COUNTY OF LOS ANGELES
DEPARTMENT OF HUMAN RESOURCES

HEADQUARTERS
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MICHAEL J. HENRY
DIRECTOR OF PERSONNEL

March 2, 2005

To: Each Supervisor

From: Michael J. Henry
Director of Personnel

Subject: **RECRUITMENT FOR PROBATION OFFICER**

We previously advised you on December 14, 2005 that the filing period for the Probation Officer recruitment closed on December 10, 2004, and a total of 91 resumes were received.

A Qualifying Screening Panel identified seven (7) applicants as the more highly qualified candidates to be interviewed by an Assessment Panel; however one of the candidates subsequently withdrew. On February 28, 2005, an Assessment Panel consisting of the following members interviewed the six (6) candidates:

- Steven Bautista, Retired Chief Probation Officer, Contra Costa County
- Areta Crowell, Retired Director of Mental Health, County of Los Angeles
- Leslie Gilbert-Lurie, Board Member, Los Angeles County Office of Education
- Olivia Mitchell, Probation Commission Member, County of Los Angeles
- Michael Nash, Presiding Judge, Edelman Children's Court, County of Los Angeles

The Assessment Panel identified three (3) candidates as the most highly qualified (listed alphabetically), to be referred to your Board for selection interviews. A copy of each candidate's resume is attached for your review.

- Alan Crogan, Retired Chief Probation Officer
  San Diego County Probation Department

- Paul Higa, Chief Deputy
  County of Los Angeles Probation Department

- Marie Whittington, Chief Probation Officer
  Riverside County Probation Department

Upon completion of comprehensive background investigations and reference checks, we will develop an Executive Recruitment Report, which will contain detailed information on the candidates. The Report will be provided to each Supervisor in advance of the Closed Session. A date for Closed Session for your Board to interview the candidates has been tentatively scheduled for Tuesday, March 22, 2005.

The three (3) finalists have been advised that their candidacy for the position of Probation Officer is no longer confidential as of March 2, 2005, and that they may be contacted by Board offices or other interested parties. We will provide copies of the candidate's resumes to the Chief Administrative Office Public Affairs Director for release to the press and public.

If you have any questions, please call me; or your staff may call Richard Boswell, Senior Human Resources Manager, at (213) 974-2451.

MJH:REB
LH:ck

Attachments

c: Chief Administrative Officer
   Executive Officer, Board of Supervisors

I:\DIRECTOR OF PROBATION\BOARD MEMOS AND CORRESPONDENCE\Memo to Each Supervisor - INTERVIEW RESULTS.doc

ALAN M. CROGAN

CAREER HIGHLIGHTS

- Outstanding leadership in community corrections for over 34 years at both the county and state levels.

- Seventeen years successful tenure as Chief Probation Officer.
  *San Diego County- November, 1993 through July, 2003
  *Santa Barbara County- March, 1980 through September, 1988

- California State Association of Counties (CSAC) appointee to State Probation Services Task Force under the direction of California Supreme Court Justice Ronald George.

- 2000-2002 President, Chief Probation Officers of California.

- Two- term Governor's appointment to California Board of Corrections.

- Governor's appointment to State Advisory Group, Juvenile Justice Delinquency and Prevention Commission.

- Effective lobbyist and legislative author for multiple federal and state funding streams benefiting prevention, supervision and facility construction projects. Chair of first state- approved county jail capital expenditure bond funding measure ($270M). Wrote legislation to fund capital improvements for juvenile correctional facilities.

- Developed top-ranked, innovative and results-based treatment programs for both adult and juvenile probation clientele.

- Strong partnerships with law enforcement, community organizations, education, health and social services, elected and judicial officials to

further the protection of the community and provide effective community corrections services.

- Acting Deputy Chief Administrative Officer, San Diego County.

