

# Orange County Probation Department



# 2008 Business Plan

**Colleene Preciado • Chief Probation Officer**



COLLEENE PRECIADO  
CHIEF PROBATION OFFICER

TELEPHONE: (714) 569-2000

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

## PROBATION DEPARTMENT

March 18, 2008

To our readers:

The Orange County Probation Department's 2008 Business Plan is a brief overview of some of the many services the Department provides to the Orange County community in carrying out its public protection mission. 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](http://www.ocgov.com/probation) for more information about our programs and employment opportunities.

As you will notice, this year's Business Plan is a little different from the past. This year, it incorporates the beginning stage of a new performance measurement system as part of our Department's continuing effort to manage more effectively by quantitatively measuring mission critical functions. Modeled after the Balanced Scorecard originated at the Harvard Business School, our performance measurement system, when complete, promises to offer improved decision making capability at all levels within the Department. Balanced Scorecards are used in private and public business organizations worldwide to align client services, resources, vision, and values as well as to monitor performance against strategic business goals.

Though Probation's Balanced Scorecard is still in its early stages, I believe that it will transform our Business Plan into the "marching orders" for the organization. It provides a framework for performance measurements today and will help us identify promising practices and measures that may improve mission critical functions if implemented in the future. When fully deployed, the system will be capable of providing mission critical performance indicators and service level targets to employees throughout the agency that will aid in assessing service outcomes to customers and stakeholders. This is known as a "dashboard" to assist in the ongoing evaluation of not just what we are doing, but how well we are doing it.

Pages 1 through 16 of this document provide you with a brief overview of the Department and an explanation of four specific service areas which our management team, with input from our partners in the justice system, identified as being "Mission Critical." Pages 17 through 26 provide you with a snapshot of how the Orange County Probation Department is performing with regard to these "Mission Critical Service Areas." Though still under development, it is an early indication of how this performance management system enables Probation to clarify our mission and translate it into action. It provides feedback both internally and externally in order to continuously improve strategic performance and results.

Probation's 1,607 employees and about 500 volunteers are key to carrying out the mission of the agency. Orange County Probation is considered a leader in corrections throughout the state because of their values, dedication and commitment to serving the community. They are a proud workforce. Our employees support one another. As you can see on pages 29 through 31 their achievements are impressive and often recognized statewide and at the national level. I am excited about what we can accomplish in the coming year and confident we will advance effective solutions to the challenges we face with the support of the Board of Supervisors, collaboration with our labor organizations, partnerships with local law enforcement, and dedication of our excellent workforce.

Sincerely,

Colleene Preciado  
Chief Probation Officer

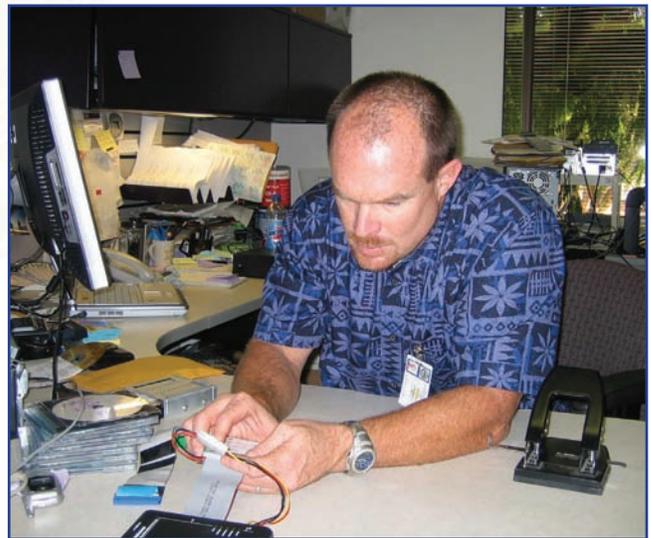
# Vision Statement

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.



# Table Of Contents

<b>Department Overview</b>	<b>1</b>
<b>Community Safety</b>	<b>5</b>
<b>Court Services</b>	<b>11</b>
<b>Victim Services</b>	<b>13</b>
<b>Workforce</b>	<b>15</b>
<b>2008 Balanced Scorecard</b>	<b>17</b>
<b>Appendix</b>	<b>27</b>
<b>Organization Chart</b>	<b>28</b>
<b>Accomplishments</b>	<b>29</b>

# Orange County Probation Department Overview

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.



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 probation supervision, Deputy Probation Officers contact the offenders regularly to facilitate re-socialization and ensure compliance with court orders and



*Deputy Juvenile Correctional Officer Sergio Olivares helps one of the minors with their school assignment.*

conditions of probation.

The Probation Department has more than 1,600 authorized positions to accomplish its mission. Operationally, it is divided into four key service bureaus (Juvenile Intake and Detention, Institutional Programs, Field Operations, and Operations Support) that are managed by a Chief Probation Officer, four Chief Deputy Probation Officers, 17 Division Directors, and one Division Manager.

Recently there have been, and most likely will continue to be, changes in the California Department of Corrections and Rehabilitation that will result in placing increased responsibility for management of adult and juvenile offenders on county

probation departments and other local agencies. Probation and its collaborative partners will need to make the necessary adjustments for any additional services, potentially impacting both workforce and financial resources. To date, Probation has participated in planning efforts with the state and other probation departments and has been working with other local agencies responsible for the delivery of services to develop plans to address changes as they are identified.

The demand for Evidence-Based Practices that demonstrate effectiveness and improved service outcomes has been embraced by the Department. The Department, along with experienced consultants (the National Institute of Corrections and the Crime and Justice Institute), is launching our “Integrating Effective Probation Practices” project. This initiative will focus on using lessons learned during the evaluation of many programs across the country to improve effectiveness of existing programs and to aid in the development of new services. In addition to the direct program development components, the initiative focuses on organizational development and increasing our collaboration with our criminal

## **Case Study - Stephanie**

*Stephanie is one of many in Orange County with mental health issues. She came to Probation when she was arrested for pushing over an elderly man at a donut shop. Prior to that, she was not on medication and court reports state that when she reported for her required mental health treatments she was forced to wear a spit mask and be seen in the parking lot rather than an office.*

*Today Stephanie is 43, diagnosed Schizoaffective and is on probation and assigned to the collaborative “Whatever It Takes” program. According to her psychiatrist it is common for women to become symptomatic in their thirties. Since being supervised by a Probation Officer, Stephanie is now taking her medication. She has her own apartment and receiving Social Security Insurance Benefits. She is still unable to work; however, she is a productive member of society. She volunteers at the soup kitchen every week and at the Mental Health Act Thrift store.*

*Stephanie was admitted into a Probation program in October, 2006 and has not had a single sanction. Last month the “Whatever It Takes” Collaborative Court Team noticed she was withdrawing and quickly got her to her psychiatrist. Because of their quick intervention, her doctor adjusted Stephanie’s medication and she again is doing very well.*



*Minors at the Youth Guidance Center stretch out their leg muscles prior to running in a team 'Olympic style' competition with minors from other camps.*

justice partners. Probation has created a new division to oversee this important initiative.

In addition, the Probation Department is piloting 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 a department's ability to make performance-informed decisions and clearly communicate the value brought to the citizens, customers, and

stakeholders. Successful implementation will require participation and buy-in from all levels of the organization, as well as support from the Board of Supervisors and the County Executive Office.

