

057 - PROBATION

Operational Summary

Mission:

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, and Assist Victims.

Strategic Goals:

The Orange County Probation Department has identified four mission Critical Service Areas in an effort to measure our performance in achieving our mission as a department: Community Safety, Court Support, Victim Services, and Workforce. Several specific measurements have already been determined to help assess Probation's performance. They are highlighted as follows:

COMMUNITY SAFETY KEY SERVICE AREA

- Recidivism Metrics measure the percentage of Adult and Juvenile probationers terminating probation without a new law violation.
- Recidivism Reduction: Risk Reduction/Offender Competency has components for adults and juveniles. It measures the percentage change in adult probationers satisfactorily employed at beginning of probation compared to the percentage of probationers employed at ter-

mination of probation supervision. It also measures the percentage of juvenile probationers attending school regularly at the beginning of probation compared to the same percentage at the end of probation supervision. The latter metric is under review for possible modification.

- A measure under development for Recidivism Reduction is Compliance Monitoring.

COURT SUPPORT KEY SERVICE AREA

- The quality of Probation Services is currently measured via Court Reports completed and provided timely for Adults and Juveniles. A measure for satisfaction of

bench officers with probation services is being developed, as is a quality assurance measure for Treatment Providers.

VICTIM SERVICES KEY SERVICE AREA

- Victim satisfaction with services is measured annually. The Department conducts a survey to ascertain the percentage of victims satisfied with the quality and manner of department services provided to them.

- The Department also measures victim restitution payments collected from offenders and total dollars collected and paid per reporting period (year).

- A measure regarding victim protection is under development.

At a Glance:

Total FY 2009-2010 Current Modified Budget:	157,847,774
Total FY 2009-2010 Actual Expenditure + Encumbrance:	151,000,184
Total Final FY 2010-2011	153,190,568
Percent of County General Fund:	5.43%
Total Employees:	1,464.00

WORKFORCE KEY SERVICE AREA

- Workplace Safety is measured by the total number of Workers' Compensation Claims filed during the reporting year.
- Recruitment Selection and Retention is measured by the number of applications received for Probation's entry level peace officer position.
- Measures for three other areas in the Workforce area are being developed: Workforce Involvement, Reward and Recognition; Succession Planning; and Workload (Caseload) Management and Planning.

Key Outcome Indicators:

Performance Measure	2009 Business Plan	2010 Business Plan	How are we doing?
	Results	Target	
<p>PERCENTAGE OF PROBATIONERS TERMINATING FROM FORMAL PROBATION WITHOUT A NEW LAW VIOLATION.</p> <p>What: The percent of probationers terminating from formal probation without a new law violation.</p> <p>Why: Measures Probation's success with probationers who do not commit a new violation while supervised.</p>	<p>In FY 08/09, 74% of 5,412 adults & 67% of 2,034 juveniles were terminated from formal probation without any new law violation. The results exceed the goal of 60% & compare favorably to last year's findings. Probation benefited from a national technical assistance grant for Evidence-Based Practices.</p>	<p>Maintain resources and supervision level needed to attain target goal: meet or exceed a rate of 60% or better of adults & juveniles terminating formal probation without any new law violation. Probation expects to implement new Evidence-Based Practice (EBP) recidivism reduction outcome measures.</p>	<p>The great majority of adult and juvenile probationers terminated from formal probation in FY 08/09 without committing any new law violations. The work begun with EBP under the Technical Assistance grant will be continued under a new funding stream for Probation from passage of Senate Bill 678.</p>
<p>PERCENTAGE CHANGE IN ADULT PROBATIONERS SATISFACTORILY EMPLOYED AT BEGINNING AND END OF PROBATION.</p> <p>What: The change in percent of adult probationers employed at the beginning and completion of probation.</p> <p>Why: Regular gainful employment is an evidence-based key indicator of progress on probation.</p>	<p>A 59% gain in the percent of 1,689 terminated probationers with one-year satisfactory employment at initial probation entry (25%) compared to the corresponding percent in the year before termination (40%). Probation Officers face an ongoing challenge assisting probationers in this arena.</p>	<p>Meet or exceed a gain of 40% with one year satisfactory employment at termination.</p>	<p>The result on this measure greatly exceeded the target of a 40% gain. Maintaining this success continues to be difficult in this economic downturn. To help sustain offender employment efforts, the department will continue to partner with several outside entities to operate effectively.</p>
<p>ON-TIME FILING OF COURT REPORTS.</p> <p>What: The percentage of adult and juvenile court reports completed and delivered on time to the Courts.</p> <p>Why: Measures success of Probation providing timely information to the Courts for appropriate decisions.</p>	<p>During FY 08/09, 100% of the 827 adult court reports and 89% of the 1,120 juvenile investigations and reports were completed on time. Note: the measure for juvenile reports has been modified to include only reports by the investigation officers. This now mirrors the adult measure definition.</p>	<p>Meet or exceed the prior year's results for submitting adult and juvenile court reports within court filing deadlines. These outcome objectives assume continuation of current resource levels.</p>	<p>Results show the ongoing success in meeting court deadlines for timely report submittals. During FY 08/09, Probation actively engaged in work with the Court regarding use of formal risk assessment tools. Implementation of such tools assisted in the decline of 24% of the Juvenile Hall population.</p>



Key Outcome Indicators: (Continued)

