

Alameda County Probation Department



STRATEGIC PLAN

2004 - 2007

July 20, 2004

July 15, 2004

Any great endeavor starts with a plan. Whether it is building a house or running a large corporation, planning is the foundation that leads to a successful outcome. Our Department is no different, and by creating this Strategic Plan, we are establishing our “blueprint for the future.”

The Strategic Plan presented here is the culmination of many months of work by many individuals. This is not a “top down” directive, but rather a collection of ideas and vision from staff at all levels within the Department. Once adopted, this plan establishes aggressive goals designed to improve efficiency while enhancing the services we provide. But more importantly, it will move us to a level attained by few departments statewide.

After adoption of this Strategic Plan, the real work begins. As is frequently stated in the private sector, “if you can’t measure it, you can’t manage it.” It will be up to all of us to establish an action plan that creates meaningful outcomes that will allow us to track our progress. Additionally, this plan is not designed to collect dust on some shelf. Rather, we will continue to challenge ourselves by updating this plan annually as we reach or exceed our goals.

But above all, I feel this plan will establish a clear direction and a vision for the future for our Department. In the next few years, it will be exciting to look back and see how far we have come.

Sincerely,

Donald H. Blevins

**Donald H. Blevins
Chief Probation Officer**

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Introduction to the Alameda County Probation Department

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**

STRUCTURE AND FUNCTIONAL DIVISIONS/SERVICES

Probation departments occupy a unique and central position in California's local and state justice

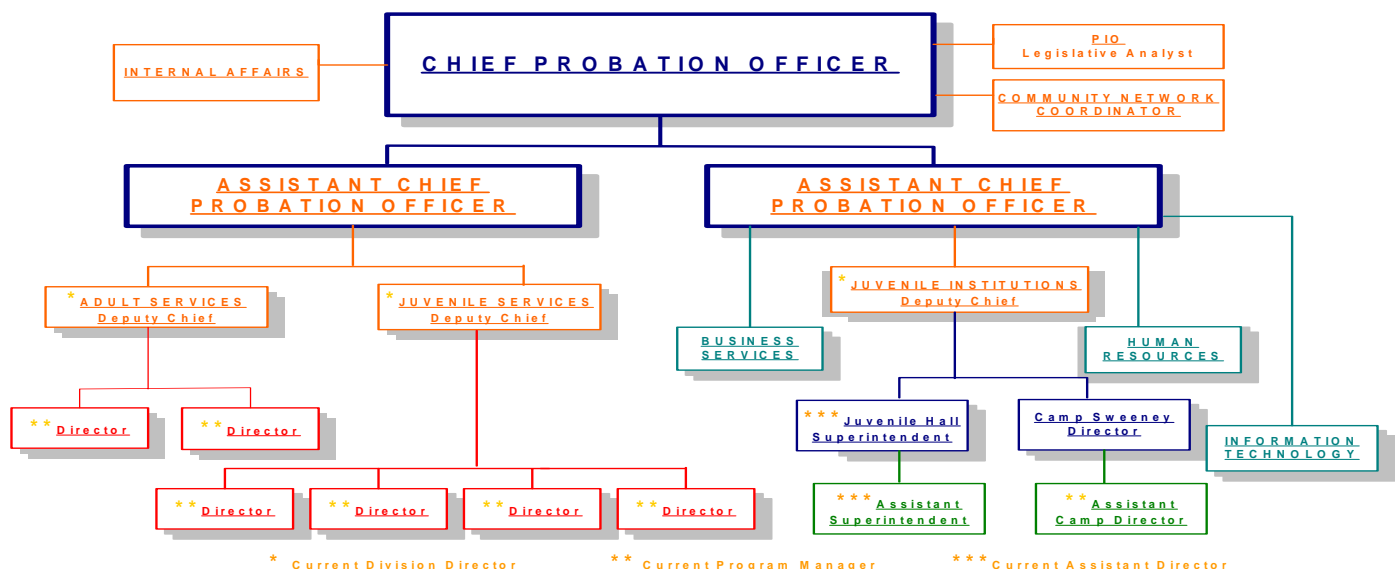


structure. Serving as a linchpin of the criminal and juvenile justice system, probation is the one justice system partner that regularly collaborates with all stakeholders as an offender moves through the system. To carry out its multiple responsibilities, a probation agency functions in partnership with the system's diverse stakeholders, including law enforcement; the courts; prosecutors; defense attorneys; community based organizations; mental health, drug and alcohol and other service providers; advocacy groups, the community; victims; and the probationer.¹