**The Orange County Probation Department has identified four Key Service Areas to measure performance in achieving our mission as a Department: Community Safety, Court Services, Victim Services, and Workforce.** Several specific measurements have already been selected to help assess Probation's performance with several additional measures still to be determined. The selected measures are highlighted in full in the sections that follow.



# Community Safety

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

The Probation Department focuses its attention on adults and juveniles who have already committed crimes. For the adult and juvenile offenders living in the community, Deputy 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.

## Case Study - Robert

*Robert is on probation for possession of methamphetamine and grand theft. He began using illegal drugs at the age of 50 and says he became addicted instantly. He struggled with chemical dependency for five years prior to his incarceration. While incarcerated, he sought assistance for his addiction and enrolled in the Phoenix House drug treatment program offered at the Orange County Jail. Upon his release from custody in April 2007, he entered a Phoenix House sober-living home and remained there until he completed the treatment program in October 2007.*

*Upon completion, he experienced a brief period of homelessness. He was referred by Probation to county shelters and used these resources until he was able to secure stable residence. Robert expressed his gratitude for the numerous services and programs provided to him by the various county programs. It has been rewarding for his assigned Probation Officer to see his progression and improved self-esteem grow at each successive encounter with him. Robert now has a visible sense of pride when he reports to Probation and has begun to make consistent payments toward his court-ordered financial obligations.*



*Deputy Probation Officer Gene Storts searches a probationer's house with the Costa Mesa Police. The officers found a large amount of methamphetamine for sale and arrested the person.*

At any given time, there are approximately 6,300 juveniles and 16,500 adults on probation supervision. The main goal of the Probation Department when it comes to these offenders is simple: reduce recidivism. By monitoring their activities and keeping adult offenders working and juvenile offenders in school, the department helps reduce new law violations and makes Orange County a safer place to live.

Probation supervises offenders both in the community and in custody. This supervision is part of a continuum of service from early intervention in juveniles through many services into the community for juveniles and adults. The Probation

Department also 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.

Offenders residing in the community are supervised by Deputy Probation Officers assigned to the Field Operations and Operations Support Bureaus. Juvenile offenders in custody are supervised by staff assigned to one of Probation's six juvenile correctional facilities. Although the focus is different, the goal of community safety is the same whether the offender is residing in the community or in custody.

## OFFENDERS IN THE COMMUNITY



*Deputy Probation Officers Matt Bolton and Pricilla Suzuki-Johnson shoot at targets during night-time firearm training.*

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

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. The results of each assessment assist Deputy Probation Officers

in identifying and prioritizing the level of supervision (based on the assessed risk to the community) and re-socialization services (based on the probationer's assessed needs).

## OFFENDERS IN CUSTODY

The Probation Department operates six juvenile correctional institutions that have a combined state-rated capacity of 955 beds. The Probation Department's Juvenile Intake and Detention Bureau oversees its secure detention facilities at Juvenile Hall and Lacy Juvenile Annex. The remaining four non-secure institutions (Joplin Youth Center, Los Pinos Conservation Camp, Youth Guidance Center, and Youth Leadership Academy) are overseen by the Department's Institutional Programs Bureau and offer a broad array of programs for juveniles serving court-ordered commitments.

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 they are 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.





*Deputy Probation Officer Paula Fox conducts a site visit of a residential substance abuse treatment provider in Anaheim.*

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.

Probation also provides programs that offer alternatives to incarceration in Juvenile Hall. The Juvenile Court Work Program allows offenders to work on weekend work crews

in lieu of serving institutional commitments, and the Accountability Commitment Program (ACP) allows offenders to be released home on electronic confinement to a day treatment program.

Probation also operates Youth and Family Resource Centers that provide early intervention for the most difficult 8% of the juvenile offenders on probation. The 8% 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.

## **SPECIALIZED SERVICES FOR OFFENDERS**

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

Probation has specialized programs for substance abuse offenders of all ages. Juveniles with significant histories of substance abuse and those recovering from alcohol/drug addiction receive special programming. One of Probation's six juvenile

### **Case Study - Jesse**

*Jesse was placed on probation in 2002. He was a moderately active gang member and habitual methamphetamine user. He was undocumented and lived with his aunt and uncle and their two younger children. His case plan included reporting, weekly drug counseling, attending school and refraining from gang activity.*

*He encountered difficulty with maintaining sobriety from the use of methamphetamine and failed to maintain consistency with his scheduled counseling appointments. Jesse was referred to Teen Challenge in Santa Ana, a residential program with very structured treatment goals for drug users. The program included a one and a half year commitment. Jesse excelled in the program becoming a leader and mentor to those entering the program for the first time. He maintained sobriety, attained vocational skills in air conditioning repair and obtained his GED.*

*Jesse relocated to the Teen Challenge in Riverside County where he continued his accomplishments. Since entering the program he has had no further law violations. He completed probation in March of 2007.*



*Deputy Probation Officer Derrick Danner and his canine partner Rik demonstrate narcotics search techniques.*

facilities is geared strictly for minors with substance abuse issues.

As adults, there are a growing number of people on formal probation who have been sentenced to drug treatment instead of incarceration for drug offenses. Many of these adults have long histories of drug use, are severely addicted, and have significant criminal histories. These clients require close supervision, drug testing, and drug treatment. The Court receives frequent reports on their progress.

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

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



## Case Study - Dennis

*Dennis is a 24-year old single male who is on probation for possession of methamphetamine and marijuana. He was initially placed on PC1210 supervision but incurred violations in that program for failing to attend or complete treatment and continued use of marijuana. After being reinstated to PC1210, he again incurred a violation for committing a new, non-drug related law violation. This resulted in a new grant of formal probation, termination from the PC1210 program, and a six-month jail sentence.*

*Upon the first six months after release from custody, Dennis experienced numerous setbacks and compliance problems. His residence became unstable, he lost his job in the mortgage business, he failed to report to Probation, and was arrested/cited twice for possession of syringes. When Probation was finally able to locate him, he was strung-out on heroin, had recent injection marks, and admitted to steady IV heroin use for the last three months. More importantly, he acknowledged his addiction and admitted he needed help.*

*He was referred to the Salvation Army Rehabilitation Program and within one week, he cleaned himself up enough to pass the drug test for admittance to the program and enrollment as a resident. On June 6, 2007, Dennis graduated from the program and has been residing at a sober-living home for the last six months. He is working full-time at a window manufacturing company and was recently promoted to a position of responsibility. He continues to attend NA meetings and has consistently tested negative for controlled substances. The court cases which resulted from the aforementioned possession of syringes were resolved and the court took his positive progress in residential treatment into consideration. Dennis is scheduled to complete probation in April 2008 and he plans to enlist in the military service. He is vigilant in his sobriety and is expected to terminate without further incident.*

If the Court places a severely emotionally disturbed person on probation for a law violation, Probation provides specialized services. These offenders require extensive collaboration to manage their behavior and meet their needs. In some juvenile cases, their behavior is so severe that psychiatric facilities are unwilling to accept them. For those juveniles in custody, Probation has developed a special housing unit in Juvenile Hall to deal with emotionally disturbed offenders that provides mental health services. Once these minors are stabilized, they move to other institutions for additional program opportunities.

A significant percentage 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.

As adults, at initial assessment, almost a third 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.

The Department also supervises adults placed on probation for intimate partner violence, stalking, elder abuse, or child abuse. Emphasis in these domestic violence cases is on holding the offender accountable and enhancing the safety of the victim.