Performance Measure	2009 Business Plan	2010 Business Plan	How are we doing?
	Results	Target	
<p>PERCENTAGE OF VICTIMS SATISFIED WITH THE QUALITY AND MANNER OF DEPARTMENT SERVICES PROVIDED TO THEM.</p> <p>What: Ratings of victim satisfaction with the quality and manner of probation services provided to them.</p> <p>Why: Survey responses assist the Department to identify gaps in services and target areas to improve.</p>	<p>55% of the 145 individuals responding to the annual victim survey were satisfied with the victim services they had received from Probation. For the second straight year, response rate declined considerably from the prior year, but Probation is very committed to providing quality services to victims.</p>	<p>Achieve a satisfaction rate of at or above the prior year's rate.</p>	<p>For the third consecutive year, the goal for this measure remains in the caution range. The measure of 55% is below last year's result (59%), but above the prior year's result (54%). The response rate has dropped considerably over the past two years; the reasons are unclear for these results.</p>
<p>TOTAL DOLLAR AMOUNT OF RESTITUTION COLLECTED FROM OFFENDERS IN THE CURRENT FISCAL YEAR.</p> <p>What: Total dollars collected from offenders for restitution owed to victims & welfare fraud repayment.</p> <p>Why: Collections represents a tangible way that Probation assists individual victims and the community.</p>	<p>In FY 08/09, the Probation Department collected \$3.0 million in restitution. This is restitution money owed to victims and for repayment of welfare fraud. Results declined 25% from last year's totals and was equally below the target goal of \$4 million.</p>	<p>The annual target is to meet or exceed collections of the prior year.</p>	<p>The dollars collected in FY 08/09 are only 15% more than the total amount received ten years ago (\$2.6 million in FY 96-97), and have plummeted from the prior year. The Department has taken action to strengthen support for this important component of holding offenders accountable for their crimes.</p>
<p>TOTAL NUMBER OF WORKERS' COMPENSATION CLAIMS FILED IN THE CURRENT FISCAL YEAR.</p> <p>What: The measure is the total number of workers' compensation claims filed during the fiscal year.</p> <p>Why: This metric reflects the safety record, health and environmental compliance of all employees.</p>	<p>258 workers' compensation claims were filed in FY 08/09, a decline of 19 from the prior year thus better than target by the same amount. This is an improvement from the prior year's report.</p>	<p>The target is to file fewer claims for workers' compensation in the Department than in the prior fiscal year.</p>	<p>There was a decrease of claims this year compared to last year. The Department aims to preserve and protect human resources from injury or loss. Probation's Safety Officer works closely with CEO/Risk Management to ensure safe facilities for our employees via site visits, inspections and training.</p>
<p>RECRUITMENT OF PEACE OFFICERS.</p> <p>What: Number of applications received for entry-level peace officers received in current fiscal year.</p> <p>Why: Recruitment of high quality applicants is critical to maintaining an exceptional workforce.</p>	<p>In FY 08/09, 3,909 Peace Officer applications were received, approximately half the number received in the prior year.</p>	<p>Due to declining economic and difficult business conditions, Probation is identifying refinements to this measure for the Balanced Scorecard.</p>	<p>Due to the Department's fiscal challenges, Probation closed recruitment for entry level Institutional Peace Officers on November 25, 2008. Recruitment rates at that time were 41% greater than the prior year, but constraints and staff reductions have eliminated the need to recruit in this climate.</p>

FY 2009-10 Key Project Accomplishments:

1. PROBATION CENTENNIAL 1909-2009 - CELEBRATING 100 YEARS OF SERVICE TO ORANGE COUNTY.

- This year, the Orange County Probation Department celebrated 100 years of service. The celebration began with a Centennial Kick-Off in April 2009 where over 400 people attended the event. We had members of the federal and state branches of government, the Board of Supervisors, the Courts, City Officials, OCEA, retirees, county agencies, Probation Community Action Association (PCAA), Police Chiefs, the faith community and many community groups that support the work we do in probation. Employee commitment and the department's history of setting high standards have earned OC Probation a trademark reputation of quality and trustworthy public safety services. It was a very proud day for OC Probation. In addition to this event, the Department created a 36-page historical timeline of major events covering the 100 years of our department. With 100 years behind us, thousands of former and retired employees and volunteers of OC Probation faced many challenges and are now a part of our history as reflected in the records of our department. We concluded our celebration with a BBQ and an Angels Game for our employees, retirees and families. Our staff is making history in our lifetime as members of this department and we will leave our footprint, our watermark of excellence and our record of embracing prosperity and overcoming fiscal challenges in the next 100 years of our department.

2. PROBATION STAFF WIN PRESTIGIOUS AWARDS

- Deputy Probation Officer (DPO) Gina Wilkie was selected by the Southern Region Chief Probation Officers for the 2009 Chief Probation Officers of California (CPOC) Regional Employee of the Year. DPO Wilkie is credited for her work in collaborative partnerships that focus on adult probationers with co-occurring disorders.
- Chief DPO Kathy Goto was selected by the California Association of Probation Institutional Administrators (CAPIA) for the 2008 Jerry Darling Award. The award is given to individuals who are devoted to the highest principles in the operation of juvenile institutions and are recognized for their contributions to the field.- In 2008 and 2009 staff from Youth Guidance Center, Los Pinos and Juvenile Hall were awarded California Association of Probation Institutional Administrators (CAPIA) Southern Region Line Staff Awards. Award recipients included Supervising Juvenile Correctional Officers (SJCO) Kirstie Hughes, David Kincaid, Deputy Juvenile Correctional Officer (DJCO) IIs Laurie Stoops, Mike Malmfeldt, Javaise Escoto, Miriam Rivera, Elaine Wicker, Carlos Meza, Lorraine Garcia, Guadalupe Diaz, Tamiko Rhodes and DJCO I Milton Flores.
- DJCO II Eric Burnell was selected to receive the 2009 California Probation, Parole and Correctional Association (CPPCA) Juvenile Institution Staff Member of the Year. DJCO II Burnell works with some of the most difficult kids in Unit I, Juvenile Hall's Mental Health Unit. He provides a great deal of stability within the unit and over the past three years, Eric has saved Unit I minors from choking on three separate occasions.