The Alameda County Probation Department, like its counterparts throughout the state and nation, protects the community by providing an array of sanctions, interventions, treatment opportunities and services to adult and juvenile offenders ordered onto probation by the court. The Probation Department produces reports and recommendations to the court and carries out orders of the court by monitoring probationers' behavior in the community, identifying and coordinating treatment and other interventions, working with victims and the community to help repair the harm caused by crime, and operating correctional facilities for juvenile offenders who, for their own safety or that of the community, must be confined.

To accomplish the many elements of its mandate, the Alameda County Probation Department is organized into five major service areas (see organizational chart):

**ALAMEDA COUNTY PROBATION DEPARTMENT
PROPOSED ADMINISTRATION ORGANIZATION CHART 7-04**



* Current Division Director

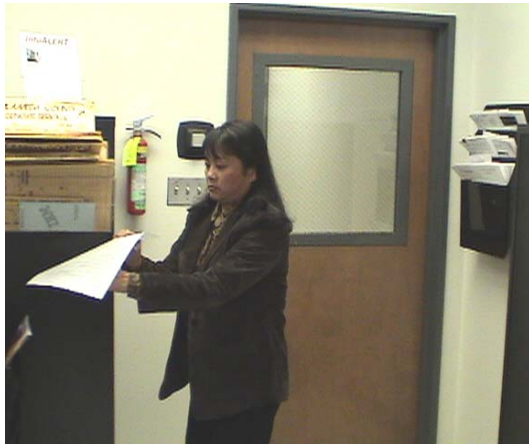
** Current Program Manager

*** Current Assistant Director

ADULT SERVICES

The Probation Department's legal mandates for Adult Services are defined in California Penal Code, Section 1203, which requires that Probation perform specific duties and services for the courts, victims and the community. Probation is charged with investigating the criminal and social background of all convicted felons, thus, for every case, Probation assesses and evaluates the offense and the needs of the offender, the victim, and the community. This information and a recommendation for or against a grant of probation must be submitted to the court prior to sentencing.

¹ Probation Services Task Force Final Report, June 2003



For those defendants sentenced to a period of probation, Adult Services develops a treatment or case plan to structure the offender's time on probation and promote productive and law-abiding behavior. The peace officers who supervise offenders on probation are Deputy Probation Officers (DPOs); they monitor the terms and conditions of what is known as the "grant of probation," evaluating and seeking to provide the level and type of supervision appropriate for each probationer. In the course of her/his supervision of the offender, the DPO may also oversee restitution payments to the victim(s), check on the probationer's attendance in court-ordered

therapy or education, and/or refer the probationer to additional treatment or services to further ensure the public's protection. Deputy Probation Officers meet with probationers in their homes, places of employment, the probation office and/or in the community to provide supervision, support and sanctions as appropriate during the course of the offender's period of probation.

Specialized Programs: There are a number of specialized programs in Alameda County Probation's Adult Services division to address the needs of specific populations. These include:

- **Domestic Violence Program:** Section 1203.097 of the California Penal Code requires that offenders convicted of domestic violence crimes receive the maximum level of Probation services including participation in a 52-week Batterers' Intervention Program. Deputy Probation Officers work with the courts, police, victims and their advocates to reduce the incidence of repeated or future domestic violence.



- **Substance Abuse and Crime Prevention Act of 2000 (Proposition 36) Programming:** In November 2000, California voters approved Proposition 36 intended to provide enhanced services to substance abusing offenders. This measure changed state law so that upon a first or second conviction for a substance abuse offense, offenders receive drug treatment and intensive supervision in the community, rather than being sent to jail or prison.
- **Sex Offender Program:** The Probation Department provides intensive supervision and maximum community resources and rehabilitative services to reduce illegal behaviors of sexual offenders. All persons who are on probation for sex offenses are classified High-Threat and are seen face-to-face at least once per month for the first half of the probationary period. Thereafter, they may be seen face-to-face less frequently if a reduced contact supervision plan has been approved by the Unit Supervisor. Pursuant to provisions of Section 290 PC, the duty to register is a lifetime requirement. Sex offenders are required to re-register annually within 5 days of his/her birthday, or more frequently

if transient or homeless. Whenever any registrant moves, they must notify both the jurisdiction into which they move and the jurisdiction with which they last registered.

