services provided, restitution, subrogation or other considerations, or monies owed to third parties. They work closely with Deputy Probation Officers to ensure victims receive restitution that has been ordered by the Court.

Containment Model

Orange County Probation uses the Containment Model with adult sex offenders, which means they receive intensive supervision by Deputy Probation Officers, regular visits with professional therapists, polygraph exams, and court-imposed restrictions on criminally-oriented behaviors.

COPLINK

COPLINK is a joint Orange County law enforcement data sharing project to increase timely and successful outcomes in criminal investigations.

Corrections Standards Authority (CSA)

The Corrections Standards Authority is a division of the California Department of Corrections and Rehabilitation. It is mandated in the California State Law (Welfare and Institutions and Penal Codes) and is responsible for ensuring the establishment and continual reevaluation of minimum standards for local juvenile and adult detention facilities, conducting problem-solving inspections of all local detention facilities biennially, and reporting to the Legislature on the results of those inspections. CSA also establishes recruitment, selection, and training standards for all local corrections personnel working in jails and juvenile detention facilities.

Chief Probation Officers of California (CPOC)

CPOC is comprised of Chief Probation Officers from all counties in California. The organization provides leadership in the mobilization, coordination, and implementation of probation programs. CPOC also provides guidance and direction to ensure public protection in detention and treatment, victim services, the prevention of crime and delinquency, and the provision of quality investigations and supervision of offenders for the Courts. The organization also strives to affect positive changes in state law to further the mission of CPOC.

Custody Intake

When juveniles are lodged at Juvenile Hall for a probation or law violation, Deputy Probation Officers gather information on the violation, evaluate the need for continued detention, and develop recommendations for the Court on case disposition. This process is called custody intake.

Deputy Juvenile Correctional Officer (DJCO)

DJCOs are peace officers who have met extensive screening and background requirements and received 138 hours of initial training prior to their first work assignment. In addition, they receive 24 hours of annual approved training each year on job-related topics. DJCOs provide direct supervision of juveniles who are in custody at one of the County's six juvenile institutions or who are enrolled in a YFRC or alternative confinement program. They perform responsible and difficult casework counseling.

Deputy Probation Officer (DPO)

DPOs are peace officers who have met extensive screening and background requirements and received 191 hours of initial training prior to their first work assignment. In addition, they receive 40 hours of annual approved training each year on job-related topics. DPOs protect the community through the provision of legally mandated direct services to the Courts, including recommendations for sentencing, and through the supervision of offenders under the Courts' jurisdiction. They conduct investigations for the Court, enforce court orders, assist victims, and facilitate the resocialization of offenders.

District Attorney's Family Protection Unit

The DA operates a Family Protection Unit that specializes in the aggressive prosecution of child, spousal, and domestic abusers to break the cycle of domestic violence. This unit also works closely with law enforcement and community groups to improve assistance to victims as the case goes through Court.

Diversion

Diversion is an option prescribed by juvenile law used at the intake stage of case assessment. Eligible minors can agree to be placed on informal probation in lieu of a court referral. They are supervised by a DPO for up to six months, during which time they must complete specific requirements, such as voluntary community service, restitution to victims, family and/or individual counseling, alcohol and substance abuse programs, etc. If they successfully complete the requirements, their law violation is dismissed without court action.

Division 31

This is a division within the California Department of Social Services regulations for foster care. Provisions within Division 31 describe the requirements needed for assessment and case plans that are necessary to comply with Title IV-E of the Social Security Act. In relation to the Probation Department, Division 31 applies to probation cases when a juvenile offender is considered to be at risk of out-of-home placement or is in foster care.

Division of Juvenile Justice (DJJ)

DJJ is one of the largest youth corrections agencies in the nation providing services to juvenile offenders in facilities and on parole. Youths committed by the Juvenile and Criminal Courts to the California Department of Corrections and Rehabilitation are sent to DJJ for treatment, training, and education.