3. THE YOUTH AND FAMILY RESOURCE CENTERS & PIO PICO ELEMENTARY SCHOOL HOSTS PROGRAM WINS STATE AWARD.

- The California State Association of Counties (CSAC) honored the HOSTS Program with its 2008 Challenge Award. The HOSTS (Helping One Student To Succeed) Program allows youth assigned to the Youth and Family Resource Centers (YFRC) to participate and serve as mentors to the elementary school students at Pio Pico in Santa Ana, CA. YFRC youth began participating in the mentoring programming in 2006. The HOSTS Language Arts Program targets English as a second language students at Pio Pico Elementary School in third, fourth, and fifth grade who need tutoring in reading, vocabulary development, writing, critical thinking, listening, and study skills. The program includes a structured lesson plan that requires one-on-one mentoring and tutoring which fosters special bonds and friendships between the YFRC mentors and the younger students. This mutually beneficial relationship establishes a positive rapport that provides a meaningful learning experience, which helps the students feel comfortable and gain the confidence needed to succeed academically.

4. MISSION POSSIBLE AND LIVES WORTH SAVING PROGRAMS EARN NATIONAL AWARDS.

- The National Association of Counties (NACo) honored both programs with its 2009 Achievement Award. Girls need to feel empowered about their minds, their bodies, and their spirits to build confidence and inner strength. The primary goal of the Mission Possible Program is to provide gender based classes and transitional services to females detained at Juvenile Hall. These programs and services assist the girls in their successful transition back into the community. In June 2008, the Probation Department and faith community members sponsored a Lives Worth Saving (LWS) Summit to provide a forum for those involved in youth gang prevention and intervention to share information and address barriers that impact at-risk youth. Because of the LWS Summit, membership has expanded and evolved into the Lives Worth Saving Alliance, with plans to continue working together to develop effective community solutions and reach out to at-risk youth and their families.

5. THE TRUANCY RESPONSE PROGRAM (TRP) RECEIVED AN AWARD FROM THE ORANGE COUNTY DEPARTMENT OF EDUCATION.

- The Orange County Department of Education awarded the Truancy Response Program (TRP) an Outstanding Contributions to Education Award. The TRP, including DPOs Bernadette Fee and Michele Smith, were featured in a video made by the San Diego County Department of Education to highlight best practices in education. The TRP targets habitual truants and engages them in a collaborative court environment to improve school attendance and reduce future recidivism.

6. JUVENILE HALL'S UNIT I TEAM WINS THE 2009 CALIFORNIA PROBATION, PAROLE AND CORRECTIONAL ASSOCIATION (CPPCA) JOHN B. CLARK MEMORIAL AWARD.

- The California Probation, Parole and Correctional Association (CPPCA) awarded Juvenile Hall's Unit I with the 2009 John B. Clark Memorial Award. This award is given to an individual, group, or committee for their outstanding contributions to the field of corrections. Unit I focuses on extensive collaboration to work with some of the most difficult, troubled minors who enter the juvenile system. The Unit I team consists of DJCOs Todd Brown, Eric Burnell, Bessy Ferrell, Jeff Gallagher, Karen Nelson, Tamara Rice, Jamilla Russ, Kelly Scanlon, Clarence Taylor and Desiree Tilford, SJCO Doug Cochran, Teacher Mike Roman (OCDE), Mental Health Liaison Doreen Mercado (HCA) and Dr. Pete Farrell (HCA).

7. ANNIE E. CASEY APPROVES ORANGE COUNTY AS A JUVENILE DETENTION ALTERNATIVES INITIATIVE (JDAI) SITE.

- In October 2009, the Annie E. Casey Foundation approved Orange County as a JDAI site in California. Our JDAI project began in 2008 when the Juvenile Court Division began implementing the strategies of the Juvenile Detention Alternatives Initiative (JDAI). A group of juvenile justice partners was assembled including the Court, District Attorney, Public Defender, Orange County Sheriff Department, Juvenile Justice Commission, Probation/Custody Intake and Probation/Research Division. Custody Intake supervisors evaluated an objective screening instrument from a neighboring county and began a pilot project in Custody Intake. Based on favorable results, the workgroup developed a Risk Assessment Instrument (RAI) for Orange County to guide detention decisions in an objective manner based on the offense, aggravation, mitigation, prior record and flight risk history. The live implementation of the Orange County RAI began in April 2009 and has reduced the rate of detention by 17%. There are currently over 300 fewer minors in custody now than there was one year ago.

8. THE PROBATION DEPARTMENT TEAMS UP WITH THE ORANGE COUNTY SHERIFF'S DEPARTMENT AND THE ORANGE COUNTY REENTRY PARTNERSHIP (OCREP) AND WINS GRANT FROM THE NATIONAL INSTITUTE OF CORRECTIONS FOR THE TRANSITION FROM JAIL TO COMMUNITY (TJC) PROJECT.

- The mission of Orange County is to seamlessly transition our inmates upon release from custody into community-based programs designed to enhance their successful reintegration into the community. This technical assistance grant will enable us to enhance the collaborative partnerships of involved agencies in areas such as coordination of assessments, identifying case objectives and agency responsibilities. By combining our current Reentry program with the TJC model, Orange County is confident that we can create a community-based reentry model that can be shared with other counties across the country with the overall goal of properly preparing inmates for a successful transition from jail into the community.

9. VOLUNTEER PROBATION OFFICER WAYNE BUSER CELEBRATES 10,000 HOURS OF VOLUNTEER SERVICE.

- Wayne began his service with the Orange County Probation Department in 1999, and since that time has provided over 10 years and 10,000 hours of service. Wayne has worked alongside staff in a variety of service areas including Juvenile Hall, Volunteer Services Unit, and several Specialized Field Service units. For years, Wayne organized and provided extensive tutoring services for minors in Juvenile Hall, and is well known throughout the department's juvenile units for providing "Wayne's World," an educational slide show for minors that teaches them about the many countries in the world he has traveled. In addition to his work with juveniles, Wayne has contributed thousands of hours working alongside officers in the sex offender unit providing assistance with tracking offenders, searching computers, and facilitating set-up of Megan's

Law computers at the Orange County 28 Fair. During the last several years, Wayne has served the department as a subject matter expert on the Global Positioning Satellite programs, working with vendors, equipment, billing, training deputies, and serving on advisory committees.

