

ALAMEDA COUNTY
PROBATION DEPARTMENT



STRATEGIC PLAN

2004 - 2007

UPDATE

April 15, 2006

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On July 15, 2004, The Alameda County Probation Department created a 3-year Strategic Plan that represented a “blueprint” for the future of our agency. The plan was a collective vision from our partners, as well as staff at all levels within the Department. The plan established a clear direction, and implementation began in Fall 2004.

This status report gives updated information concerning the progress we have made during the first half of our three-year plan. We have monitored our achievements and made adjustments where necessary to meet our short and long-term goals and objectives. We continue to update, improve and streamline our operations and infrastructure to maximize our effectiveness in executing our public protection and human service responsibilities to best serve the citizens of Alameda County.

Sincerely,

**Donald H. Blevins
Chief Probation Officer**



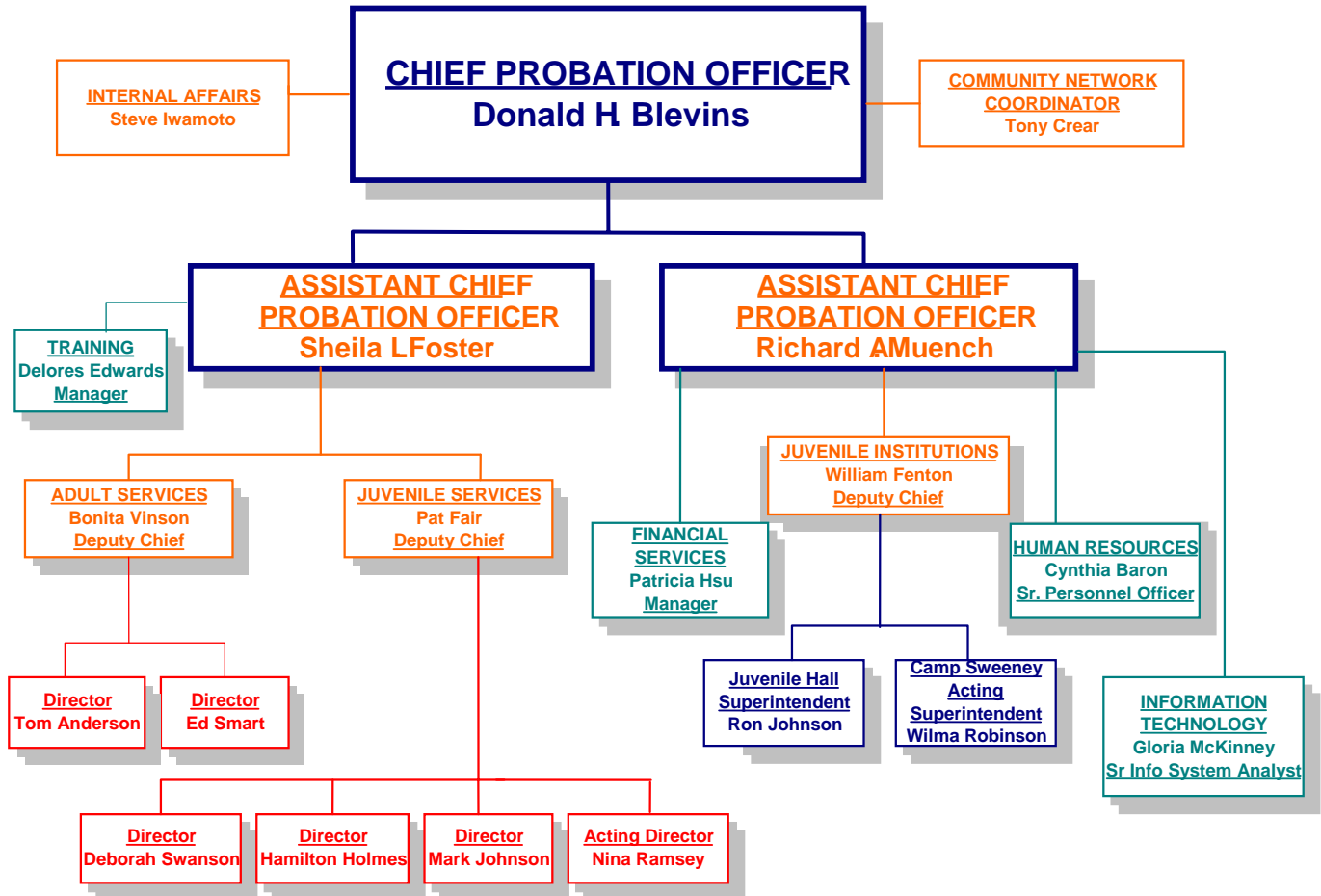
MISSION STATEMENT

The Alameda County Probation Department, as a partner in the criminal justice system, protects and serves our diverse community, offers services to victims, and provides rehabilitative opportunities to offenders in compliance with State law.