DPO Trainee Academy

The DPO Trainee Academy is a state-approved introductory academy for professional personnel entering the Deputy Probation Officer class series. It is a critical part of the overall requirements to reach journey-level status and consists of 192 hours of training.

Drug Court

Adult Drug Court is an interdisciplinary collaboration among the Court, District Attorney, Public Defender, Health Care Agency, and Probation Department that targets non-violent drug offenders. The primary goal is to protect the community by helping drug addicts become sober, law abiding, and productive members of society. The program is a minimum of 18 months long and combines substance abuse treatment with judicial oversight, frequent drug testing, and formal probation supervision. To graduate, offenders must complete four separate phases, be drug free, and gainfully employed. After 11 years of operation, 80% of Drug Court graduates have not been re-arrested.

Juvenile Drug Court is a multi-agency collaborative program where minors with serious substance abuse problems and new law or probation violations receive intensive supervision and treatment on an outpatient basis. The program is a minimum of one year in duration and consists of individual and group counseling, self-help meetings, drug testing, and appearances in Court. Juveniles who successfully complete the program have their charges dismissed and probation terminated. The program can serve up to 50 minors at any point in time.

Dual Diagnosis Court

Cases of individuals who suffer from both substance addiction and mental illness are referred to the Dual Diagnosis Court. A collaborative team including the Court, Probation, District Attorney, Public Defender, and Health Care Agency assess the issues of the offender and develop an intensive, high-accountability supervision plan.

DUI (Driving Under the Influence) Court

Modeled after the Adult Drug Court, DUI Court is an interdisciplinary collaboration between the Court, District Attorney, Public Defender, Health Care Agency, law enforcement, and Probation Department that targets repeat DUI offenders. The goal of the program is to protect the community by reducing recidivism among high-risk impaired drivers. DUI Court is designed to increase accountability among offenders by requiring them to participate in a program that combines drug and alcohol treatment with education, judicial scrutiny, drug testing, and formal probation supervision.

Global Positioning Satellite (GPS)

GPS tracking devices can be used as tracking monitors on offenders. GPS technology allows for the movement and location data of probationers and parolees to be monitored and tracked 24 hours a day, seven days a week. It can also be extremely valuable in correlating crime and incident report data when compared to the geolocation data of offenders. The technology also allows for the enforcement of conditions of probation or parole as they relate to the geolocation and activities of offenders. Examples of such conditions may include protective or no-contact orders related to victims, exclusion from parks, schools, or other places where children may congregate, curfew orders, and travel restrictions.

Institutions Management System (IMS)

IMS is an automated case tracking system that assists with managing the populations at Probation's six institutions. It is a real-time, in-custody tracking system for all minors' movements and other aspects of juvenile case- and program-related daily operations within the institutions.

Integrated Case Management (ICM)

Integrated Case Management is a seamless process in which information collected at every point in the department is captured in a unified case record. ICM succeeds when staff members throughout the agency are able to record and access case information in one automated system. The Probation Department has established a strategic objective of implementing an Integrated Case Management system over the next several years.

Interstate Compact

Interstate Compact is a reciprocal agreement among states. It governs the travel, movement, supervision, and transfer of adult probationers and parolees across state lines.

Juvenile Assessment Intake System (JAIS)

JAIS is an automated process that supports the initial investigation of new juvenile cases referred to the Probation Department. It allows the department to gather data on the risk factors associated with delinquent behavior and make a more informed determination on how to handle a case.

Juvenile Corrections Officer Core Class (JCOCC)

JCOCC is a state-approved introductory academy for professional personnel entering the Deputy Juvenile Correctional Officer class series that consists of 138 hours of training.

Juvenile Court Work Program

The Juvenile Court Work Program offers an alternative to incarceration in Juvenile Hall. It allows offenders to work on weekend work crews under the supervision and guidance of DJCOs in lieu of serving institutional commitments.

Juvenile Justice Crime Prevention Act (JJCPA)

JJCPA is a state funding stream to assist in the implementation of a comprehensive multi-agency juvenile justice plan for a collaborative and integrated approach for implementing a system of swift, certain, and graduated responses for at-risk youth and juvenile offenders.