Adult and juvenile gang members identified as the most serious gang cases are supervised by the department's Gang Violence Suppression Units. Deputies in these units are armed and stationed at police departments countywide.

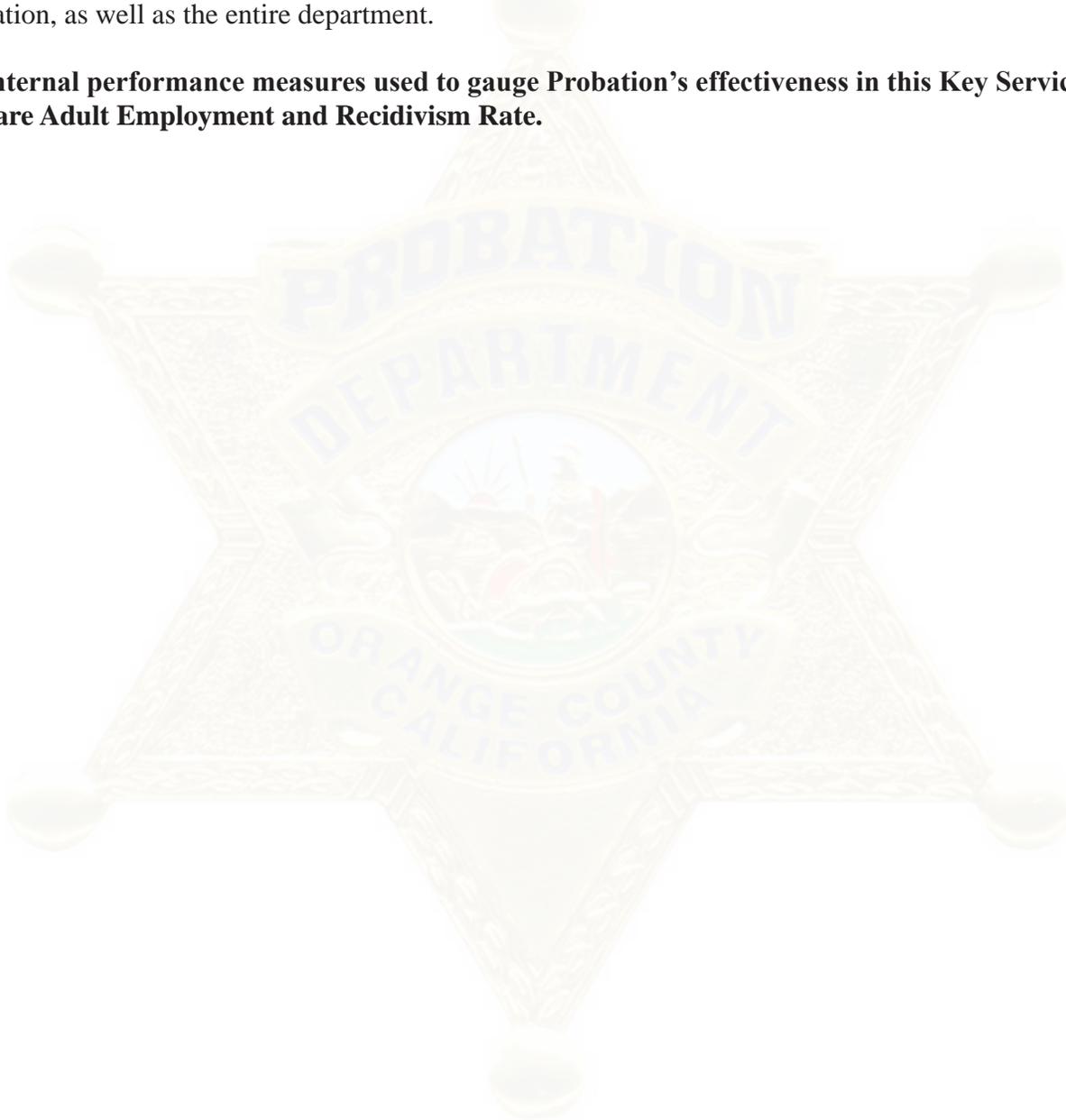
If the Court finds that a juvenile who has committed a law violation has no family able or willing to



care for him/her, custody is given to Probation for suitable placement. Probation places these juvenile offenders in foster homes or group homes and provides intensive supervision. Every effort is made to address the family issues and return the juveniles to relatives if at all possible. Probation officers ensure these minors receive the necessary services to meet child welfare regulations.

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

**The internal performance measures used to gauge Probation's effectiveness in this Key Service Area are Adult Employment and Recidivism Rate.**



# Court Services

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

To accomplish this, the Probation Department has committed 240 positions (deputized and support staff). Deputy Probation Officers assigned to investigation functions conduct nearly 200 investigations per month for the adult and juvenile courts. In addition, Field and Institutional Deputy Probation Officers prepare almost 300 court-ordered progress reports per month to update the Juvenile and Criminal Courts on the status of probationers being supervised. Probation determines its effectiveness in this area by measuring the percentage of court reports that are completed and delivered on time.

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

Probation has an Adult Court Division and a Juvenile Court Division. The Adult Court Division provides services to the Courts and supervises Interstate Compact, Courtesy Supervision, Adult Drug Court, Collaborative Courts, and Proposition 36/PC 1210 cases. The division provides investigations for the Court and supplies the Courts with Resident Probation Officers. The Juvenile Court Division processes custody intakes and non-custody intakes as well as conducting investigations for the Court. In addition, many juveniles are referred for diversion services rather than being referred to the Court.

## Case Study - Walter

*Walter is a 44 year old who has used Methamphetamine continuously since the age of 27. He was placed on probation in May, 2005. Since being on Probation, Walter had tested positive for Methamphetamine nine times, had three diluted tests, had four failure to report or failure to tests and received two Probation Violations.*

*In June, 2007, he continued to test positive for Methamphetamine. After the third positive test, his Probation Officer decided to place Walter under arrest for his third Probation Violation and recommend that he be terminated from PC1210 drug treatment and serve 270 days in the Orange County Jail. After confronting Walter, he admitted to continued Meth use and pleaded with the officer to give him one last chance. The Probation Officer relented and had Walter come in weekly to test. He was told that any positive test will result in jail time. Since that day, Walter has provided 10 clean drug tests. He continues to attend PC1210 drug treatment at the Long Beach VA Hospital.*

*On Christmas Day, 2007, Walter's mother had a heart attack. While at the hospital, the doctors noticed a growth on her lungs. On January 8, 2008, Walter and his mother went to see a specialist in Santa Monica. The specialist said his mother had lung cancer and the cancer had spread aggressively. She would probably not live past two weeks. On that same day, Walter still reported for his scheduled appointment. His eyes were red and semi-swollen. With tears in his eyes, Walter thanked the officer for giving him a chance to get his life straight, or else his mother may have passed away while he was still in jail. Since being sober, she has told him that she was proud of him. Walter is currently sober for the longest time in the last 17 years. He believes that even when his mother passes, she will continue to see him and he will not disappoint her by returning to drug use.*

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).



*Deputy Probation Officer Darla Salcido discusses a court report with Judge James Rogan in his office at Orange County's North Court.*

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

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

# Victim Services

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



*Accounting Specialist Suzy Nasralla examines the day's receipts, including many restitution payments.*

A Victim Services Coordinator (VSC) oversees the department's efforts for victims and responds to victims who have questions or need assistance. Staff from the Research Division, in conjunction with the VSC, conduct annual victim satisfaction surveys and participate in follow-up activities as required. Probation Collection Officers establish repayment schedules and collect restitution from offenders for victims. Probation measures its effectiveness in its dealings with victims in two ways: Determining if the victims are satisfied with Probation's services and measuring the amount of money collected in restitution for these victims.