EXPERIENCE

11/93 to 7/03 CHIEF PROBATION OFFICER,
SAN DIEGO COUNTY

Retired July, 2003 after 9 ½ years as department administrator of a staff of 1,552 (1027 sworn) employees and a budget of $142 Million. Department supervised 33,000 adult and 5,200 juvenile probationers. Served 127 judges and 27 court commissioners and referees with presentence, sentencing and probation revocation reports. Developed model programs including public/private partnerships, risk and resiliency client classification systems, adult and juvenile drug courts, domestic violence programs, intrusive supervision of high risk adult and juvenile offenders, armed probation officer partnerships with various multi-jurisdictional law enforcement teams, results-based prevention and early intervention services for juveniles.

Administrative vision was to be the best department in the county and best probation department in the state by practicing: "continuous improvement" philosophy; collaborative planning and operations decisions; development and implementation of challenging strategic plans department-wide; fiscal and personnel accountability; team-based, inclusive planning throughout the organization; outcome-based measurement for program performance; adoption of the federal Comprehensive Strategy for client programming; humane and safe treatment of custodial residents in adult and juvenile correctional facilities; offender accountability; excellent customer relations; partnerships with public and private organizations; strong support for

racial, ethnic, and cultural diversity among staff and program components.

Department included 10 field offices, 4 juvenile correctional institutions and 1 adult correctional institution. Staff included sworn officers assigned to juvenile or adult intake, investigation, supervision, grant funded programs, armed probation officers (including 17 officers assigned to state and local multi agency task forces), gang supervision and control units as well as clerical, fiscal, personnel, information technology, program analyists, data systems support staff, training personnel.

Initiated, developed and implemented state of the art comprehensive case management computer information systems for both adult and juvenile casework services with window opportunity for courts, law enforcement, district attorney, public defender, county information system.

Oversaw administration of approximately 70 contracts with public, profit and non profit organizations and agencies, private providers, and county organizations to provide a variety of services to the department and to adult and juvenile probationers and their families..

Obtained state and local funding for and constructed new 360 bed maximum security juvenile hall which opened in September, 2003. Obtained state and local funding to add 50 beds to Boys' Camp, 20 beds to the Girls' Rehabilitation Facility, totally refurbished all juvenile and adult correctional facilities.

Highest 12 month salary was $144,000 plus an $8,000 bonus for meeting County Administrator's performance objectives. Does not include Executive Benefits package.

1/92 to 11/93 SUPERVISING PAROLE AGENT,
CALIFORNIA YOUTH AUTHORITY

Career change to establish full time residency with family in San Diego. Managed San Diego parole office (13 staff, 9 sworn), two group homes, liaison with local courts, district attorney, all law enforcement and community based organizations, task forces, etc. Budget was $560,000.

2/88 to 1/92 HEARING REPRESENTATIVE,
CALIFORNIA YOUTHFUL OFFENDER PAROLE BOARD

Appointed by the Agency Secretary (Governor's Cabinet member) of the California Youth and Adult Corrections Agency to hear cases and make parole decisions on adult and juvenile inmates in California Youth Authority custodial facilities throughout Southern California. Decisions included setting parole consideration dates, revocation of parole, release on parole and conditions thereof, recommendation of treatment programs and annual parole reviews.

5/77 to 8/88 CHIEF PROBATION OFFICER,
SANTA BARBARA COUNTY

Chief Probation Officer (1980-1988) Administrative responsibility for department of 265 staff, $8.4 Million budget. Department included Juvenile Hall, Boys Camp, North and South County Adult and Juvenile field offices, multiple partnerships with criminal justice and private organizations. Ten Superior and 8 Municipal Courts.

Assistant Chief Probation Officer (1979-80) Principal responsibility for ongoing operational programs and projects, including planning and direction of activities. Instrumental in formulating departmental policy decisions.

Division Chief (1978-79) Supervised Field and Institution Services of South County, including Santa Barbara Juvenile Hall, Los Prietos Boys' Camp, Adult and Juvenile Field Services staff. Liaison with all criminal justice agencies.

Supervising Probation Officer (1977-78) Management of Adult Investigation and Supervision Probation Officers, Adult Custody Intake, Bail Project; served as Parole Commissioner.

9/69 to 5/77 DEPUTY AND SENIOR PROBATION OFFICER, SAN DIEGO COUNTY

Deputy Probation Officer I and II: Juvenile Hall , Juvenile Casework Intake and Investigation, Adult Investigation and Assistant Coordinator of Volunteers in Probation program.