- **Mentor Diversion:** First-time offenders charged with possession of small amounts of drugs for sale that involved no weapons or violence are offered an alternative to felony prosecution. Since 1991, eligible pre-convicted felons have been provided special programming and supervision including volunteer mentors.
- **Mentally Ill Offender Crime Reduction Program:** Probation partners with the Sheriff's Department, Behavioral Health Care and the courts to provide discharge planning and intensive case management to mentally ill offenders as they move from incarceration into the community.
- **High Risk Caseload:** The Adult Services two High-Risk caseloads currently serve 45 young men ages 18-24, residing in the 94621, 94607, and 94601 zip codes. The DPO's facilitate group meetings with their assigned clients once a week, and combine their groups once a month to share and provide information regarding education, employment, and motivation to establish goals and timetables.
- **Task Forces:** The Adult Services collaborates with other law enforcement agencies in the following task forces: Alameda County Narcotics Task Force; Police and Correctional Team Task Force; Sexual Assault Felony Enforcement Task Force; Alameda County Regional Auto Theft Task Force; and the Southern Alameda County Gang Violence Suppression Task Force.
- **Services as Needed Cases:** Probationers evaluated as posing low threat to the public are assigned to a minimal supervision status and receive very few services unless they are rearrested. This allows Deputy Probation Officers to provide general monitoring to low risk cases while focusing on offenders who pose a higher risk to the community or to themselves.



JUVENILE SERVICES

The Juvenile Services Division incorporates many of the same kinds of assessment, analysis, and court reporting functions for juvenile offenders as Adult Services carries out with regard to adults. One significant difference, however, is that the Sheriff's Department operates the County's custody facilities for adults – jails, while the Probation Department is responsible for the detention and custody of offenders who are minors. Thus, the Probation Department has

intake and placement responsibility for juveniles it does not have for adults. The major functions of the Juvenile Services Division include:

- **Delinquency Prevention Network:** The Alameda County Probation Department administers an extensive Delinquency Prevention Network, which provides services to at-risk youth and their families via a continuum of family-focused, case specific services in a community-based setting. Supported in part by federal TANF funds through California's Temporary Assistance to Needy Families (TANF) program under the Comprehensive Youth Services Act, the Delinquency Prevention Network seeks to keep at risk youth from committing crimes and coming into the formal juvenile justice system. It is noteworthy that the Alameda County Probation Department is the only California probation department to devote its TANF funds exclusively to community-based prevention services.
- **Non-Custody Intake:** Law Enforcement may arrest a minor but release him/her to a parent or legal guardian. The arresting agency sends a citation to Probation where it will be evaluated for the need for further action.
- **In-Custody Intake:** Minors arrested for law violations defined by Section 602 of the Welfare & Institutions Code are delivered to, and may be booked into, Juvenile Hall. The Department uses a Risk Assessment Instrument to determine if each minor brought to Juvenile Hall should remain in custody. For minors cited or detained for law violations, cases may be handled informally or the District Attorney may file a petition to bring the matter before the Juvenile Court.
- **Investigative Services:** Following the filing of a petition alleging charges and a legal finding by the Juvenile Court that charges are correct, a probation officer is assigned to investigate the circumstances of each case and prepare a report evaluating the minor, the family, the offense and the damage or injury to victims. The report includes a recommendation to the Court as to the appropriate disposition.
- **Supervision Caseloads:** Minors placed on probation supervision are supervised by a Deputy Probation Officer who has responsibility for the neighborhood where the youth resides. Department policy requires that minors be seen by their Deputy Probation Officer at least once per month. Additional services and monitoring activities are provided as case needs and available resources dictate.

Truancy Intake Diversion Unit: The Truancy Unit addresses risk factors of youth that are habitually truant and/or have been referred to Probation for a first time offense that can be diverted. The goal of the program is to provide intense, front-end services that will resolve



risk factors that lead to school failure and further involvement in the juvenile justice system.