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

The Probation Department'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 and continue for as long as offenders are on probation supervision. It is a goal for the Probation Department to give all victims a direct, meaningful voice in the criminal justice system. Deputy Probation Officers (Adult Court and Juvenile Court Divisions) interview victims to include their statements in court reports and give them the opportunity to share their version of the incident and its impact on them. At that time, victims are provided with information about the court process and the meaning of court orders that relate to them. The Probation Department also coordinates efforts with other organizations and agencies in the County that provide services to victims, such as the District Attorney, Sheriff's Department, and Victim Witness Services.

Once offenders are placed on probation, Deputy Probation Officers increase the safety of victims by monitoring the activities of offenders, which is especially critical in stalking and domestic violence cases. Specialized services are provided for the victims of domestic violence batterers and sex offenders. In the Domestic Violence Unit, specially trained Deputy Probation Officers administer nationally recognized instruments to assess the level of danger presented to victims. The Adult Sex Offender



*Deputy Juvenile Correctional Officer Ketema Nelson discusses many issues with the wards in her care, including the effect their behavior has on their victims.*

Unit strictly enforces restraining orders and court orders prohibiting or structuring contact with victims or potential victims. The assigned officers provide victims of sex offenders with contact information and referrals to victim services. Volunteer staff members are also available to maintain regular contact with the victims of sex offenders who seek additional services.

A very important service provided to victims by the Probation Department is the collection of restitution ordered by the Court. The Probation Department employs Collection Officers who are trained to work with offenders to establish a repayment schedule for the court-ordered restitution for crime victims. The Collection Officers also collect from offenders an assortment of fines, penalties, and fees, which offset costs

to provide criminal justice services. Staff in the juvenile institutions and Youth and Family Resource Centers also require minors to pay restitution with a portion of any money earned.

**The internal performance measures used to gauge Probation's effectiveness in this Key Service Area are the Percent of Victims Satisfied and Total Dollars Collected in Restitution.**

# Workforce

The fourth of the Orange County Probation Department's Key Service Areas is focused on our workforce. The core mission of the Probation Department is to protect the public by enforcing orders of the court and resocializing offenders so that they become law-abiding, productive members of the community. Our employees constitute our most valuable resource for accomplishing our Mission.

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

The ways that Probation measures its success in these areas is by increasing the candidate pool for Deputy Correctional Officer positions, maintaining a lower vacancy factor for Deputy Juvenile Correctional Officer positions and lowering the number of workers' compensation claims filed each fiscal year.

In addition to the paid employees of the department, Probation activities are also supported by approximately 345 Volunteers in Probation, 53 Volunteer Probation Officers (VPOs), and the 100-member Probation Community Action Association (PCAA). Known as the "Heart of Probation," 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 general county funds.



*Deputy Probation Officer Lowell Smith (front left) poses with Chief Deputy Steve Sentman (front right) and the award's committee (back) after Lowell won the prestigious Helen and Joseph Sherwood Prize for Combating Hate.*

## RECRUITMENT AND HIRING

In the past year, the Department has worked towards enhancing its recruitment and marketing efforts to attract entry level institutional peace officers with moderate success. However, it continues to be a challenge for Probation to recruit and retain qualified 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 simply the difficulty in attracting candidates who meet the higher standard established for peace officers.

As a result, Probation will continue to place a heavy emphasis on increasing the candidate pool for Deputy Juvenile Correctional Officer positions by utilizing aggressive and innovative marketing strategies,

implementing techniques to expedite the hiring process, increasing the number of testing sessions and working with local academic institutions to better prepare corrections students for potential employment.

## POSITION VACANCIES

In conjunction with the difficulty of recruiting qualified entry level institutional peace officers, it is also a challenge to reduce the length of time Deputy Probation Officer vacancies are unfilled. Currently, the majority of trainees who participate in the Deputy Probation Officer Academy consist of Deputy Juvenile Correctional Officer and supervisory staff who promote from institutional services. The difficulty Probation is having in filling Deputy Juvenile Correctional Officer positions results in insufficient staff to replace those selected for the Deputy Probation Officer Academy causing fewer academies and longer Deputy Probation Officer vacancies.



*Senior Deputy Probation Officer Victor Ledesma discusses volunteer and employment opportunities with a member of the public at a job fair.*

In order to determine when future Deputy Probation Officer Academies can be held that will balance the impact on staffing levels at the institutions, focus will be placed on maintaining a lower vacancy rate for entry level institutional peace officer positions.

## WORKFORCE SAFETY

The Probation Department is committed to providing a safe and healthy work environment for its employees as well as the public. It is the Department's responsibility, as mandated by state, federal and county rules and regulations, to ensure a safe workplace for its employees who work in various assignments and locations. The department will continue to educate employees on workplace safety methods and techniques, provide training on established department policies and procedures related to safety management and maintain a close working relationship with CEO/Risk Management in order to lower the number of workers' compensation claims filed each fiscal year.

**The internal performance measures used to gauge Probation's effectiveness in this Key Service Area are Increasing the Total Number of Applications Received for Entry Level Institutional Peace Officer Positions and Lowering the Number of Workers' Compensation Claims Filed Each Fiscal Year.**

**Orange County  
Probation Department**

**2008  
Balanced  
Scorecard**

# COUNTY OF ORANGE PROBATION DEPARTMENT

## 2008 BALANCED SCORECARD

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

**Score Card Codes:**       Meets or Exceeds Goal       Close Monitoring       Corrective Actions

### Key Service Area: COMMUNITY SAFETY

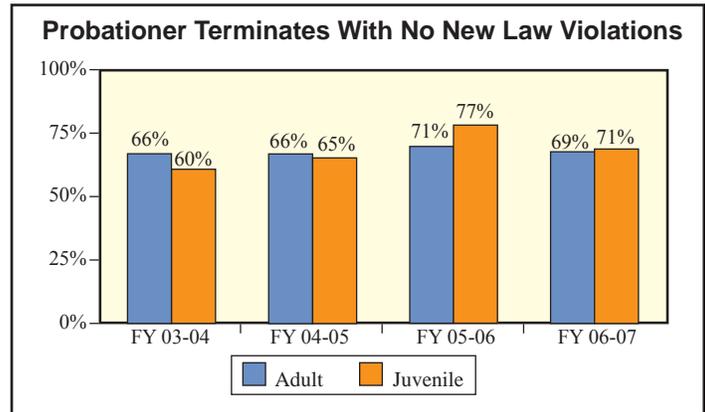
### Mission Critical Service: *Offender Supervision and Support*

**WHAT IS THE MEASURE?** % OF PROBATIONERS TERMINATING FROM FORMAL PROBATION WITHOUT A NEW LAW VIOLATION.

**FY 06/07 Goal:** 60% or above      **FY 06/07 Performance:** Adult  Juvenile 

**How Are We Doing?** In FY 06/07, 69% of the 4,398 adult probationers and 71% of the 1,948 juvenile probationers were terminated from formal probation without any new law violations. These results exceed the current goal of 60% and are in line with prior years' findings as well as comparable outcomes from other jurisdictions. In the upcoming year, the department will be assessing whether an adjustment to this measure's goal is necessary.