Senior Probation Officer: Lead staff at Rancho Del Campo Delinquent Boys' Camp and Descanso Correctional Facility for Adult Sentenced Offenders.

2/75 to 5/77 INSTRUCTOR, SOUTHWESTERN COLLEGE SAN DIEGO COMMUNITY COLLEGES

Designed curricula and taught Juvenile Law and Procedure, Adult Probation and Parole, Sociology.

EDUCATION

SAN DIEGO STATE UNIVERSITY,
San Diego, California. Graduate studies in Public Administration. **Bachelor of Arts,** Social Science (1968)
Dates of attendance: September, 1965- January, 1968

SAN DIEGO CITY COLLEGE, San Diego, California.
Associate Arts degree in Social Science (1968)
Dates of attendance: September, 1962- June, 1965.

CREDENTIAL

LIFETIME JUNIOR COLLEGE TEACHING CREDENTIAL (1975)

MILITARY

UNITED STATES MARINE CORPS, Quantico, Virginia. Officer Candidate School (1969)

Paul Higa

Objective: Position as Chief Probation Officer, Los Angeles County

Summary:

- Broad knowledge and strong administrative skills including over sixteen years of management experience and over eleven years at the senior management level
- Results oriented leadership with excellent analytical, problem solving, and organizational skills
- Proven ability in strategic planning, building staff accountability, and producing results
- Effective collaborator with the courts, public agencies, advocate groups, community based organizations, legislators, and other key stakeholders

Experience:

Chief Deputy, Los Angeles County Probation Department *August 1998-Present*

- Manage both the operations and administration of the Department which has a total budget in FY 04-05 of over $500M and is comprised of 5,200 staff; the Department has met budget each year during tenure; current salary is $133,000.
- Direct the Bureau Chiefs who head all major operations including juvenile and adult investigations, supervision, special services, transportation, juvenile halls and camps
- Manage the administrative functions including budget, training, discipline, payroll, personnel recruiting/exams/and hiring, internal affairs, contracts, legislation, purchasing, capital projects, facility maintenance, litigation, and grants
- Provide direction to the contracting section that in FY 04-05 developed, administered, and monitored 158 contracts worth approximately $22M
- Coordinate the development of innovative Information Technology solutions including an enterprise data base and case management design, document management system, and automated interfaces
- Directed the development of the Department's Strategic Plan in 1998, 2000, 2002, and 2004 that was performance focused and outcome based
- Represent the Department before the Board of Supervisors, Probation Commission, interagency meetings with other County agencies, civic groups and the public
- Represent the Department in meetings with legislative representatives and others in State government; appeared before a number of legislative subcommittees to provide information and advocacy

Senior Probation Director, LA County Probation Department *June 1993 - August 1998*

- Managed various major operations as the Bureau Chief including juvenile halls, camps, field services, and administration (approximately 1,000 staff in each operation with a budget of approximately $95M)

Director, LA County Probation Department *October 1988-June 1993*

- Managed a variety of line operations including Camp Kilpatrick, Central Juvenile Hall—Division Director, Bureau Headquarters (approximately 75 staff in each operation with a budget of $4M)

Education:

University of California at Los Angeles, *Los Angeles, CA*
Bachelor of Arts, Psychology June, 1974

Citizenship: Proof attached

Marie Whittington

Objective

To be considered for the position of Chief Probation Officer of Los Angeles County.

Experience

CHIEF PROBATION OFFICER February 1998 to present
Riverside County Probation Department
Current Salary: $127,308 base, $164,364 Total package

- Administer the sixth largest Probation Department in California
- Manage budget of $65 million from 15+ revenue sources
- 1000 employees at 15 worksites from Corona to Blythe (Probation Officers, Group Counselors, supervisors, managers and support staff)
- Responsible for all probation functions: adult and juvenile investigation, adult and juvenile field supervision, juvenile placement, juvenile prevention services, and administration
- Responsible for three Juvenile Halls (400+ total beds) and three camps (134 total beds)
- Managed funding and construction of a 50 bed addition to Indio Juvenile Hall and a new 99 bed Juvenile Hall in Temecula.
- Re-structured operations to streamline and improve services within limited resource boundaries.
- Dealt with significant inherited employee morale problem through leadership, effective communication, strategic planning and team building
- Successfully managed significant workload and staff growth connected with T.A.N.F. and JJCPA allocations.