CORE VALUES

- Commitment to community protection and service
- Commitment to preservation of the family
- Commitment to staff development, training and support
- Diversity of staff
- Integrity of staff
- Empowerment of staff to promote respectful, forthright communication
- Recognition of the potential for positive change in all people
- Recognition of staff as the Department's most important resource
- Respect and support for the dignity of all individuals

**ALAMEDA COUNTY PROBATION DEPARTMENT
ADMINISTRATION ORGANIZATIONAL CHART 2006**



STRATEGIC PLANNING TEAM

- | | | | |
|----------------------|------------------|-------------------|-----------------|
| Donald Blevins | Linda Ericksen | Dan Pagter | Sheila Mitchell |
| Ron Johnson | Whilma De Dios | Ed Smart | Rick Martinez |
| Bonita Vinson | Jamie Aguila | Diane Coffee | John Keene |
| Sheila Foster | Diogo Eusebio | Tony Crear | Holly Wright |
| Larry Neuenschwander | Peggy Hardy | Dan Mar | Deb Swanson |
| Martha Reagor | Mark Johnson | Sandra Dalida | Nina Ramsey |
| Jacqueline Keeles | Pat Fair | Andrea Askew | Ray Mizyed |
| Jacque Santich | Tim Avery | Earlene Ainsworth | John Hoagland |
| Cynthia Baron | Angela Gutierrez | Gloria McKinney | Debbie Licano |
| Barbara Froyland | Sabine Dickerson | Nathaniel Kirtman | Delores Edwards |
| Annette Webster | Denise Peoples | Steve Iwamoto | Tom Graves |
| Iverson Godfrey | Vera Sims | Michael Cholerton | Vince Bordelon |

GOAL ONE

IMPROVE DEPARTMENTAL OPERATIONS WITH AN EMPHASIS ON “BEST PRACTICES” IN PROBATION PROGRAMS AND SERVICES

ACCOMPLISHMENTS

- ✓ Increased Community Partnerships to improve wraparound services.
- ✓ Investigated using Kiosk reporting for adults.
- ✓ Expanded community out-stationing of Probation Officers to increase contact with participants.

SHORT-TERM OBJECTIVES

- ✓ Update departmental manuals and provide them online to ensure currency and availability to all personnel.
- ✓ Analyze and restructure deployment of personnel to better protect public safety and promote offender rehabilitation. This involves determining optimum caseload sizes, reviewing assignment processes, reassessing classification and considering related decision-making.
- ✓ Expand group reporting in Adult Services.
- ✓ Centralize juvenile court processes by locating intake units, court officers and investigators at one site.
- ✓ Develop gender-specific continuum of services for female offenders.

LONG TERM OBJECTIVES

- ✓ Seek opportunities to enhance juveniles' ability to pay restitution by developing employment resources/partnerships with agencies such as Goodwill, CalTrans, Parks and Rec., etc.

GOAL TWO

PROVIDE SAFE CUSTODIAL CARE

ACCOMPLISHMENTS

- ✓ Created transition teams to identify and manage the myriad tasks involved in moving youth, staff and operations into the new facility.
- ✓ Delivered ongoing relevant training for line staff and supervisors to ensure that juveniles in our custody are treated, programmed, managed and provided services in accordance with applicable laws, regulations, and standards of care.
- ✓ Revalidated the existing detention risk assessment instrument to protect public safety by ensuring that the appropriate youth are detained in Juvenile Hall.

SHORT-TERM OBJECTIVES

- ✓ Building and preparing to open the new Juvenile Hall.
- ✓ Developing new operations manuals for the new facility.
- ✓ Training staff on procedures and operations for the new facility.
- ✓ Accessing additional options for Electronic Monitoring and Home Supervision, such as using Global Positioning systems (GPS) to enhance oversight of minors in constructive custody but not detained in the Juvenile Hall.
- ✓ Developing and implementing plans to address disproportionate minority contact.

LONG TERM OBJECTIVES

- ✓ Create an in-county residential sex-offender program.
- ✓ Increase the population of Camp Wilmont Sweeney to 100.