**Why Is It Important?** 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.

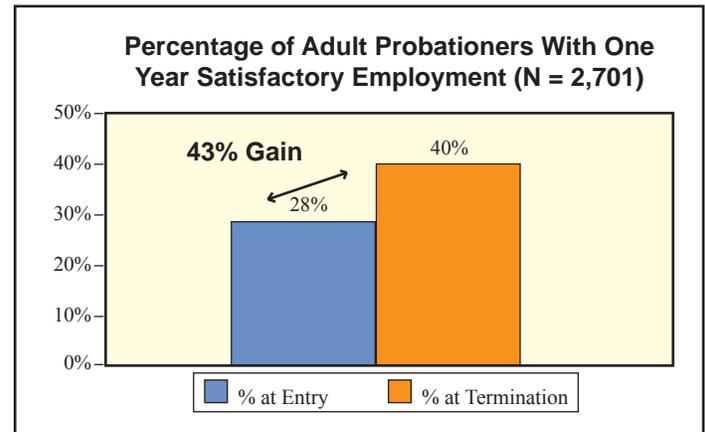


**WHAT IS THE MEASURE?** % CHANGE IN ADULT PROBATIONERS WITH ONE YEAR SATISFACTORY EMPLOYMENT AT BEGINNING OF PROBATION COMPARED TO % AT TERMINATION OF PROBATION SUPERVISION.

**FY 06/07 Goal:** 40% or above      **FY 06/07 Performance:** 

**How Are We Doing?** The percentage of 2,701 adult probationers terminating in FY 06/07 with satisfactory employment for one year prior to initial probation entry (28%) compared with their employment status in the year before probation termination (40%) represents a gain of 43%. Assisting offenders to seek and maintain gainful employment is an ongoing challenge for probation officers. Outcomes are highly dependent on both offender job skill levels and their other issues (i.e. substance abuse, mental health, etc.) and on external job market factors. The Department is working closely with the Orange County Workforce Investment Board to continue to address employment issues with offenders and recently partnered with the Board in submitting a federal grant proposal. If successful, this program would provide additional resources for job skill training as well as employment opportunities for adult probationers.

**Why Is It Important?** Regular gainful employment is an evidence-based key indicator of progress on probation and adult offenders who are employed have been found to be less likely to commit further crimes.



COUNTY OF ORANGE PROBATION DEPARTMENT  
**2008 BALANCED SCORECARD**

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

**Score Card Codes:**       Meets or Exceeds Goal       Close Monitoring       Corrective Actions

**Key Service Area: COMMUNITY SAFETY**

**Measures Under Development**

**Mission Critical Service: *Risk Assessment***  
**Mission Critical Service: *Resource Referrals***



# COUNTY OF ORANGE PROBATION DEPARTMENT

## 2008 BALANCED SCORECARD

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

<b>Score Card Codes:</b>	 Meets or Exceeds Goal	 Close Monitoring	 Corrective Actions
--------------------------	---	--	--

### Key Service Area: COURT SUPPORT

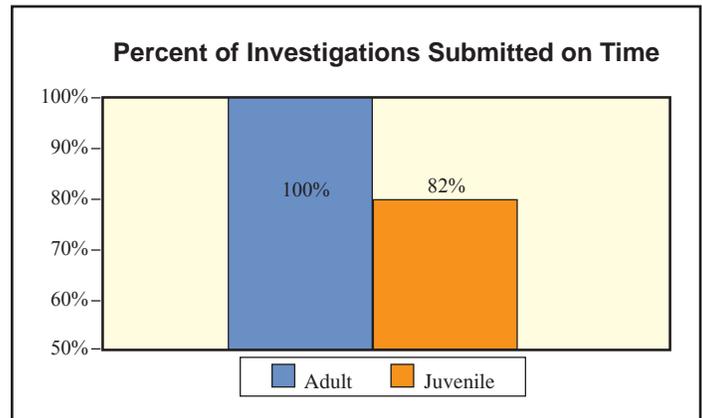
### Mission Critical Service: *Court Reports*

*WHAT IS THE MEASURE?* % OF COURT REPORTS COMPLETED AND DELIVERED ON TIME.

*FY 06/07 Goal: 95% or above*
*FY 06/07 Performance: Adult*  *Juvenile* 

**How Are We Doing?** In FY 06/07, 100% of the 872 adult court reports and 82% of the 5,016 juvenile court reports were completed on time. These results reflect the Department’s success in meeting the goal of providing timely information to the Courts. Although the juvenile “on time” percentage is below that of the adult rate, the finding that approximately 8 out of 10 juvenile court reports were completed on time is especially noteworthy when considering the high volume of juvenile court reports (5,016).

**Why Is It Important?** 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.



COUNTY OF ORANGE PROBATION DEPARTMENT

**2008 BALANCED SCORECARD**

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

**Score Card Codes:**



Meets or Exceeds Goal



Close Monitoring



Corrective Actions

**Key Service Area: COURT SUPPORT**

**Measures Under Development**

**Mission Critical Service: *Court Collaboration***

**Mission Critical Service: *Quality Assurance of Treatment Providers***

**Mission Critical Service: *Court Satisfaction***



# COUNTY OF ORANGE PROBATION DEPARTMENT

## 2008 BALANCED SCORECARD

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

**Score Card Codes:**       Meets or Exceeds Goal       Close Monitoring       Corrective Actions

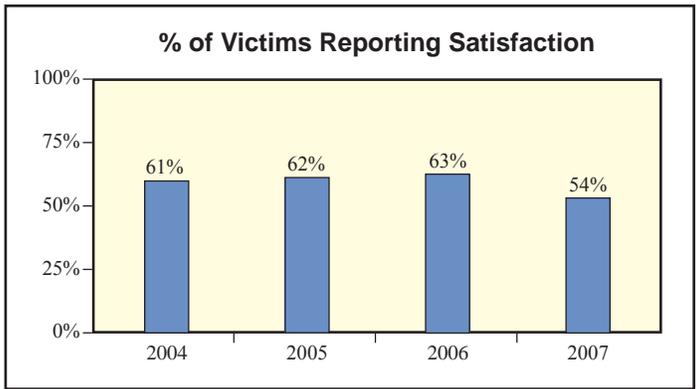
### Key Service Area: VICTIM SERVICES

#### Mission Critical Service: *Victim Satisfaction*

*WHAT IS THE MEASURE?*    % OF VICTIMS SURVEYED THAT ARE SATISFIED WITH THE QUALITY AND MANNER OF DEPARTMENT SERVICES PROVIDED TO THEM.

*FY 06/07 Goal:*    60% or above      *FY 06/07 Performance:*    

**How Are We Doing?** 54% of the 235 individuals responding to the annual victim survey were satisfied with the victim services they had received from probation. This performance is below target but within the close monitoring range for this goal. The Department's Victim Services Strategic Planning Workgroup will be examining possible reasons for this drop in satisfaction and developing strategies to address any significant issues.