10. THE PROBATION DEPARTMENT HOSTS THE 2009 AMERICAN PROBATION AND PAROLE ASSOCIATION (APPA) CONFERENCE.

- In August 2009, the Department hosted the 2009 APPA Conference in Anaheim, California. Tours of our juvenile facilities were offered to probation and parole officers attending the conference as well as ride-a-longs. Attendees included those as far away as Alaska and Puerto Rico. In addition to the tours and ride-a-longs, the Department provided information about our Centennial Celebration and attendees were able to view historical information about the department, as well.

11. THE PROBATION DEPARTMENT LAUNCHES INTEGRATED CASE MANAGEMENT SYSTEM.

- In 2009, the Integrated Case Management System, or ICMS, was implemented as the primary conduit to case information and management. It has only been during the last quarter of our 100 years that our Department has seen the use of computers in case management. During this time, we have seen our capabilities grow from just tracking case files, to records management, to institutional movements and logs, to case assessments, and most recently, to include contact reporting. With ICMS, case information truly becomes Department information, and everyone with the need and right to know, can access the case file. ICMS moves us from the archaic number-navigation of the old CMS, to a web-based application of point-and-click navigation. The ICMS will help us become more effective probation professionals capable of delivering exceptional community corrections services for the public and courts that we serve.

12. TOURS AND VISITS BY PROMINENT PEOPLE/ GROUPS.- The California director of Gang and Youth Violence Policy, Paul Seave met with members of Lives Worth Saving and the Chief at the Central YFRC.

- In 2009, Joplin, Youth Guidance Center, Juvenile Hall and the Youth Leadership Academy held Open Houses in Celebration of our Centennial.- In April 2009, the Orange County Coordinating Council toured the Youth Leadership Academy.
- In May and November 2009, Justice Eileen Moore of the California Court of Appeals spoke to the minors at Orange County Juvenile Hall and was the keynote speaker at Otto Fischer High School graduation ceremony.- In June 2009, the Korean Institute of Criminology toured the Youth Guidance Center, Juvenile Hall and the Youth Leadership Academy.
- In August 2009, those attending the APPA Conference toured the Youth Guidance Center, Juvenile Hall and Youth Leadership Academy.- In September 2009, Armenian Criminal Justice officials toured Juvenile Hall with a representative from the State Department.

13. OUTCOMES FOR OFFENDERS.

- Three-fourths of adult probationers and two-thirds of juvenile probationers were terminated from probation in FY 2008-09 without any new law violations during their time under probation's supervision.- There was a 59% gain in satisfactory employment for probationers at their supervision termination compared with their rates when they were first placed on probation by the court.

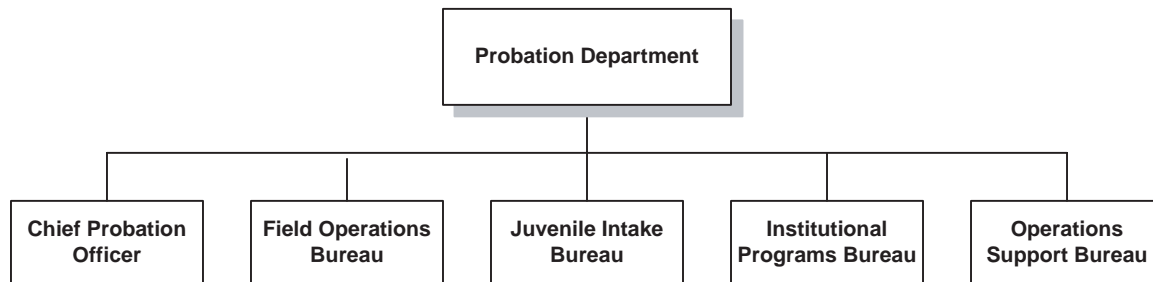
14. JUVENILE INSTITUTIONS.

- The Juvenile Court Work Program (JCWP), supervised by Probation Department staff, provides a variety of community service work in Orange County. The areas of service include County Regional and Wilderness parks, county landfills, storm drain maintenance and various city contracts. Minors participating in JCWP completed 89,515 hours of community service in 2008 and 73,591 hours of community service in 2009. - The Accountability Commitment Program (ACP), also supervised by Probation Department staff, provides several areas of community service such as work crews outside

county offices and institutions, weed abatement, Special Olympics, Orange County Food Bank, Operation Santa Claus and Toys for Tots. Minors participating in ACP completed 3,111 hours of community service in 2008 and 2,626 hours of community service in 2009.

- More than 221 youths received either high school diplomas or GED certificates while serving commitments at the four youth facilities.

Organizational Summary



Chief Probation Officer - The Chief Probation Officer oversees the overall direction, administration and coordination of the operations and programs of the Probation Department, including the County's juvenile correctional institutions. The Chief Probation Officer coordinates the operation of all Probation Department programs and services, directs and consults with the three Chief Deputies of the following Bureaus: Juvenile Intake and Detention, Field Services and Special Services. The Chief Probation Officer works with the Chief Deputies to assign projects and develop goals for their various divisions. The Chief Probation Officer develops and maintains effective working relationships with other social and law enforcement agencies, public officials, the judiciary, and community organizations to assess needs, develop priorities and maintain efficient/effective services; consults with the Board of Supervisors, County Executive Office, and Courts for policy direction and guidance; and provides fiscal oversight of the department's budget and expenditures.

Field Operations Bureau - Field Services provides services through four distinct operational divisions: Adult Court, Adult Supervision, Juvenile Supervision, and Special Supervision.

The Adult Court Division conducts investigations for the criminal courts and monitors Courtesy Supervision and Welfare Fraud cases. The Adult Court Division also supplies Resident Probation Officers to the five justice centers operating in Orange County.