GOAL THREE

ENHANCE INTERNAL AND EXTERNAL COMMUNICATION

ACCOMPLISHMENTS

- ✓ Held “Town Hall Meetings” for all staff with the Chief and Directors. (on-going).
- ✓ Improved the public’s perception of probation outside the Department by increasing public relations efforts, especially with regard to Probation’s partners, stakeholders and the public at large.
- ✓ Improved and expanded interagency relationships and communication with Bench Officers and law enforcement agencies.
- ✓ Published and distributed – internally and externally – a quarterly newsletter. (on-going)
- ✓ Established a coordinating group to meet with local law enforcement to facilitate greater collaboration.
- ✓ Established meetings between Judges and Probation Managers.
- ✓ Redesigned the Probation Department web site to make it more informative and more user-friendly.

SHORT-TERM OBJECTIVES

- ✓ Reestablish quarterly meetings among Bench Officers, District Attorney and Public Defender personnel and other defense attorneys, Probation line staff and first line managers.
- ✓ Publishing and distributing – internally and externally – an annual report.
- ✓ Re-instituting a Speakers Bureau.

GOAL FOUR

MAXIMIZE STAFF EFFECTIVENESS

ACCOMPLISHMENTS

- ✓ Developed and retained a professional, well-trained staff. (on-going)
- ✓ Delivered relevant skill building and/or knowledge based training for staff to enable excellence in job performance. (Back-to-Basics)
- ✓ Provided “tools for the job” for all staff. (Safety Equipment)
- ✓ Developed and provided leadership skills training.
- ✓ Designed, conducted and evaluated a Staff Mentoring pilot program.
- ✓ Increased the number of applications for each Probation staff classification by participating in Job Fairs, Career Development days, and public speaking events and by increasing internships in the Department.
- ✓ Re-established the Recruitment Committee.

SHORT-TERM OBJECTIVES

- ✓ Seek to increase job satisfaction and understand reasons people leave employment with the Probation Department.
- ✓ Conduct career-counseling meetings with staff.

GOAL FIVE

OPTIMIZE OUR INFRASTRUCTURE, INCLUDING ADMINISTRATIVE AND FINANCIAL SERVICES, FACILITY PLANNING AND MANAGEMENT, AND INFORMATION TECHNOLOGY (IT)

ACCOMPLISHMENTS

- ✓ Defined roles and created organization infrastructure to provide support services throughout the Department in such key areas as court calendars, placement processing (CYA and group homes) and information services including records management, post-court, reception and transcription services.
- ✓ Relocated Information Services office area for great accessibility.
- ✓ Developed a plan to drive financial responsibility and accountability across the Department. This relates to such key fiscal issues as accounts payable, asset and inventory management, budgeting and account reconciliation, grants management, purchasing and contracts administration, and restitution collection. (on-going)
- ✓ Re-organized financial management capability with regard to a budget management system, financial reports, and budget meetings.
- ✓ Developed purchasing and contract administration processes.
- ✓ Developed and implemented internal audit procedures. (on-going)
- ✓ Implemented a pilot program to test Voice Recognition software departmental use.
- ✓ Designed and implemented technical information bulletins.
- ✓ Updated the Probation Department Internet web site.
- ✓ Evaluated all current application databases for upgrade or replacement.
- ✓ Upgraded and/or replaced all computer hardware and software to meet minimum industry standards. (on-going)
- ✓ Join Probation's network to the county Active Directory.
- ✓ Join the Probation Department to the Department of Justice Supervised Release Files to enhance access to arrest information and to better track probationers.

GOAL FIVE

OPTIMIZE OUR INFRASTRUCTURE, INCLUDING ADMINISTRATIVE AND FINANCIAL SERVICES, FACILITY PLANNING AND MANAGEMENT, AND INFORMATION TECHNOLOGY (IT) – continued

SHORT-TERM OBJECTIVES

- ✓ Realign administrative staffing to support current business needs.
- ✓ Develop a plan to streamline and automate document and records management.
- ✓ Provide annual budget development and management training.
- ✓ Develop and implement asset and inventory management procedures.
- ✓ Revise probation fees, indirect cost rate and central collection fees.
- ✓ Enhance Probation's ability to deliver services by providing technological support to operations to improve data collection, analysis and outcome measurement thereby facilitating the Department's ability to deliver accurate information to internal and external stakeholders.
- ✓ Implement an automated case management system for Juvenile Services.
- ✓ Increase IT unit staffing and providing technical training to IT unit staff.
- ✓ Implement an automated case management system for Adult services.

LONG-TERM OBJECTIVES

- ✓ Develop strategies and implement a plan for administrative facility replacement as well as infrastructure for building management of Probation facilities.
- ✓ Identify current and future staffing and operational plans and the units to be located in a new administration facility.