- **Community Probation:** Funded initially by a Juvenile Crime Enforcement and Accountability Challenge Grant from the state Board of Corrections (awarded in 1997) and, currently (since 2001) funded by its Juvenile Justice Crime Prevention Act grant, the Alameda County Community Probation Program seeks to reduce chronic delinquency and promote healthy involvement in the community. This model is neighborhood based and focuses on providing resources and support in the local community to youthful offenders and their families. Deputy Probation Officers work closely with the wards, monitoring their compliance with terms and conditions of probation, and insuring payment of restitution and completion of community service hours.
- **Family Preservation Unit:** The Family Preservation Unit deals with young offenders ordered by the court into out of home placement who, assessment suggests, may be able to stay at home. With the concurrence of the court, a minor's placement order is stayed (held in abeyance) while efforts are made to correct the offender's behavior and strengthen the family's ability to manage the youngster. The Family Preservation Unit provides intensive supervision and support – at least two visits a week from the Deputy Probation Officer with the minor and her/his family – to help facilitate positive family functioning and encourage crime and drug free behavior in lieu of out of home placement.
- **Placement:** If the Court determines a minor has no suitable home or is a serious, imminent threat to others or him/herself, the Court will order the minor removed from his/her parent or legal guardian and placed into a foster home, group home or residential treatment facility. When the Court orders removal of a minor from the home, probation officers identify the youth's treatment needs and seek to match the minor to an appropriate foster home, group home or residential treatment facility. After the Court approves the placement, the probation officer supervises the youngster while in placement, monitors payment issues and makes periodic reports to the Court. After the placement is concluded, probation officers provide services and supervision to help the youth return to his/her home and community.

JUVENILE INSTITUTIONS

The Juvenile Institutions Division is comprised of Alameda County Juvenile Hall and Camp Wilmont Sweeney, both located in San Leandro, California.

Juvenile Hall: Section 850 of the California Welfare and Institutions Code mandates every county Board of Supervisors to provide, maintain and fund a suitable house or place for the detention of wards of the juvenile court and of persons alleged to come within the jurisdiction of the juvenile court. Such house or place shall be known as the Juvenile Hall of the County.



Alameda County Juvenile Hall is a 24-hour secure detention facility capable of housing 299 minors. Located on county property in San Leandro, CA, the facility is staffed by counselors who supervise the minors and are responsible for their care, custody and control. Juvenile Hall is a temporary holding facility for minors awaiting court. Services include school and other educational programs, organized recreation, religious services and volunteer services provided by private citizens and community-based organizations.

- **Mental Health Unit:** In June of 2002, the Alameda County Probation Department opened a unit in Juvenile Hall to provide therapeutic and specialized services to detained male and female youth with severe emotional and behavioral problems
- **Education and Healthcare:** The Alameda County Office of Education provides education for all detainees. The Public Health Department provides 24-hour medical support and care.
- **Alternatives to Detention:** In response to the growing numbers of minor booked into Alameda County's Juvenile Hall, the Probation Department instituted strategies to reduce the number of admissions. A comprehensive risk assessment was introduced to determine which young offenders were appropriate for detention and which could be safely managed without being locked up prior to and during their court proceedings. The current detention alternatives include home supervision and electronic monitoring of minors released from the Juvenile Hall during the adjudication process.

Camp Wilmont Sweeney: This camp is a commitment facility for boys 15 -18 years of age who have been made wards for nonviolent crimes. Camp Sweeney emphasizes individual growth, anger management, school and job readiness, independent thinking, respect and courtesy. Each resident has a



tailored case plan designed to provide the tools for successful completion of the Camp program and a crime free return to the home and community. The six to eight month Camp program is generally followed by six months of aftercare supervision.

Human Resources: This essential administrative division of the Probation Department is responsible for managing all Probation personnel-related matters, including staff recruitment, selection, hiring, background investigations and training.

- **Training Unit:** This element of the Human Resources Division is comprised of the Special Services Supervisor, a Staff Development Specialist, a Secretary and a Transcriptionist who coordinate the California Board of Corrections Standards and Training for Corrections (STC) and other non-STC training for the Department's employees. The Unit is responsible for planning, developing and implementing quality training in accordance with the Department's Mission and in compliance with the Board of Corrections standards. All Department employees are required to complete mandatory training classes within their first year of full-time employment and annual updates as well as training in additional issues every year thereafter.