The Adult Supervision and Juvenile Supervision Divisions supervise adult and juvenile offenders in the community on formal probation. These divisions enforce court orders and assist with the resocialization of offenders through a combination of direct and supportive actions based on ensuring community safety, addressing offender accountability, and promoting competency building in those adults and juveniles under supervision. Additionally, the Juvenile Supervision Division is responsible for the Department's Youth Reporting Centers (YRCs). The YRCs provide services for first-time juvenile offenders classified as having a high-risk potential for ongoing delinquency (8% Early Intervention Program) and transitional aftercare services for juveniles released from county correctional facilities (Juvenile Justice Crime Prevention Act [JJCPA] and Challenge Programs).

The Special Supervision Division supervises three sub-populations of high risk offenders: domestic violence batterers, adult sex offenders, and gang members.

Juvenile Intake Bureau - The Juvenile Intake and Detention Bureau provides oversight and direction for the four county juvenile camp and ranch correctional facilities, as well as Juvenile Court operations operated by the Probation Department under the direction of the bureau's Chief Deputy. This bureau comprises Orange County Juvenile Hall and the camps and ranches operations: Joplin Youth Center, Youth Guidance Center and the Youth Leadership Academy. All of these facilities operate 24-hours-per-day, 7-days-per-week and must meet stringent guidelines established by the California Board of Corrections. Primary responsibilities include

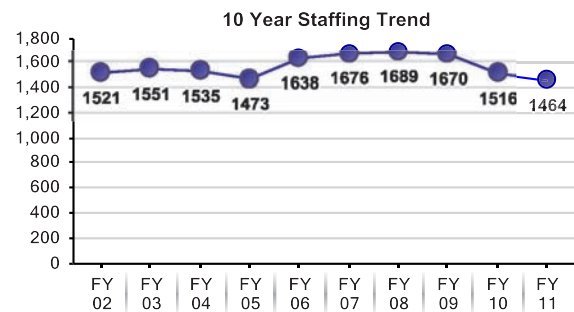
providing a safe environment for the juveniles in custody, ensuring sufficient well-trained staff are available, developing and providing a broad range of treatment programs to meet the juveniles' needs, adhering to all laws/regulations/licensing requirements for correctional facilities, and overseeing correctional facility maintenance and development.

In addition to the facilities, programs are provided that offer alternatives to confinement. The Juvenile Court Work Program allows offenders to work on weekend work crews in lieu of serving a commitment. The Accountability Commitment Program allows offenders to be released home on electronic confinement to a day-treatment program.

Working closely with the afore-mentioned facilities, the Juvenile Court Division provides a multitude of services. They include: intake screening services for all juveniles referred by law enforcement agencies for alleged violations of the law, conducts preliminary investigations to determine if further referrals to the District Attorney and Court are necessary, provides Juvenile Court Officers to the Juvenile Court, conducts investigations for the Juvenile Court, administers peer court and drug court, and monitors diversion and administrative cases.

Operations Support Bureau - The Operations Support Bureau provides primary support services for the department's overall operation through five operational divisions: 1) Administrative and Fiscal, 2) Program and Community Resources, 3) Information Technology, 4) Professional Development, and 5) Training and Volunteer Services. This branch of Probation provides information systems, research and evidence-based practices support, human resource services, and administrative and fiscal services for all functions in the department. This activity supports Departmental long-range planning, pursuit of outside funding, legislative analysis, contract administration, Adult re-entry services, community resource monitoring, employee recruitment and hiring, and operation of the Volunteers in Probation (VIP) and Volunteer Probation Officer (VPO).

Ten Year Staffing Trend:



Ten Year Staffing Trend Highlights:

- The Probation Department staff for FY 10-11 is at its lowest level in eleven years. FY 2000-01 was the last occurrence of staffing below that of the proposed budget. This is true even if the Board of Supervisors restores funding for the Department's one augmentation request. Trends over the past ten years have been driven by several factors: state economy and funding availability, new facility openings and/or service offerings, state-level mandates, County strategic priorities, implementation of Workforce Planning initiatives and County General Fund availability. The recap is highlighted below.
- Staffing expanded from FY 99-00 through FY 02-03 primarily because of new openings/service offerings and compliance with County initiatives. During that time, Probation opened a new 60-bed unit at Juvenile Hall and opened the Juvenile Hall Annex. The Department offered new or expanded programs arising from the availability of new, non-General Fund sources and assumed decentralized County services. Last, Probation converted extra help positions to regular, full-time in order to ensure compliance with the Probation Services MOU and its limited duration requirements for extra help personnel. Of note, in FY 02-03, even as the Department had its then highest authorized number of positions, Probation had to maintain 119 position vacancies throughout the year in order to operate within its authorized funding level.
- From FY 03-04 through FY 04-05, the trend reversed and the Department retreated from its new peak of authorized staff. When cost increases again outpaced available financing in FY 03-04, Probation had to keep 152 positions vacant throughout the fiscal year and delete sixteen positions. The FY 04-05 budget was

developed in a period of great uncertainty. TANF (Temporary Assistance to Needy Families), a critical funding stream for juvenile delinquency and institutional services (and at that time, approximately one-sixth of the departmental budget), was threatened. Although the money was eventually restored through provisions in the State General Fund, awareness of the importance of secure funding to support necessary probation services was heightened at the County and State levels.

- For the next three fiscal years, from FY 05-06 through FY 07-08, authorized staffing levels climbed to a new peak, consistent with State funding and the County's Strategic Financial Plan. During FY 05-06, Workforce Planning initiatives generated two new position titles within the department, Senior Deputy Probation Officer and Senior Juvenile Corrections Officer. Forty positions were created accordingly and added to the department's total authorized positions. New facility openings during FY 05-06, Juvenile Hall's Unit Q and the expanded Los Pinos capacity, also increased staff requirements to comply with the State's construction grant provisions. Last, the department added four Deputy Probation Officer II positions to support the mandated DNA testing functions of Proposition 69, passed by California voters in November 2004. The last of the approved institutional strategic priorities completed was the new Youth Leadership Academy, which opened to youths in July 2006. Also approved and implemented during FY 05-06 were sixteen new Deputy Probation Officer I positions, used for Probation's ongoing academy training. These impacts were subsequently included within the FY 07-08 Budget and Strategic Financial Plan.
- Three key budget augmentations were approved by the Board of Supervisors to implement during FY 06-07, two of which restored some of the key services lost during FY 04-05. Probation re-opened the Central Youth and Family Resource Center during that year, which added fifteen positions. Also, Probation was authorized and hired a Supervising Probation Officer in a role to secure future grant funding for the Department. Last, Probation restored one Field Services unit. Funding for these positions was built into the FY 07-08 base budget. During FY 07-08, six vacant positions were eliminated, consistent with County policy.
- In FY 08-09, devastating budget cuts were required of the Department, ultimately necessitating staff reductions via layoff. Initially, to meet its Net County Cost requirement, the Department netted a loss of thirteen