Memorandum of Understanding (MOU)

An MOU is a written document that provides a framework for pursuing common objectives, records the mutual understanding of parties, or documents a plan of cooperation.

Minor

Any person under the age of eighteen years may be referred to as a minor, meaning they are not legally considered an adult.

National Institute of Corrections (NIC) Model

NIC is a branch of the Federal Department of Justice. It is a center of correctional learning and experience that advances and shapes effective correctional practices and public policies at the federal, state, and local levels that respond to the needs of corrections through collaboration and leadership principles.

Non-Custody Intake

Non-Custody Intake is the process for Probation review of cases referred for court action when a juvenile has not been placed in custody. DPOs review the mail-in requests, gather information, and make recommendations on the disposition.

Orange County Family Violence Council

The Orange County Family Violence Council (OCFVC) consists of representatives from the Courts, District Attorney, Public Defender, shelters, Social Services Agency, Probation, law enforcement, and batterer's intervention programs. The OCFVC meets monthly to coordinate services and share information about legal changes, training, and grants.

Orange County Probation Juvenile Correctional Institutions

- ***Juvenile Hall (Secure Detention)***

Juvenile Hall is a 434-bed institution for juvenile law violators. It houses boys and girls, generally between ages 12 and 18, who are detained pending Juvenile Court hearings or who remain in custody by order of the Court.

- ***Lacy Juvenile Annex (Secure Detention)***

Lacy Juvenile Annex is a 56-bed module co-located in the Theo Lacy Jail that houses 17.5 to 19-year-

old males serving juvenile commitments. The program is designed to help older male wards transition into vocational and educational endeavors commensurate with their ages.

- ***Joplin Youth Center (Non-Secure Detention)***

Joplin is a 64-bed juvenile correctional institution providing residential treatment for boys ages 13 to 17 years. Residents are serving commitments ordered by Juvenile Court. Boys sent to Joplin typically have 30 to 120 days remaining on their Juvenile Court commitments.

- ***Los Pinos Conservation Camp (Non-Secure Detention)***

Los Pinos is a 156-bed co-ed institution situated in the Cleveland National Forest for juveniles ages 16 and older serving commitments of three months to one year. Juveniles placed at the facility participate in extensive vocational training, work programs, and ROP (Regional Occupation Program) classes.

- ***Youth Guidance Center (Non-Secure Detention)***

YGC is a 125-bed facility located in Santa Ana for boys and girls ages 11 through 18 years. YGC offers programs that focus on the wide range of needs of juvenile offenders, as well as specialized programs for teenage girls and substance abusers (Breakthrough, ASERT, and STEP). The primary goal for all of these programs is to develop the minors emotionally, behaviorally, and academically for transition back to the community.

- ***Youth Leadership Academy (Non-Secure Detention)***

YLA is a 120-bed facility located in Orange near Juvenile Hall. It provides cognitive restructuring, skill development programming, and treatment to a co-ed population ranging in age from 14 to 19 years.

Peace Officer

Section 830.5 of the California Penal Code gives peace officer authority to probation officers to enforce the conditions of probation for any person in the state who is on probation. Peace officers are required to complete training prescribed by the Commission on Peace Officer Standards and Training prior to exercising the powers of a peace officer. Unlike police officers, peace officers have authority and the power of arrest only over people who have been placed on probation or detained/committed to a probation correctional facility by the Court. The peace officer authority of DJCOs is limited to juveniles who are in custody.

Probation

Probation means the conditional release of an offender under specific terms ordered by the Court.

Probation Community Action Association (PCAA)

Established in September 1993, PCAA is a non-profit organization that was created to support special Probation projects and meet the needs of offenders and their families that could not be met with public Probation funds. Known as the “Heart of Probation”, PCAA serves over 5,800 youth and families each year through a variety of projects, such as the annual holiday Adopt-A-Family program. The work of approximately 70 PCAA members is supplemented by approximately 650 volunteers who assist in numerous ways with a variety of program services.