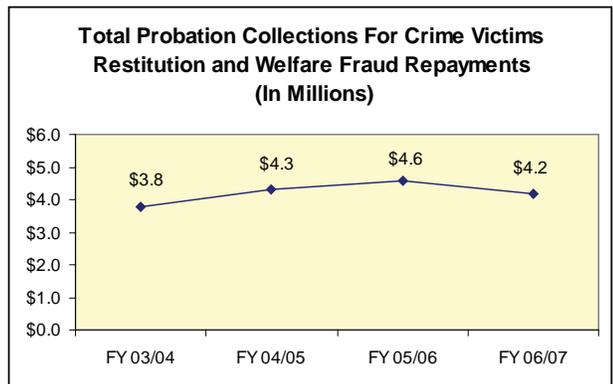
**Why is it Important?** Input on how satisfied victims are with probation services assists the department to identify gaps in services and to improve services. This survey also provides victims the opportunity to request specific assistance.

#### Mission Critical Service: *Total restitution dollars collected from offenders*

*WHAT IS THE MEASURE?*    TOTAL DOLLARS COLLECTED IN FY 2006-07 FROM OFFENDERS FOR PAYMENT OF RESTITUTION OWED TO VICTIMS AND FOR REPAYMENT OF WELFARE FRAUD.

*FY 06/07 Goal:*    Collections of \$4 million or above      *FY 06/07 Performance :*    

**How Are We Doing?** In FY 06/07, the Probation Department collected \$4.2 million in restitution owed to victims and for repayment of welfare fraud. While slightly below the last several years' totals, this amount exceeds the target goal of \$4 million. In fact, the dollars collected in FY 06/07 are double the total amount received ten years ago (\$2.6 million in FY 96/97), a gain that can be directly attributed to the Department's increased efforts in this area.



**Why is it Important?** Collecting victim restitution and welfare fraud repayments represent a very tangible way that Probation can assist both individual victims and the community at large. It also is an important component of holding offenders accountable for their crimes.



COUNTY OF ORANGE PROBATION DEPARTMENT  
**2008 BALANCED SCORECARD**

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

**Score Card Codes:**



Meets or  
Exceeds Goal



Close  
Monitoring



Corrective  
Actions

**Key Service Area: VICTIM SERVICES**

**Measures Under Development**

**Mission Critical Service: *Victim Awareness***

**Mission Critical Service: *Victim Protection***



# COUNTY OF ORANGE PROBATION DEPARTMENT

## 2008 BALANCED SCORECARD

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

<b>Score Card Codes:</b>	Meets or Exceeds Goal	Close Monitoring	Corrective Actions
--------------------------	-----------------------	------------------	--------------------

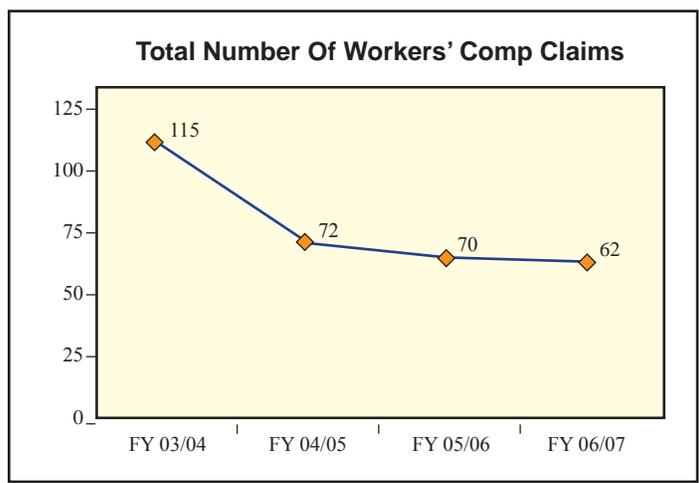
### Key Service Area: **WORKFORCE**

### Mission Critical Service: *Workplace Safety*

*WHAT IS THE MEASURE?* TOTAL NUMBER OF WORKERS' COMPENSATION CLAIMS FILED DURING THE FISCAL YEAR.

FY 06/07 Goal: 70 compensation claims or less
FY 06/07 Performance:
↑

**How are we doing?** The number of new workers' compensation claims has declined since FY 03/04. This can be attributed to the Department's commitment to provide resources and staff to ensure compliance with the mission of the Injury and Illness Prevention Program. This mission is to preserve and protect human resources and capital assets of the County from injury or loss. The Department's Safety Officer and Workers' Compensation Manager work closely with the CEO/Risk Management Office to ensure facilities are safe for our employees by coordinating annual inspections with Department Safety Representatives, performing ergonomic evaluations of workstations and implementing remedies as necessary, and conducting training for all staff on safe work practices on a continuous basis.



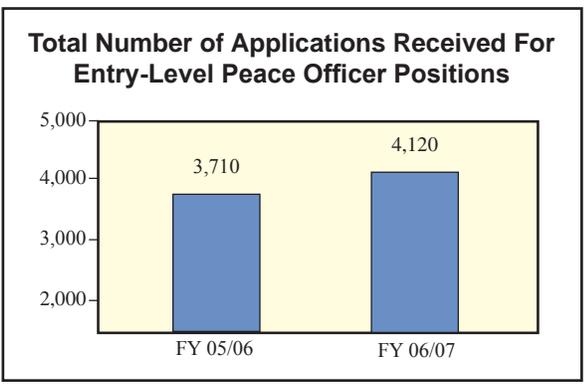
**Why Is It Important?** The Department is committed to the safety, health and environmental compliance of all employees, and recognizes the need to comply with regulations governing, injury, accident prevention, occupational illnesses, and employee safety, both in the workplace and in the field setting.

### Mission Critical Service: *Recruitment, Selection and Retention*

*WHAT IS THE MEASURE?* TOTAL NUMBER OF APPLICATIONS FOR ENTRY-LEVEL INSTITUTIONAL PEACE OFFICERS RECEIVED IN FISCAL YEAR 2006/2007.

FY 06/07 Goal: 3,710 total employment applications or higher
FY 06/07 Performance:
↑

**How Are We Doing?** The number of applications received for entry-level peace officer positions has significantly increased in 2007. Beginning in late 2006, the Department began enhancing its recruitment and marketing efforts for entry-level institutional peace officers by creating an improved employment web page, running a pre-movie advertisement throughout Orange County movie theatres, placing numerous ads in local newspapers and publications, advertising in the Angel's "Halo Magazine", and reaching out to potential applicants by attending job fairs at local colleges and universities and other recruitment opportunities.



**Why Is It Important?** Recruitment of high quality applicants is central to maintaining an exceptional workforce. There is considerable competition from other probation departments and local police agencies who are recruiting from the same candidate pool. Additionally, for every 100 applicants who apply, only two to three individuals are successful in meeting the high standards established for the profession.



