



STEVEN J SENTMAN
CHIEF PROBATION OFFICER

TELEPHONE: (714) 937-4500

1535 E. ORANGEWOOD AVENUE
ANAHEIM, CA

MAILING ADDRESS:
P.O. BOX 10260
SANTA ANA, CA 92711-0260

DATE: March 14, 2011
TO: Thomas G. Mauk, County Executive Officer
CC: Steve Dunivent, Deputy County Executive Officer
FROM: Steven J. Sentman, Chief Probation Officer
SUBJECT: 2011 Business Plan Update

It is with pleasure that I submit the Probation Department's Performance Measure Update for 2011 (attached). In addition to providing the updates in the format requested, I have also included a one-page Balanced Scorecard summary of the measure results relative to the BSC targets.

Despite the fiscal challenges we faced in Fiscal Year 2009-10, overall, the Department was successful in meeting or exceeding our performance measure goals in most areas. In fact, for the first time since FY 06-07, the department's Victim Satisfaction rate moved from the caution range to the "meets or exceeds" range. Results for two of our measures were in the yellow cautionary range and we will plan to monitor these closely. One of our measures, the "Total Number of Entry-level Institutional Peace Officer Applications Received in the Fiscal Year", is in the red down range as a direct result of the unprecedented budget reductions.

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

Orange County was designated a Juvenile Detention Alternatives Initiative (JDAI) site in May 2010 by the Annie E. Casey Foundation. As such, Probation has entered into a partnership with the Foundation and is benefiting from consultation in the area of juvenile detention reform.

Probation is currently collaborating with the Sheriff's Department and the Orange County Reentry Partnership on an NIC/Urban Institute Technical Assistance grant, which should help promote stronger linkages with the community on areas such as employment specifically targeting reentry offenders.

The Center for Opportunity, Reentry & Education (CORE), an adult day reporting center opened in April 2010. In partnership with the Orange County Department of Education (OCDE) CORE offers education, job preparation, and employment referral services to offenders over the age of 18.

Thinking for A Change (T4C) training & implementation for adult and juveniles deputy probation officers (DPO) and deputy juvenile corrections officers (DJCO).

The coming year continues to pose many challenges to Probation, along with the entire County family. As we strive to stay on a forward course during very serious economic times, it is our intent to use these performance measures as benchmarks to help us keep sight of what is critical to accomplishing our mission.



Orange County Probation Department 2011 Performance Measure Update



Key Service Area: COMMUNITY SAFETY

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

FY 09-10 Results	FY 10-11 Plan	FY 10-11 Anticipated Results	FY 11-12 Plan	How are we doing? Green "up" arrow"
<p>Adults: 70% of the 4,936 adults terminated from formal probation without a new law violation in FY 09-10.</p> <p>Juveniles: 62% of the 1,573 juveniles terminated from formal probation without a new law violation in FY 09-10.</p>	<p>Maintain the resources and supervision level needed to attain the target goal.</p> <p>Evaluate need to adjust target goal and/or add new measures to align with evidence-based practices.</p>	<p>Meet or exceed 60% or more of adults and juveniles terminating formal probation without any new law violations.</p>	<p>Maintain the resources and supervision level needed to attain the target goal.</p> <p>Implement new EBP recidivism reduction outcome measures.</p>	<p>Over two-thirds of the adults and over three-fifths of the juveniles terminating from probation did so without committing new law violations while under probation supervision, surpassing the target goal of 60% or better.</p> <p>Orange County was designated a Juvenile Detention Alternatives Initiative (JDAI) site by the Annie E. Casey Foundation in 2010. As such, Probation has entered into a partnership with the Foundation and is benefiting from consultation in the area of juvenile detention reform. Probation will be implementing various strategies to improve case processing, address probation violations and reform detention policies to reduce recidivism.</p>

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

FY 09-10 Results	FY 10-11 Plan	FY 10-11 Anticipated Results	FY 11-12 Plan	How are we doing? Green "Up Arrow"
<p>A 53% gain in the percent of 1,542 terminated probationers with one-year satisfactory employment at initial probation entry (26%) compared to the corresponding percent in the year before termination (39%).</p>	<p>Maintain the resources and supervision level needed to attain the target goal.</p> <p>Continue to partner with public and private agencies to enhance offender employment opportunities.</p>	<p>Meet or exceed a gain of 40% with one year satisfactory employment at termination.</p>	<p>Maintain the resources and supervision level needed to attain the target goal.</p> <p>Continue to actively partner with community agencies that support offender rehabilitation efforts.</p>	<p>The FY 09-10 result greatly exceeded the target goal. However, the economic downturn continues to be especially challenging for offenders in obtaining and keeping stable employment. Probation is currently collaborating with the Sheriff's Department and the Orange County Reentry Partnership on an NIC/Urban Institute Technical Assistance grant, which should help promote stronger linkages with the community on areas such as employment specifically targeting reentry offenders. Also an adult day reporting center opened in April 2010 offering education, job preparation, and employment referral services to offenders over the age of 18.</p>