Business Services: The Probation Department seeks to manage its fiscal as well as human resources as efficiently as possible. It is the responsibility of the Business Services division to oversee the Department's budget, contracts for services, purchasing and inventory and to interact with other County agencies such as General Services to facilitate the smooth and efficient operation of the Probation Department. The two major units of the Business Services division are:

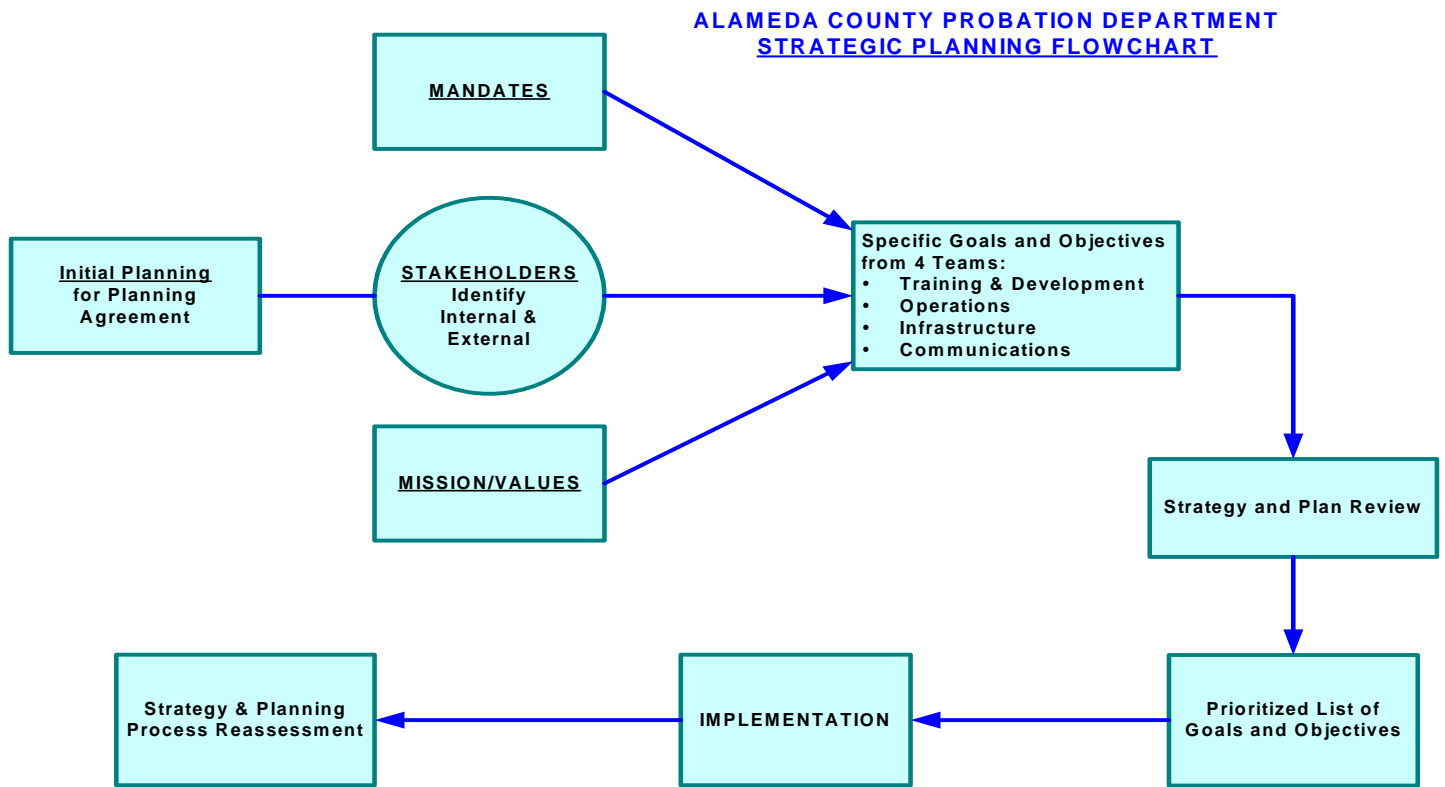
- Administrative Services
- Financial Services

Management Services: This division handles technological support services including data collection and analysis, records management, information processing and information sharing within the Department and with outside agencies and organizations.