COUNTY OF ORANGE PROBATION DEPARTMENT  
**2008 BALANCED SCORECARD**

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

**Score Card Codes:**



Meets or  
Exceeds Goal



Close  
Monitoring



Corrective  
Actions

**Key Service Area: WORKFORCE**

**Measures Under Development**

**Mission Critical Service:** *Workforce Involvement, Reward and Recognition*

**Mission Critical Service:** *Workload (Caseload) Management and Planning*

**Mission Critical Service:** *Succession Planning*



# COUNTY OF ORANGE PROBATION DEPARTMENT

## 2008 BALANCED SCORECARD AT A GLANCE

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

Score Card Codes:		↑ Meets or Exceeds Goal	↔ Close Monitoring	↓ Corrective Actions	Goal	FY 06/07 Results	Results vs. Goal
<b>COMMUNITY SAFETY KEY SERVICE AREA</b>							
Mission Critical Service: Offender Supervision and Support							
% of probationers terminating probation without a new law violation.							
Adult	> 60%	69%	↑				
Juvenile	> 60%	71%	↑				
% change in adult probationers with one year satisfactory employment at beginning of probation compared to % at termination of probation supervision.							
	> 40%	43%	↑				
Mission Critical Service: Risk Assessment (Measure Under Development)							
Mission Critical Service: Resource Referrals (Measure Under Development)							
<b>COURT SUPPORT KEY SERVICE AREA</b>							
Mission Critical Service: Court Reports							
% of reports completed and delivered on time							
Adult	> 95%	100%	↑				
Juvenile	> 95%	82%	↔				
Mission Critical Service: Court Satisfaction (Measure Under Development)							
Mission Critical Service: Quality Assurance (Treatment Providers) (Measure Under Development)							
Mission Critical Service: Court Collaboration (Measure Under Development)							
<b>VICTIM SERVICES KEY SERVICE AREA</b>							
Mission Critical Service: Victim Satisfaction with Services							
% of victims satisfied with the quality and manner of department services provided to them							
	> 60%	54%	↔				
Mission Critical Service: Victim Restitution Collected from Offenders							
Total dollars collected and paid per reporting period (year)							
	> \$4 M	\$4.2 M	↑				
Mission Critical Service: Victim Awareness (Measure Under Development)							
Mission Critical Service: Victim Protection (Measure Under Development)							
<b>WORKFORCE KEY SERVICE AREA</b>							
Mission Critical Service: Workplace Safety							
Total number of workers' compensation claims filed during FY 06/07							
	< 70	62	↑				
Mission Critical Service: Recruitment, Selection and Retention							
Total number of applications for entry level peace officer position received							
	> 3,710	4,120	↑				
Mission Critical Service: Workforce Involvement, Reward and Recognition (Measure Under Development)							
Mission Critical Service: Succession Planning (Measure Under Development)							
Mission Critical Service: Workload (Caseload) Management and Planning (Measure Under Development)							

# Appendix



**CHIEF PROBATION OFFICER**  
**Colleene Preciado**  
*Secretary, Mary McDermid*

**CHIEF DEPUTY PROBATION OFFICER**  
 JUVENILE INTAKE AND DETENTION BUREAU  
**Sean Barry**  
*Secretary, Nora Fernandez*

**JUVENILE HALL DIVISIONS**  
 I, IV, & VI  
**Keith Gotts**  
*Secretary, Jennifer Carlin*  
**Assistant Division Director,**  
 Sue DeLacy  
*Division I – Medical Liaison, DHO Liaison, Detention Ministry Liaison, VIP/VPO Liaison*  
**Assistant Division Director,**  
 Tim Todd  
*Division IV – School Liaison, CEGU Liaison*  
**Assistant Division Director,**  
 Catherine Stiver  
*Division VI – Remand Liaison*

**JUVENILE HALL DIVISIONS**  
 II, III & V  
**David Burnham**  
*Secretary, Vacant*  
**Assistant Division Director,**  
 Mitch Cross  
*Division II – Safety/Inspections Coordinator, Construction/Contracts*  
**Assistant Division Director,**  
 Stacey McCoy  
*Division III – PMI Coordinator, Institution Sports League Coordinator*  
**Assistant Division Director,**  
 Peggy Dames  
*Division V – Population Control, Tour/Badge Coordinator*

**JUVENILE COURT DIVISION**  
**Daniel Hernandez (MOB-5)**  
*Secretary, Maria Meaney*  
 Investigation, Custody and Non-Custody Intake, Division, Juvenile Court Officers  
 Juvenile Identification and Case Planning

**CHIEF DEPUTY PROBATION OFFICER**  
 FIELD OPERATIONS BUREAU  
**Steve Sentman**  
*Secretary, Karen Ziemke*

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

**JUVENILE SUPERVISION DIVISION**  
**Bryan Prieto (WCFSO)**  
*Secretary, Judy Moses*  
 North, West, Central,  
 South County Field Offices, Placement,  
 Juvenile Drug Court, Juvenile Admin

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

**SPECIAL SUPERVISION DIVISION**  
**Darlyne Pettinicchio (CCO)**  
*Secretary, Anh-Vu L. Hunter*  
 K-9 Narcotics Detection, High Control,  
 Gang Violence Suppression,  
 Adult Sex Offender Supervision,  
 Domestic Violence Supervision,  
 Supervised Electronic Confinement,  
 Dispatch

**CHIEF DEPUTY PROBATION OFFICER**  
 OPERATIONS SUPPORT BUREAU  
**Greg Ronald**  
*Secretary, Sierra Kennedy*

**LEGISLATIVE & PUBLIC AFFAIRS**  
**Vicki Mathews (NCFSO)**  
**Brian Wayt (NCFSO)**

**FISCAL MANAGER: Lorna Winterrowd**  
**Contracts Manager: Lala Ragen**  
*Secretary, Olga Echevarria*  
 Accounting, Collections, Facility Operations,  
 Purchasing, Records, Payroll, Budget, Forms  
 Property Control, Office Support, Contracts

**PROGRAM / COMMUNITY RESOURCES**  
**DIVISION**  
**Jeff Corp (NCFSO)**  
*Secretary, Rita Roberts*

**Assistant Division Director, Pamela Newcomb**  
 Grants  
**Assistant Division Director, Erik Wadsworth**  
 Youth & Family Resource Centers

**INFORMATION TECHNOLOGY DIVISION**  
**Dan Burt (SAO)**  
*Secretary, Tami Trani*  
 ISM II, Jean Yu  
 Software Development, Network Operations,  
 ASI/400 Operations, PC Support

**PROFESSIONAL STANDARDS DIVISION**  
**Donna Inouye (NCFSO, SAO & GAO)**  
*Secretary, Melodina Santos*  
**Assistant Division Director, Todd Graham**  
**Manager, Kellie Aumond**  
 Recruitment, Background Investigation, Employee  
 Relations, Subpoenas, Rangemaster, Worker's Comp  
**Assistant Division Director, Robert Stockbridge**  
 (Acting), Training, Community Development &  
 Volunteer Services (GAO)

**RESEARCH DIVISION**  
**Dr. Shirley Hunt (SAO)**  
*Secretary, Maureen Dumas*  
 Program Development and Evaluation, Statistical  
 Trend Analysis, Department Outcome Measurement,  
 Institutional & Caseload Projections

**EVIDENCE BASED PRACTICES**  
**DEVELOPMENT**  
**Mike Collins (NCFSO)**

**CHIEF DEPUTY PROBATION OFFICER**  
 INSTITUTIONAL PROGRAMS BUREAU  
**Kathy Goto**  
*Secretary, Aida Sanchez*

**YOUTH LEADERSHIP ACADEMY**  
**Don Beezley**  
*Office Supervisor, Jessica McMillan*  
 Secure Residential Treatment – Co-ed, MIOCR  
**Assistant Division Director,**  
 Brian Johnson

**LOS PINOS CONSERVATION CAMP**  
**Connie Muckenthaler**  
*Office Supervisor, Lori Moyer*  
 Non-secure Residential Treatment – Co-ed  
**Assistant Division Director,**  
 Ed Harrison

**YOUTH GUIDANCE CENTER**  
**Doug Sanger**

*Secretary, Shawna Gandara*  
 Breakthrough, ASERT, STEP  
 Non-secure Residential Treatment – Co-ed  
**Assistant Division Director,**  
 Gerry Schiller