Key Service Area: COURT SUPPORT

Quality of Probation Services

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

FY 09-10 Results	FY 10-11 Plan	FY 10-11 Anticipated Results	FY 11-12 Plan	How are we doing? Green "Up Arrow"
<p>Adult: 100% of the 580 investigations and reports were submitted to the courts within the filing deadlines during FY 09-10.</p> <p>Juvenile: 98% of the 832 investigations and reports were submitted to the courts within the filing deadlines during FY 09-10.</p>	<p>Maintain the resources needed to attain the target goal.</p> <p>Continue to engage the court in discussions on evidence-based practices in sentencing and supervision.</p> <p>Through implementation of a quality assurance process, identify potential areas of improvement in the delivery of services to the court.</p>	<p>Meet or exceed the prior year's rates of on-time filing of court reports.</p>	<p>Maintain the resources needed to attain the target goal.</p> <p>Evaluate other potential measures that reflect any new court support functions.</p> <p>Examine potential applications of technology that will enhance our ability to meet the needs of the court.</p>	<p>The Adult Investigations Units complete a variety of reports for the Courts including PrePlea, Probation and Sentencing, Adoption, Diversion and 1203.4 PC Change of Plea reports. All of these reports continue to be completed and filed on time. A variety of proactive measures and strict adherence to timelines that ensure early or on-time completion continue to be utilized.</p> <p>The juvenile result of 98% reflects the on-time rate for reports completed by the juvenile investigation officers. The definition of this measure has been modified to include only reports completed by the investigation officers. This revised juvenile measure is now identical to the adult measure definition.</p> <p>During FY 09-10, Probation continued to work closely with the Annie E. Casey foundation in refining the use of the juvenile detention risk assessment tool. Probation has also begun working with the C. Haywood Burns Institute to examine disproportionate minority contacts within the Orange County Juvenile Justice System. Probation continues to work in close collaboration with the court and community partners to better serve the safety needs of the community and ensure appearance in court by minors.</p>

Key Service Area: VICTIM SERVICES

Victim Satisfaction

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

FY 09-10 Results	FY 10-11 Plan	FY 10-11 Anticipated Results	FY 11-12 Plan	How are we doing? Green "Up Arrow"
65% of the 124 individuals responding to the victim survey expressed satisfaction with Probation Services	Assess what department resources would be needed to attain the target goal. Consider refinements to the BSC measure	Achieve a satisfaction rate at or above prior year's rate.	Maintain the resources needed to attain the target goal. Evaluate and implement other possible measures of quality of victim services.	The FY 09-10 victim satisfaction rate of 65% exceeds the target of 60%. This is the first time since FY 06-07 that the Victim Satisfaction rate moved from the caution range to the "meets or exceeds" range. The vast improvement in victim satisfaction reflects the "client-centered" culture of the Probation Department which had, in recent years emphasized the use of effective probation practices in managing offenders in the face of dwindling resources.

Victim Restitution

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

FY 09-10 Results	FY 10-11 Plan	FY 10-11 Anticipated Results	FY 11-12 Plan	How are we doing? Yellow "Horizontal Arrow"
\$2,905,978 was collected from Adult & Juvenile offenders for restitution owed to victims and for repayment of welfare fraud in FY 09-10.	Maintain the resources needed to attain the target goal. Consider refinements to the existing measure for BSC.	Meet or exceed prior year's total dollars collected.	Maintain the resources needed to attain the target goal. Implement any changes to performance measure.	Restitution collected from Adult and Juvenile offenders for victims and repayment of welfare fraud during this fiscal year was below the \$3,041,761 collected in FY 08-09. This decrease clearly reflects the negative impact of the economic recession. It may also be a factor in the lower response rate and satisfaction rate found for the survey measure. During this year, the Collections Unit was also affected by the workforce reduction of five Collection Officers. This loss created re-assignments of staff and re-distribution of caseloads. Throughout this very difficult period, we continued focus on collection of restitution, resulting in a 4.5% decrease in collections in comparison with FY 08-09. Probation continues to actively pursue collection of restitution and welfare fraud repayment in order to hold offenders accountable for their crimes within their ability to pay.