positions. Nine Deputy Probation Officer IIs supporting the Courts and field operations and seven Deputy Juvenile Correction Officer II positions in our institutions were deleted, and three staff were approved to add for compliance with new mandated use of Global Positioning System (GPS) technology and monitoring of high-risk sex offenders. During FY 08-09, State funding reductions and a change from General Fund to Vehicle License Fee funding dramatically constrained Probation's revenue stream. Mid-year funding reductions necessitated layoffs; Probation lost 58 personnel, line staff and managers, in February 2009. Also in FY 08-09, Probation eliminated 65 vacant positions, consistent with County policy.

- Reduced State and local funding availability accelerated into FY 09-10. Also, the extraordinarily difficult economic conditions reduced the Department's ability to recover costs from probationers. To meet Net County Cost requirements, Probation presented a budget with an additional 108 position reductions and loss of personnel. The biggest action was the closure of Los Pinos Conservation Camp (60 positions, 64 beds). Late in May 2009, an additional loss of 23 positions was initiated as a result of the Governor's May revision of the State Budget. Probation requested all service areas to be restored and as well as two augmentations for Reporting Centers: one for Adults re-entering the community (6 positions) and another for Youth as a detention alternative (13 positions). Both centers are modeled on evidence-based practices for demonstrated effectiveness in recidivism reduction. The Board of Supervisors restored 23 positions in Field Operations and approved the requested expansions. In total, Probation was approved to operate with 1,516 positions for FY 09-10, a loss of 108 positions and layoffs of 93 line staff and managers. Economic conditions and fund availability continued to deteriorate during the year. To comply with loss of over \$4 million in funding from the County General Fund, Probation laid off 58 line staff and managers in March 2010.
- For FY 10-11, Probation presented a budget with 1,464 staff. Within that budget, the Department requested and received CEO-recommended and Board-approved full \$2.1 million restoration of 20 Deputy Probation Officer (DPO) II positions. These officers supervise high-risk felons in Orange County. In order for the Department to deliver its mission of protecting the community, these positions and funding are essential.

Probation has lost 209 personnel to layoffs in the past 13 months, and seen its Operating budget shrink by \$20 million since July 1, 2008.

Budget Summary

Plan for Support of the County's Strategic Priorities:

The Department has presented the required balanced budget, which will continue to serve the public and at the same time strive to maintain public safety. Probation believes that the Department's current levels of service are critical to ensure its ability to deliver its mission to Orange County. In addition, Probation recognizes the County's need to structure services available to the resources at hand.

The Probation Department continues to accept leadership roles on a statewide basis to help facilitate County goals. The Chief Probation Officer will also continue to take an active role in supporting the Chief Probation Officers of California in the related pursuit of new revenue and the protection of existing revenue resources.

The Probation Department continues its commitment to the Balanced Scorecard. The Probation Department also convenes, on a quarterly basis, all managers to examine progress made and make continued strategic refinements, particularly as it relates to evidence-based practices in community corrections.

The Probation Department continues to pursue new funding sources to support probation services. Related thereto, it is anticipated that all Probation Department fees will continue to be updated annually and presented to the Board for adoption at the onset of each new fiscal year.

Changes Included in the Base Budget:

Probation's base budget includes several initiatives to ensure Net County Cost (NCC) requirements are met. Twenty Deputy Probation Officer II positions have been identified for reduction in order to meet the NCC limit. Probation is requesting restoration of these positions.

There are some signs of optimism for FY 10-11, and beyond. The Department has changed, deliberately and by necessity, its business model for operation in accordance with best practices in Juvenile detention and Probation field supervision. Quantitative measures by the Balanced Scorecard help reinforce Probation personnel to be focused on the right activities to reduce recidivism and achieve the Department's mission. The Department is, with proposed staff of 1,464 for FY 10-11, at the leanest level of personnel possible to achieve those goals. Further detail can be found in the Staffing Highlights section.

Approved Budget Augmentations and Related Performance Results:

Unit Amount	Description	Performance Plan	BRASS Ser.
Restore 20 Deputy Probation Officer II Positions Amount:\$ 2,103,460	Restore 20 Deputy Probation Officer II positions to maintain the current level of field supervision.	Provide existing level of service to actively supervise felony probationers.	2063
Community Stabilization Program, SB211 Ordinance Amount:\$ 385,077	Establish Community Stabilization Program.	Provide TARGET and GRIP Services for Community Stabilization.	2841

Final Budget History:

Sources and Uses	FY 2008-2009	FY 2009-2010	FY 2009-2010	FY 2010-2011	Change from FY 2009-2010	
	Actual Exp/Rev	Budget As of 6/30/10	Actual Exp/Rev ⁽¹⁾ As of 6/30/10	Final Budget	Budget Amount	Percent
Total Positions	1,605	1,464	1,464	1,464	0	0.00
Total Revenues	44,064,010	47,689,988	42,737,519	44,757,538	(2,932,450)	-6.15
Total Requirements	168,801,055	157,847,774	146,964,012	153,190,568	(4,657,206)	-2.95
Net County Cost	124,737,045	110,157,786	104,226,493	108,433,030	(1,724,756)	-1.57

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2009-10 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Probation in the Appendix on page A67

Highlights of Key Trends:

The following department-wide strategies impact all of the Probation Department's stated goals. They are summarized below:

- Ensure the most efficient and effective use of staff resources by continuing to review the commitment of existing resources. The Balanced Scorecard and Evidence-Based Practices initiatives are being used as measures in this effort.
- Continue to 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. Some business models for service delivery have been and may continue to be changed accordingly. All activity is being undertaken in joint efforts with the Courts, other County agencies and community law enforcement and stakeholders.
- Continue to migrate from Probation's aging technological infrastructure to ensure ongoing compatibility with collaborative state, county, and local agencies. Probation has 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 support its Integrated Case Management (ICM) system.
- Pursue grant opportunities to help fund needed department-wide services.