DEPUTY CHIEF PROBATION OFFICER July 1995 - January 1998
San Mateo County Probation Department San Mateo, California

- Responsible for Juvenile Detention Facilities
- Department Budget $30 million
- INSTITUTIONS budget $9 million and 100 permanent staff
- Directly supervised two Division Directors
- Responsible for one 133 bed Juvenile Hall and 60 bed camp, plus Home Supervision and Weekend Work Program
- Completed ***Juvenile Bed Space Master Plan*** process including needs assessment and initial design phase of replacement Juvenile Hall
- Managed department's training function
- Improved recruitment and selection process of Group Counselors
- Upgraded facility security thru video cameras, entrance control gate and training.

PROBATION DIVISION DIRECTOR 1987 - 1993
Orange County Probation Department Santa Ana, Calif

- ***Director, Youth Service Center*** - Managed a 125 bed co-educational residential treatment and education campus with 70 permanent staff and $3 million budget.
- ***Director, Training and Personnel*** - Responsible for all recruitment, screening, hiring, training and discipline. Directly supervised staff of 20 supervisors and support staff and $1.5 million budget
- ***Director of Special Programs*** - Responsible for grants, departmental procedures and policy, design and start-up of new programs, law-suit response coordination, legislation and staff support for Executive Team. Supervised staff of 10 Supervisors

Other Positions and key assignments 1962 - 1987
Orange County Probation Department Santa Ana, Calif.

- Supervising Probation Officer in Adult Supervision
- Supervising Probation Officer - Program Division - assignments included grant writer, staff assistant to Chief Probation Officer, program designer and developer
- Probation Program Assistant - Staff assistant to Chief Probation Officer and Chief Deputies. Duties included grant writing, program development and modification, legislation, and other duties as assigned.
- Deputy Probation Officer - worked almost every assignment in probation including investigation (adult/juvenile) supervision (adult/juvenile) court officer, intake, 1203.9 transfers, courtesy supervision, placement, work furlough, step parent adoptions, record seals and pre-marriage approvals.

STC - CERTIFIED INSTRUCTOR 1985 to present
State-wide

- Probation Command College
- Peace Officer Manager/Administrator Core
- Professional Conference Instructor - CAPIA, CAPSA, CPOC, Jail Administrators
- Local Probation Departments
- Current topics include *Succession Planning, Managing Budget Cuts, Brain Drain and others.*

ACCOMPLISHMENTS

- Probation Command College - Concept contributor and implementation/design Committee chair
- Developed one of California's first Domestic Violence Treatment Systems and helped write current DV legislation
- Designed and operationalized the first functioning Electronic Monitoring program in California and the country, which became the state's model program.
- Orange County Chief Probation Officer's Award - 1988

- Orange County Woman of Achievement - 1988
- Alumni Achievement Award - University of Redlands - 2002
- Training Chair - California Association of Probation Institution Administrators (CAPIA) 1996-1998
- CALIFORNIA CHIEF PROBATION OFFICERS (CPOC) - Active member
- NATIONAL ASSOCIATION OF PROBATION EXECUTIVES (NAPE)

MANAGEMENT STRENGTHS

- Leadership, ethics and integrity
- Commitment to Probation as vital partner in effective Criminal Justice System
- Open Communication
- Strategic Planning
- Positive inter-agency collaboration
- Transparent management
- Team Building
- Creative program development
- Empowering each level to perform and produce to maximum ability
- High standards and expectations
- Seeks organizational change through training and consensus

EDUCATION

University of Redlands
Bachelor of Arts - Sociology 1962

National Institute of Corrections - Colorado
- Correctional Leadership Development - 1991
- Enhancing Human Resource Systems - 1992
- New Chief Probation Officer Orientation - 1998

Standards and Training in Corrections (STC)
800+ hours of training in Probation and Management specific topics.