Key Service Area: **WORKFORCE**

Workplace Safety

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

FY 09-10 Results	FY 10-11 Plan	FY 10-11 Anticipated Results	FY 11-12 Plan	How are we doing? Yellow "Horizontal Arrow"
263 worker's comp claims were filed in FY 09-10.	Maintain the resources needed to attain the target goal. Identify additional refinements to this measure for Balanced Scorecard.	Total number of claims filed not to exceed prior year's total.	Maintain the resources needed to attain the target goal. Implement and/or revise measures of workplace safety as needed.	There was a slight increase in the number of claims filed this past year compared to the FY 08-09 total of 258. However, in FY 09-10, only 43% (113 of 263) of the claims were approved compared with FY 08-09, in which 69% (177 of 258) of the claims were approved. The Workers' Compensation Manager and Probation Safety Officer continue to work together and communicate with County Risk Management. The Safety Officer conducts regular site visits to our business offices and institutions; at times they are impromptu site visits. Building Safety Officers conduct inspections twice a year of our business offices. Institutions and camps maintain a quarterly inspection schedule. The site visits and inspections, along with regular safety training ensure a safer environment for our workforce.

Recruitment, Selection and Retention

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

FY 09-10 Results	FY 10-11 Plan	FY 10-11 Anticipated Results	FY 11-12 Plan	How are we doing? Red "Down Arrow"
Zero (0) Peace Officer Applications were received in FY 09-10.	Staff reductions and projected fiscal shortfalls will eliminate the need to open the recruitment for the remainder of FY 10-11.	Anticipate no activity in recruiting entry-level Institutional Peace Officers due to projected fiscal shortfalls.	Taking into account possible additional fiscal shortfalls, revise recruitment and retention measures as needed.	This year's total of zero (0) applications received is 100% below the FY 08-09 total of 3,909. Due to the Probation Department's fiscal challenges, the recruitment for entry-level Institutional Peace Officer was closed on November 25, 2008. In FY 09-10, the Department suffered in excess of 190 layoffs, which included Institutional Peace Officers, due to unprecedented budget reductions.

COUNTY OF ORANGE PROBATION DEPARTMENT

2011 BALANCED SCORECARD AT A GLANCE

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

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

Score Card Codes:	 Meets or Exceeds Goal	 Close Monitoring	 Corrective Action	Goal	FY 09/10 Results	Results vs. Goal
COMMUNITY SAFETY KEY SERVICE AREA						
Recidivism Metrics						
% of probationers terminating probation without a new law violation.						
Adult				> 60%	70%	
Juvenile				> 60%	62%	
Recidivism Reduction: Risk Reduction/Offender Competency						
% change in adult probationers with one year satisfactory employment at beginning of probation compared to % at termination of probation supervision.						
> 40%						
53%						
						
% change in juvenile probationers attending school regularly at beginning of probation compared to % at termination of probation supervision.						
(Measure Under Development)						
Recidivism Reduction: Compliance Monitoring						
(Measure Under Development)						
COURT SUPPORT KEY SERVICE AREA						
Quality of Probation Services						
% of reports completed and delivered on time						
Adult				> 95%	100%	
Juvenile				> 95%	98%	
% of bench officers satisfied with probation services						
(Measure Under Development)						
Quality Assurance Service Providers						
(Measure Under Development)						
VICTIM SERVICES KEY SERVICE AREA						
Victim Satisfaction with Services						
% of victims satisfied with the quality and manner of department services provided to them						
60%						
65%						
						
Victim Restitution Collected from Offenders						
Total dollars collected and paid during FY 09/10						
\$ 3.04M						
\$2.90M						
						
Victim Protection						
(Measure Under Development)						
WORKFORCE KEY SERVICE AREA						
Workplace Safety						
Total number of workers' compensation claims filed during FY 09/10						
258						
263						
						
Recruitment, Selection and Retention						
Total number of applications for entry level peace officer position received						
3,909						
0						
						
Workforce Involvement, Reward and Recognition						
(Measure Under Development)						
Succession Planning						
(Measure Under Development)						
Workload (Caseload) Management and Planning						
(Measure Under Development)						