Budget Units Under Agency Control:

No.	Agency Name	Chief Probation Officer	Field Operations Bureau	Juvenile Intake Bureau	Institutional Programs Bureau	Operations Support Bureau	Total
057	Probation	830,169	37,256,918	70,667,445	0	44,436,036	153,190,568
12Y	Juvenile Justice Reform	7,144,046	0	0	0	0	7,144,046
14R	Ward Welfare	0	0	0	0	509,441	509,441
	Total	7,974,215	37,256,918	70,667,445	0	44,945,477	160,844,055

057 - Probation

Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2008-2009	FY 2009-2010	FY 2009-2010	FY 2010-2011	Change from FY 2009-2010	
	Actual Exp/Rev	Budget As of 6/30/10	Actual Exp/Rev ⁽¹⁾ As of 6/30/10	Final Budget	Budget Amount	Percent
Fines, Forfeitures & Penalties	\$ 5,678,235	\$ 5,166,461	\$ 4,961,817	\$ 4,813,548	\$ (352,913)	-6.83%
Revenue from Use of Money and Property	0	0	1,348	0	0	0.00
Intergovernmental Revenues	26,880,661	29,921,563	27,790,391	26,790,163	(3,131,400)	-10.47
Charges For Services	4,079,258	3,841,028	3,840,561	3,849,763	8,735	0.23
Miscellaneous Revenues	77,078	21,428	88,929	26,596	5,168	24.12
Other Financing Sources	7,348,778	8,739,508	6,054,472	9,277,468	537,960	6.16
Total Revenues	44,064,010	47,689,988	42,737,519	44,757,538	(2,932,450)	-6.15
Salaries & Benefits	142,169,128	128,370,059	127,372,772	127,146,805	(1,223,254)	-0.95
Services & Supplies	28,037,673	30,382,758	20,504,863	26,648,514	(3,734,244)	-12.29
Other Charges	220,171	468,000	129,838	220,171	(247,829)	-52.95
Capital Assets	27,344	26,957	0	0	(26,957)	-100.00
Intrafund Transfers	(1,653,261)	(1,400,000)	(1,043,462)	(824,922)	575,078	-41.08
Total Requirements	168,801,055	157,847,774	146,964,012	153,190,568	(4,657,206)	-2.95
Net County Cost	\$ 124,737,045	\$ 110,157,786	\$ 104,226,493	\$ 108,433,030	\$ (1,724,756)	-1.57%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2009-10 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Final Budget Summary of Chief Probation Officer:

Revenues/Appropriations	FY 2008-2009	FY 2009-2010	FY 2009-2010	FY 2010-2011	Change from FY 2009-2010	
	Actual Exp/Rev	Budget As of 6/30/10	Actual Exp/Rev ⁽¹⁾ As of 6/30/10	Final Budget	Budget Amount	Percent
Miscellaneous Revenues	\$ 425	\$ 0	\$ 111	\$ 0	\$ 0	0.00%
Total Revenues	425	0	111	0	0	0.00
Salaries & Benefits	360,039	357,424	472,278	351,974	(5,450)	-1.52
Services & Supplies	429,804	1,432,460	420,576	478,195	(954,265)	-66.62
Total Requirements	789,843	1,789,884	892,853	830,169	(959,715)	-53.62
Net County Cost	\$ 789,418	\$ 1,789,884	\$ 892,742	\$ 830,169	\$ (959,715)	-53.62%

Final Budget Summary of Field Operations Bureau:

Revenues/Appropriations	FY 2008-2009		FY 2009-2010		FY 2009-2010		FY 2010-2011		Change from FY 2009-2010	
	Actual Exp/Rev	Budget	Actual Exp/Rev ⁽¹⁾	Budget	Actual Exp/Rev ⁽¹⁾	Budget	Final Budget	Amount	Budget	Percent
Fines, Forfeitures & Penalties	\$ 5,521,641	\$ 5,166,293	\$ 4,831,104	\$ 5,166,293	\$ 4,831,104	\$ 5,166,293	\$ 4,717,102	\$ (449,191)		-8.69%
Intergovernmental Revenues	4,711,846	3,339,469	6,654,427	3,339,469	6,654,427	3,339,469	3,612,870	273,401		8.19
Charges For Services	737,664	731,121	973,848	731,121	973,848	731,121	876,786	145,665		19.92
Miscellaneous Revenues	2,314	0	14,284	0	14,284	0	0	0		0.00
Other Financing Sources	2,609	48,251	39,516	48,251	39,516	48,251	2,396,077	2,347,826		4,865.86
Total Revenues	10,976,074	9,285,134	12,513,179	9,285,134	12,513,179	9,285,134	11,602,835	2,317,701		24.96
Salaries & Benefits	37,523,760	33,842,602	34,720,800	33,842,602	34,720,800	33,842,602	34,224,108	381,506		1.13
Services & Supplies	4,176,027	3,344,241	4,641,106	3,344,241	4,641,106	3,344,241	3,637,561	293,320		8.77
Other Charges	267,386	468,000	129,787	468,000	129,787	468,000	220,171	(247,829)		-52.95
Intrafund Transfers	(1,653,261)	(1,400,000)	(1,043,429)	(1,400,000)	(1,043,429)	(1,400,000)	(824,922)	575,078		-41.08
Total Requirements	40,313,912	36,254,843	38,448,264	36,254,843	38,448,264	36,254,843	37,256,918	1,002,075		2.76
Net County Cost	\$ 29,337,837	\$ 26,969,709	\$ 25,935,084	\$ 26,969,709	\$ 25,935,084	\$ 26,969,709	\$ 25,654,083	\$ (1,315,626)		-4.88%