- **Information Technology Unit:** The IT Unit, as it is known, manages the Department's automation programs and deals with issues related to the Department's local area networks, remote connectivity, repair and related technological support.

OVERVIEW OF THE STRATEGIC PLANNING PROCESS

In March of 2003, the Alameda County Probation Department embarked on a strategic planning process (as illustrated in the strategic planning flow chart that follows). Four planning teams were formed to address issues important to the Department's future. The teams included Operations (Adult and Juvenile), Communications, Staff Development and Training, and Infrastructure (Administrative and Financial Services; Facility Planning and Management; and Information Technology) and their membership brought a wealth of subject matter and departmental experience and expertise to the Strategic Planning process.



The Alameda County Probation Department held its first strategic planning workshop on March 19, 2003. Organizational mandates were clarified and internal and external stakeholders were identified (see stakeholders list). Each team identified its individual mission, mandate, strengths, weaknesses, opportunities, threats, and the potential consequences of not addressing key subject related issues. Also, the Department's Mission and Values were refined.

**ALAMEDA COUNTY PROBATION DEPARTMENT
STAKEHOLDERS**

<u>INTERNAL STAKEHOLDERS</u>	<u>EXTERNAL STAKEHOLDERS</u>
Clients (Juvenile and Adult)	Victims
All Staff	Taxpayers
Parents and Guardians and Families	Federal, State, Local Legislators
Each Department Division/Unit	Courts
Providers	Community Based Organizations
Trainers	Trainers
Vendors	Vendors

Camp Sweeney	State Board of Corrections
WETA, Home Sup, EM	Law Enforcement Agencies
Labor	Labor Unions
Attorneys	POST
Food Services	Board of Supervisors
Grant Programs	Sheriff's Office
Task Forces	County Counsel
	District Attorney
	Public Defender
	Alameda County Office of Education
	Alameda County School Districts
	Health Care Services Agency
	Behavioral Health Care Services
	Social Services Agency
	General Services Agency
	ITD
	Other County Agencies
	Civil Service Commission
	County of Alameda
	EEOC
	Group Homes/Private Placements
	California Department of Justice
	JJ/DPC [Juvenile Justice/Delinquency Prevention Commission]
	Employers of Clients (youth and adults)
	Faith-based Organizations
	CYA [California Department of the Youth Authority]
	CDC [California Department of Corrections]
	Mental Institutions
	Public Transportation agencies
	CPOC [Chief Probation Officers of California]
	"Watch Dog" Special Interest Groups
	County Auditor

On April 3, 2003, a second strategic planning team workshop was held, during which each team identified and presented issue-specific goals and formulated objectives and strategies to manage those goals.

At the third strategic planning workshop, held September 11-12, 2003, the Department's Mission Statement and Core Values were reviewed and finalized and the individual teams' each presented their prioritized goals and objectives for FY 2004-2006. These were endorsed by the group as a whole. Having accepted the goals and objectives, the Strategic Planning Teams undertook the development of action steps, timelines and outcome measures to answer the crucial questions:

1. How will we know if we have achieved our objectives?

2. What changes do we expect to see as a result of meeting our stated objectives?
3. What measures will we use to evaluate our success?

The resulting Strategic Plan, with its accompanying action agenda, will guide the Alameda County Probation Department through the challenge of reinventing and refining itself. The Department will be monitoring the achievement of its goals and objectives over the next three years.

GOALS AND OBJECTIVES

As noted previously, the Strategic Planning Teams developed key goals, objectives and strategies to address both the internal and external challenges facing the Department. We are now moving forward to translate our planning into action.

Our five overarching goals are to:

- *Improve departmental operations with an emphasis on 'Best Practices' in probation programs and services*
- *Provide safe custodial care*
- *Enhance internal and external communication*
- *Maximize staff effectiveness*
- *Optimize our infrastructure, including Administrative and Financial Services, Facility Planning and Management, and Information Technology (IT)*

Each of these goals is complex and multi-faceted. Each will require thoughtful attention as well as discussion and collaboration with our partners and stakeholders, both internal and external. Through our strategic planning process, we have developed and prioritized short-term and long-term objectives and strategies to manage each of these issue-specific goals over the next three years. Each of the goals and objectives has identified measures of accomplishment and target dates for completion; nonetheless, we are prepared to make whatever adjustments are necessary and practical as we work toward creating the future of our department.