**JOPLIN YOUTH CENTER**  
**Robert Rangel**

*Office Supervisor, Erica Lopez*  
 Non-secure Residential Treatment – Boys  
**Assistant Division Director,**  
 Kimo Igarta

# Accomplishments

## Top Accomplishments for 2007

### Compiled for Chairman Moorlach's State of the County Address

#### 1. Probation Staff Win Prestigious Awards.

- Deputy Probation Officer Lowell Smith, serving in the Special Enforcement Unit, received the prestigious Helene and Joseph Sherwood Prize for Combating Hate medal of honor. He received this award for his work in combating hate crimes, racism, and supporting the virtues of diversity and respect within the community we serve.
- Volunteer Probation Officer (VPO) Wayne Buser has been named recipient of a Citizen Certificate of Commendation from the California Attorney General. VPO Buser was nominated for his exceptional and extraordinary services in managing sex offenders and assistance in the development of the department's GPS pilot program.
- Dr. Shirley Hunt, the Director of the department's Research Division, was named "Employee of the Year" by the Chief Probation Officers of California for her exceptional performance and contribution to, and support of, the values and programs in the field of corrections.
- Chief Colleene Preciado received the Woman of the Year Award from the Women of Vision organization. She received the award for investing her time, intellect, compassion, and creativity to address the needs of the poor and needy.
- Deputy Juvenile Correctional Officer Darryl Brown, a 10-year veteran, achieved the top award from the California Association of Probation Institutional Administrators Association (CAPIA) for his outstanding work as a professional Juvenile Corrections Officer. Darryl is the leader of the Los Pinos Forestry vocational crew. He and his crew are responsible for a major fuel reduction project along the two-mile access road into the Camp. He also started drug and alcohol education classes. Working with the Health Care Agency therapist, Darryl's voluntary class has been very successful.

#### 2. The New Leash on Life Program Wins National and State Awards.

The National Association of Counties and the California State Association of Counties have both honored the Orange County Probation Department's New Leash on Life puppy program with their top honors. The New Leash on Life program is a partnership between the Probation Department's Juvenile Hall and the Orange County Animal Shelter. The program enlists the help of girls in the 60-bed female detention unit at Juvenile Hall to provide foster care to puppies too young to stay at the shelter. The New Leash on Life program was created and implemented as a major programming element at the girls detention unit at Juvenile Hall; the puppies need caregivers and the girls living at the Hall need a positive emotional focus.

# Accomplishments Cont.

**3. The Probation Department Wins Competition From National Corrections Institutes.** The Orange County Probation Department was selected by the Crime and Justice Institute and the National Institute of Corrections to receive technical assistance from nationally recognized experts in the field of effective and successful adult offender management systems. This national initiative incorporates a deliberate focus of our organizational culture toward outcome focused efforts, creating and improving relationships with internal and external partners to promote mutual benefits, and using program components that have been demonstrated to work as we evaluate ourselves and create new programs. The initiative's goal is to facilitate incorporation of evidence-based practices, the "what works" in probation casework, that results in the reduction and prevention of crime.

**4. Recruitment.**

The Probation Department worked aggressively in 2007 to enhance the recruitment and retention of institutional staff. Hiring sufficient numbers of qualified peace officers has been a significant challenge in recent years. Through a variety of creative and innovative recruitment approaches, the Probation Department was able to hire more than 200 new peace officers to serve in preserving community safety.

**5. Juvenile Justice Realignment.**

The Probation Department worked in concert with the Corrections Standards Authority to accommodate a smooth transfer of Orange County juveniles sentenced to the California Youth Authority and then realigned back to local supervision. This is a result of 2007 legislation that drastically reduced youth supervised at the Department of Juvenile Justice and reassigned youth back to home counties.

**6. Tours and Visits by Prominent People/Groups.**

- The Probation Department provided a tour of Juvenile Hall and the Youth Guidance Center to Assemblymember Duvall.
- Three representatives from Senator Diane Feinstein's office attended a briefing prior to a six-hour ride along with the Gang Suppression Unit.
- The Little Hoover Commission toured several of the department's juvenile facilities. The Commission is evaluating the effectiveness in corrections and the supervision of certain California Department of Juvenile Justice youth being reassigned back to home county supervision under Probation Departments.

Assemblymember Duvall gained valuable insight in the governance of corrections in California and Senator Feinstein's representatives praised the professionalism and dedication of the men and women in the Gang Suppression Unit. As in the previous two years, the Probation Department is continuing its goal of educating elected

# Accomplishments Cont.

representatives on the breadth of the obligation to carry forward our charge to protect the community.

## **7. Outcomes for Offenders.**

In the fiscal year of 2006-07, more that two-thirds of the approximately 4400 adult probationers and nearly three-quarters of the nearly 2000 juvenile probationers had their probation supervision end without committing any new law violations. The rate of satisfactory employment for adult probationers increased by 43% compared to the offenders' rates when they were first placed on probation by the court.

## **8. Juvenile Institutions.**

- More than 300 youths received either high school diplomas or GED Certificates while serving commitments at the four youth camps and facilities that have high school programs.
- The Juvenile Court Work Program, supervised by Probation Department staff, provided 87,480 person hours on a variety of community service work assignments including such programs as graffiti removal, Special Olympics, Toys for Tots, and Operation Santa Claus.

## **9. Victim Services.**

- Approximately \$4 million in court-ordered restitution was collected for victims by the department's Collection Officers.

## **10. The Probation Department worked in collaboration with the District Attorney to establish a new DNA Collection and Program Site.**

This partnership served to develop new policies and procedures for the efficient collection of DNA samples taken at courthouse locations.

# Probation Numbers

## Individuals Actively Supervised By Probation In Orange County As Of December 2007

**16,520 Adults**

**6,349 Juveniles**

## Probation Employees & Volunteers As Of March 2008

### Probation Employees

Management – 59  
Supervising Probation Officers – 52  
Deputy Probation Officers – 386  
Supervising Juvenile Correctional Officers – 51  
Deputy Juvenile Correctional Officers – 606  
Non-Sworn Support Staff – 453  
**Total Employees – 1,607**

### Probation Volunteers

Volunteer Probation Officers (VPOs) – 53  
Volunteers In Probation (VIPs) – 345  
Probation Community Action Association – 100  
**Total Volunteers – 498**

## Probation Enforcement Activities in 2007

### Searches Made by Probation Staff

Adult 18,978  
Juvenile 19,740

### Weapons Confiscated by Probation Staff

Firearms 70  
Other Weapons (Clubs, Knives, Etc...) 508

### Arrests Made by Probation Staff

Adult 2,470  
Juvenile 1,051

### Drugs Confiscated by Probation Staff

Marijuana 1,052 g  
Amphetamines/Methamphetamines 2,098 g  
Cocaine, Opiates, Others 1,169 g

## Probation Juvenile Institutions As Of March 2008

Juvenile Hall (Orange) – 434 beds  
Lacy Juvenile Annex (Orange) – 56 beds  
Joplin Youth Center (Trabuco Canyon) – 64 beds  
Los Pinos (Lake Elsinore) – 156 beds  
Youth Guidance Center (Santa Ana) – 125 beds  
Youth Leadership Academy (Orange) – 120 beds

**Total – 955 beds**

**(100 additional minors are placed in group homes or with foster families)**



Orange County Probation Department  
1535 E. Orangewood Avenue  
Anaheim, CA 92805  
Information Phone Number: (714) 569-2000  
Website: [www.ocgov.com/probation](http://www.ocgov.com/probation)