PROB-NET

PROB-NET is the Probation Department’s integrated web site for probation employees. It provides easy and immediate access to general-purpose links, training opportunities, detailed information in a wide variety of categories, and documents such as the department’s policy manual, research reports, business plans, etc.

Proposition 36/PC 1210

Proposition 36/PC 1210 required that as of July 2001, all nonviolent drug offenders receive probation supervision and mandatory drug treatment in lieu of jail. Many of these cases have long histories of drug use, are severely addicted, and have significant criminal histories. These clients require supervision, drug testing, and drug treatment. This provision was amended during the 2005-06 Legislative Session to include additional funding, follow-up studies of program participants, and a provision for flash incarceration.

Recidivism

Probation defines recidivism as any new law violation after a juvenile or adult has been placed on probation.

Resocialization

Resocialization means identifying the offenders' root problems and matching them with the right treatment programs at the right time so they will become law-abiding productive members of the community.

Restitution

Restitution is compensation for loss, damage, or injury that an offender is required to pay to the victim(s) of their crimes.

Risk/Needs Assessment

The Risk/Needs Assessment is a tool used by DPOs to assess probationers when they are first placed on probation and at six-month intervals while on probation. The results of each assessment assist deputies in identifying and prioritizing the level of supervision/surveillance (based on the assessed risk to the community) and resocialization/intervention services (based on the probationer's assessed needs). The Risk/Needs Assessment tool was developed and validated in Orange County over a decade ago as part of the implementation of the National Institute of Corrections (NIC) Risk/Needs Model.

RPO (Resident Probation Officer)

Deputy Probation Officers assigned as liaisons to the Superior and Limited Jurisdiction Criminal courts are called RPOs. These deputies provide assistance to the Courts and advise the Courts on appropriate sentencing in probation matters.

STC (Standards for Training and Corrections)

The STC Program began on July 1, 1980 and operates under the Corrections Standards Authority. STC's primary role is to foster effective staff selection and job-related training for local corrections personnel. CSA has established and continually maintains statewide standards that provide valid selection criteria for certain correctional positions.

STEP (Sobriety Through Education and Prevention)

STEP is a comprehensive treatment program specifically designed to serve female wards at the Youth Guidance Center.

TARGET (Tri-Agency Resource Gang Enforcement Teams)

TARGET is a cooperative effort to identify, target, and suppress gang activity and gang-related crime. The teams are comprised of members representing the Probation Department, District Attorney, and local law enforcement.

Victim Services Strategic Planning Group (VSSPG)

This group meets as needed to ensure the delivery of coordinated services for victims. Membership includes the Victim Services Coordinator and representatives from each of the Probation Department's major functions.

Voice Dictation Technology

Voice Dictation Technology allows DPOs to dictate case information and court reports directly into a computer, producing reports through voice recognition word processing software.

Volunteer in Probation (VIP)

Over 500 people assist the Orange County Probation Department by serving as volunteers. After careful screening, these volunteers assist DPOs, serve as mentors to offenders, and offer services and programs at the six juvenile institutions run by the Probation Department.

Volunteer Probation Officer (VPO)

Forty-five volunteers serve the department as VPOs. They receive 36 hours of classroom training, two on-site visits to juvenile institutions, and 24 hours of on-the-job training. VPOs work with and under the supervision of DPOs to perform a variety of duties.

Wards

Juveniles who come under the jurisdiction of the Court for a law violation may be declared wards of the Court.

Warrant

An order by the Court for a juvenile or adult's arrest is called a warrant. It is generally issued for failure to appear at a court hearing or absconding from probation, which means leaving the area or deliberately keeping one's location a secret so Probation is unable to enforce the Court's orders and provide supervision.

Youth and Family Resource Center (YFRC)

YFRCs are wraparound day-treatment programs developed by the Probation Department that provide comprehensive, multi-disciplinary, early intervention services for first-time wards at high risk for chronic re-offending and for youth transitioning back to the community from an institutional setting. These collaborative programs seek to engage the entire family in the intervention process.