We present these goals and the following objectives and strategies as a 'work in progress.' Please note that some of the goals and objectives affect several services and/or the Department as a whole; others are specific to individual services. Separately and together, these goals and objectives are our action plan for making the Alameda County Probation Department one of the best agencies in Alameda County and moving it into the forefront of creative and professional probation departments in California.

GOAL ONE: IMPROVE DEPARTMENTAL OPERATIONS WITH AN EMPHASIS ON 'BEST PRACTICES' IN PROBATION PROGRAMS AND SERVICES

In order to make the Alameda County Probation Department the most effective, responsive, productive public safety / correctional agency it can be, we are working to improve departmental operations across our many and varied areas of responsibility. In reviewing our key programs and services we have determined to address at least the following:

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.
- ✓ Implement targeted case management in Adult Services.
- ✓ Increase Community Partnerships to improve wraparound services.
- ✓ Expand group reporting in Adult Services.
- ✓ Assess the feasibility of assigning adult cases by geographic area.
- ✓ Investigate using kiosk reporting for adults.

Long-term Objectives:

- ✓ Expand community out-stationing of Probation Officers to increase contact with participants.
- ✓ Seek opportunities to enhance juveniles' ability to pay restitution by developing employment resources/partnerships with agencies such as Goodwill, CalTrans, Parks and Rec., etc.
- ✓ Centralize juvenile court processes by locating intake units, court officers and investigators at one site.

GOAL TWO: PROVIDE SAFE CUSTODIAL CARE

Providing safe custodial care is one of the crucial roles and responsibilities of a probation department. For the Alameda County Probation Department, this core duty involves ensuring appropriate and effective care and control for minors in detention in the Juvenile Hall, minors placed in the County's juvenile commitment facility, Camp Wilmont Sweeney, and minors on alternatives to incarceration such as Home Detention Programs: Home Supervision and Electronic Monitoring. This goal also encompasses the planning, construction and operation of a new, replacement Juvenile Hall, due to be completed in 2006. To ensure the safe and effective operation of existing custodial facilities and programs, and the timely completion and opening of the new, state of the art, juvenile hall, we have embarked on several key sub-goals and objectives, which include, but are not necessarily limited to, the following:

Short-Term Objectives:

- ✓ Build and prepare to open the new Juvenile Hall.
This involves, not only constructing the physical plant, but also:
- ✓ Creating a transition team to identify and manage the myriad tasks involved in moving youth, staff and operations into the new facility;
- ✓ Developing new operations manuals for the new facility; and
- ✓ Training staff on procedures and operations for the new facility. [This training will also address Goal Five, Maximize Staff Efficiency, as well as Goal Two, Provide Safe Custodial Care.]
- ✓ Deliver 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. [This objective also addresses Goal Five, Maximize Staff Efficiency.]
- ✓ Work toward full accreditation by the American Correctional Association (ACA) by complying with ACA standards in addition to those contained in California Code of Regulations Titles 15 and 24, Minimum Standards for Local Juvenile Facilities.
- ✓ Revalidate the existing detention risk assessment instrument to protect public safety by ensuring that the appropriate youth are detained in Juvenile Hall.
- ✓ Assess 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.

Long-Term Objectives:

- ✓ Develop and implement plans to address disproportionate minority confinement.
- ✓ Implement an in-county transitional living unit for juveniles.
- ✓ Create an in-county residential sex-offender program.
- ✓ Increase the population of Camp Wilmont Sweeney to 100.

GOAL THREE: ENHANCE INTERNAL AND EXTERNAL COMMUNICATION

We have focused on enhancing communication because communication is essential to our ability to: 1) advance our effectiveness, within the Department and with our partners, stakeholders, citizens and clients; 2) seek and receive input from vital constituent groups, including Department personnel at all levels; and 3) engender greater ownership and understanding of the Department's strengths, limitations, needs, struggles and accomplishments. To achieve our vital communication goal, we are undertaking the following:

Short-Term Objectives:



- ✓ Increase staffs' ability to communicate with management by involving line staff and first line managers in the Executive Management process. Institute bi-annual 'town hall meetings' for all staff with the Chief and Directors, and invite work units to regular Executive Management Group meetings on a rotating basis.
- ✓ Improve 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.
- ✓ Improve and expand interagency relationships and communication with Bench Officers and law enforcement agencies.
- ✓ Implement a variety of communications strategies at once, including, but not necessarily limited to:
 - Publishing and distributing – internally and externally – a quarterly newsletter
 - Publishing and distributing – internally and externally – an annual report
 - Encouraging reestablishment of quarterly meetings among Bench Officers, District Attorney and Public Defender personnel and other defense attorneys, Probation line staff and first line managers
 - Establishing a coordinating group to meet with local law enforcement to facilitate greater collaboration
 - Establishing meetings between Judges and Probation Directors
 - Re-instituting a Speakers Bureau
 - Redesigning the Probation Department web site to make it more informative and more user- friendly



Long-Term Objectives:

Long-term communication objectives may emerge, but none has been identified as of now.

EFFECTIVENESS

GOAL FOUR: MAXIMIZE STAFF



Because any organization is only as good as its people, we intend to maximize the ability of Probation Department personnel at all levels and in all assignments to do outstanding work, to accomplish their professional and career goals and to provide optimum service to the people of Alameda County. We will work toward providing staff with the tools, training, direction, incentives, and acknowledgement that will enable them to maximize their and the Department's effectiveness. To this end, our plan includes the following:

Short-Term Objectives:

- ✓ Develop and retain a professional, well-trained staff.
- ✓ Provide “tools for the job” for all staff.
- ✓ Deliver relevant skill building and/or knowledge based training for staff to enable excellence in job performance.
- ✓ Develop and provide leadership skills training.
- ✓ Design, conduct and evaluate a Staff Mentoring pilot program with a view toward instituting such an effort if the pilot proves valuable.
- ✓ Seek to increase job satisfaction and understand reasons people leave employment with the Probation Department.

Long-Term Objectives:

- ✓ Seek to increase 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.
- ✓ Conduct career-counseling meetings with staff.
- ✓ Analyze staff turnover data on an annual basis.

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

This goal recognizes the importance of the internal support personnel and activities that literally keep the Department going. Without these administrative and technical support functions, the Probation Department would be unable to operate and its vital community protection and offender programs, services, facilities and interventions would be lost. Thus it is essential that the Department’s administrative, business, facility management and IT resources be aligned / streamlined to optimize their timely and effective support of the Department’s operations, programs and services. To achieve our overarching infrastructure goal, we are working on a number of endeavors, including the following:

Short-Term Objectives:

- ✓ Define roles and create 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.
- ✓ Realign administrative staffing to support current business needs.
- ✓ Relocate Information Services office area for greater accessibility.
- ✓ Develop a plan to streamline and automate document and records management.
- ✓ Develop 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.

- ✓ Refine financial management capability with regard to a budget management system, financial reports, and budget meetings.
- ✓ Provide annual budget development and management training.
- ✓ Develop and implement asset and inventory management procedures.
- ✓ Develop purchasing and contract administration processes.
- ✓ Revise probation fees, indirect cost rate and central collection fees.
- ✓ Develop and implement internal audit procedures.
- ✓ 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.
- ✓ Identify GSA project manager and begin preliminary discussions
- ✓ 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.
- ✓ Implement a pilot program to test Voice Recognition software departmental use.
- ✓ Increase IT unit staffing and providing technical training to IT unit staff.
- ✓ Design and implement technical information bulletins.
- ✓ Update the Probation Department Internet web site.

Long-Term Objectives:

- ✓ Implement an automated case management system for Adult services.
- ✓ Evaluate all current application databases for upgrade or replacement.
- ✓ Upgrade and/or replace all computer hardware and software to meet minimum industry standards.
- ✓ 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.

NEXT STEPS

The Alameda County Probation Department is committed to the pursuit of excellence in our programs, services, staff, and community partnerships. The Department has charted a course for the next three years that will be challenging and crucial to the future of our organization. We understand that the planning process is dynamic and therefore, we are prepared to monitor our achievements and make the adjustments that are necessary to meeting our short and long-term goals and objectives.

Through this three-year Strategic Plan, we are working to update, improve and streamline our operations and infrastructure to maximize our effectiveness in carrying out our public safety and human service responsibilities to best serve the people of Alameda County.