Final Budget Summary of Juvenile Intake Bureau:

Revenues/Appropriations	FY 2008-2009		FY 2009-2010		FY 2009-2010		FY 2010-2011		Change from FY 2009-2010	
	Actual Exp/Rev	Budget	Actual Exp/Rev ⁽¹⁾	Budget	Actual Exp/Rev ⁽¹⁾	Budget	Final Budget	Amount	Budget	Percent
Intergovernmental Revenues	\$ 3,824,631	\$ 6,111,805	\$ 5,205,782	\$ 6,111,805	\$ 5,205,782	\$ 6,111,805	\$ 391,000	\$ (5,720,805)		-93.60%
Charges For Services	2,101,756	1,967,127	1,675,664	1,967,127	1,675,664	1,967,127	1,828,845	(138,282)		-7.03
Miscellaneous Revenues	66	0	155	0	155	0	0	0		0.00
Other Financing Sources	5,928,128	8,691,257	6,000,000	8,691,257	6,000,000	8,691,257	6,881,391	(1,809,866)		-20.82
Total Revenues	11,854,581	16,770,189	12,881,600	16,770,189	12,881,600	16,770,189	9,101,236	(7,668,953)		-45.73
Salaries & Benefits	48,964,917	49,587,619	45,352,056	49,587,619	45,352,056	49,587,619	45,827,953	(3,759,666)		-7.58
Services & Supplies	6,166,610	5,998,688	5,791,398	5,998,688	5,791,398	5,998,688	4,754,633	(1,244,055)		-20.74
Capital Assets	60	26,957	0	26,957	0	26,957	0	(26,957)		-100.00
Total Requirements	55,131,587	55,613,264	51,143,454	55,613,264	51,143,454	55,613,264	50,582,586	(5,030,678)		-9.05
Net County Cost	\$ 43,277,006	\$ 38,843,075	\$ 38,261,854	\$ 38,843,075	\$ 38,261,854	\$ 38,843,075	\$ 41,481,350	\$ 2,638,275		6.79%

Final Budget Summary of Institutional Programs Bureau:

Revenues/Appropriations	FY 2008-2009		FY 2009-2010		FY 2009-2010		FY 2010-2011		Change from FY 2009-2010	
	Actual Exp/Rev	Budget	Actual Exp/Rev ⁽¹⁾	Budget	Actual Exp/Rev ⁽¹⁾	Budget	Final Budget	Amount	Budget	Percent
Intergovernmental Revenues	\$ 10,949,801	\$ 12,865,425	\$ 14,290,960	\$ 12,865,425	\$ 14,290,960	\$ 12,865,425	\$ 14,061,419	\$ 1,195,994		9.30%
Charges For Services	486,647	418,354	524,186	418,354	524,186	418,354	511,965	93,611		22.38
Miscellaneous Revenues	7,688	0	17,919	0	17,919	0	409	409		0.00
Total Revenues	11,444,136	13,283,779	14,833,065	13,283,779	14,833,065	13,283,779	14,573,793	1,290,014		9.71
Salaries & Benefits	26,676,102	18,044,615	17,196,881	18,044,615	17,196,881	18,044,615	16,396,956	(1,647,659)		-9.13

Final Budget Summary of Institutional Programs Bureau:

Revenues/Appropriations	FY 2008-2009	FY 2009-2010	FY 2009-2010	FY 2010-2011	Change from FY 2009-2010	
	Actual Exp/Rev	Budget As of 6/30/10	Actual Exp/Rev ⁽¹⁾ As of 6/30/10	Final Budget	Budget Amount	Percent
Services & Supplies	4,253,424	5,467,225	3,455,690	3,687,903	(1,779,322)	-32.55
Other Charges	(47,215)	0	0	0	0	0.00
Total Requirements	30,882,311	23,511,840	20,652,572	20,084,859	(3,426,981)	-14.58
Net County Cost	\$ 19,438,174	\$ 10,228,061	\$ 5,819,507	\$ 5,511,066	\$ (4,716,995)	-46.12%

Final Budget Summary of Operations Support Bureau:

Revenues/Appropriations	FY 2008-2009	FY 2009-2010	FY 2009-2010	FY 2010-2011	Change from FY 2009-2010	
	Actual Exp/Rev	Budget As of 6/30/10	Actual Exp/Rev ⁽¹⁾ As of 6/30/10	Final Budget	Budget Amount	Percent
Fines, Forfeitures & Penalties	\$ 156,594	\$ 168	\$ 130,713	\$ 96,446	\$ 96,278	57,308.33%
Revenue from Use of Money and Property	0	0	1,348	0	0	0.00
Intergovernmental Revenues	7,394,383	7,604,864	1,639,222	8,724,874	1,120,010	14.73
Charges For Services	753,192	724,426	666,862	632,167	(92,259)	-12.74
Miscellaneous Revenues	66,585	21,428	56,461	26,187	4,759	22.21
Other Financing Sources	1,418,041	0	14,957	0	0	0.00
Total Revenues	9,788,795	8,350,886	2,509,563	9,479,674	1,128,788	13.52
Salaries & Benefits	28,644,311	26,537,799	29,630,757	30,345,814	3,808,015	14.35
Services & Supplies	13,011,809	14,140,144	6,196,093	14,090,222	(49,922)	-0.35
Other Charges	0	0	51	0	0	0.00
Capital Assets	27,284	0	0	0	0	0.00
Intrafund Transfers	0	0	(33)	0	0	0.00
Total Requirements	41,683,403	40,677,943	35,826,869	44,436,036	3,758,093	9.24
Net County Cost	\$ 31,894,608	\$ 32,327,057	\$ 33,317,306	\$ 34,956,362	\$ 2,629,305	8.13%