

THE BOARD OF SUPERVISORS OF THE COUNTY OF STANISLAUS
ACTION AGENDA SUMMARY

DEPT: PROBATION DEPARTMENT

[Signature]

BOARD AGENDA# B-11

Urgent _____ Routine X

AGENDA DATE October 9, 2001

CEO Concurs with Recommendation YES pk NO _____
(Information Attached)

4/5 Vote Required YES _____ NO X

SUBJECT:

CONSIDERATION AND APPROVAL OF THE TWO-YEAR STRATEGIC PLAN FOR THE PROBATION DEPARTMENT.

STAFF RECOMMENDATIONS:

ACCEPT AND APPROVE THE PROBATION DEPARTMENT'S TWO-YEAR STRATEGIC PLAN.

FISCAL IMPACT:

The Probation Department's two-year strategic plan implemented in FY 01/02 is comprised of eight goals and corresponding action plans. No fiscal impact is related to the approval of the strategic plan.

BOARD ACTION AS FOLLOWS:

No. 2001-792

On motion of Supervisor Blom, Seconded by Supervisor Mayfield
and approved by the following vote,
Ayes: Supervisors: Mayfield, Blom, Simon, Caruso, and Chair Paul
Noes: Supervisors: None
Excused or Absent: Supervisors: None
Abstaining: Supervisor: None

- 1) X Approved as recommended
- 2) _____ Denied
- 3) _____ Approved as amended

MOTION:

ATTEST: CHRISTINE FERRARO TALLMAN, Clerk

By: *Christine Ferraro* Deputy

File No.

CONSIDERATION AND APPROVAL OF THE TWO-YEAR STRATEGIC PLAN FOR THE PROBATION DEPARTMENT.

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DISCUSSION: In April 2000 the Probation Department began development of a two-year strategic plan. This was the first time in the history of the department that a comprehensive review of the mission and direction of the department had been undertaken. The planning group was made up of over 30 staff members from all areas of the department—casework and institution officers, clerical and support staff. The staff members self-selected the representatives from line, supervisory and administrative staff and held regular feedback and input sessions with their colleagues to engage them in the effort. The Renaissance Consulting Group was contracted with to facilitate the planning sessions. The department brought in outside consultants from Sacramento and Texas to lead specific topic sessions. Invitations were extended to neighboring Probation Departments to attend the sessions at no cost in an effort to model leadership and share information and planning techniques with counties that could not otherwise afford to sponsor their own strategic planning development.

Ten eight hour sessions were held over 15 months. Homework assignments and sharing of draft policies with individual units were incorporated. There were four phases to the process:

- I. Understand the Environment
- II. Create Vision, Mission and Values Statements
- III. Develop Goals and Action Plans
- IV. Build Process and Outcome Measures

Individual classes covered the County's Vision, Mission and Values, Balanced Scorecard and Baldrige Criteria, the change process, trends in probation from an international, national and state perspective, mandated and discretionary job functions, identification of customers and partners, development of outcome measures for probation work, creation of departmental mission, vision, values and a code of ethics. We then advanced to determining our departmental goals, action plans and measures. Additional, shorter sessions took place to hone our product and to prepare for staff presentations to our partner agencies and to the Board of Supervisors. We held two practice presentations in the Board chambers for our staff and offered our presentation to our partners on October 3. Today the probation team will present the results of our efforts to your Board.

The following items summarize the key features of the strategic plan:

VISION STATEMENT

The Stanislaus County Probation Department provides community safety and services with professional integrity.

MISSION STATEMENT

As an integral part of the criminal justice system, Probation protects our community by:

- Promoting responsible behavior and offender accountability
- Providing objective information and recommendations to the Courts
- Operating safe and secure juvenile facilities and programs
- Partnering with the community to provide direct services to offenders, families and victims

VALUES

The Stanislaus County Probation Department ascribes to the following values as core business principles:

- Deliver services with integrity, professionalism and competence
- Treat all individuals with dignity and respect
- Commit to innovation, creativity and collaborative partnerships
- Encourage leadership, professional development and a positive work environment

CODE OF ETHICS

In upholding the public trust in pursuit of the Department Mission, I will follow lawful procedures and conduct myself according to the following ethical principles:

- Consistently demonstrate the highest degree of honesty, integrity and good moral character in my public and private life
- Act without prejudice and respect the rights of all people
- Treat all individuals in a courteous and professional manner
- Uphold the law with dignity
- Be objective in the performance of my duties
- Protect, as appropriate, confidences entrusted to me in my official capacity
- Not compromise my integrity nor that of my agency or profession by giving, accepting or soliciting gratuities

DEPARTMENT GOALS

Customer/Stakeholder

Develop and implement systems that will evaluate and/or improve customer service delivery and satisfaction.

Department Specific

Improve the collection and reporting of information in order to understand performance, effectively utilize resources, and predict future needs.

CONSIDERATION AND APPROVAL OF THE TWO-YEAR STRATEGIC PLAN FOR THE PROBATION DEPARTMENT.

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Finance

Examine and implement, whenever appropriate, fiscal resources to offset general fund expenditures.

Ensure the department is within budget limits each year.

Reorganize Probation Department budget to meet changing needs.

Human Resources

Meet the human resource needs of the organization through effective strategies in recruitment, retention, safety and employment training and development.

Innovation and Growth

Develop, implement, and monitor programs and services from Federal, State, or County sources that meet the priority needs of Probation.

Supplier/Partner

Evaluate existing and prospective partners, performance measures and outcomes to ensure that they meet identified standards and objectives.

We have already begun to put what we have learned into practice and to imbed the principles into our work and culture. Each program and unit is developing measurable outcomes based on the goals we have targeted for the next two years. We are undertaking process management tasks to ensure that we are operating efficiently and effectively. We are benchmarking our profession and existing programs for business results that we can emulate. We are active participants in the County's I-CJIS planning process that we anticipate will soon enable us to move to a web based case management system to build upon our information and analysis system. Our current case management system is already a benchmark for the industry and has been replicated in over 10 probation departments in the State. We are #1 in this area...and we will do even better. We are sending our staff to professional conferences and workshops all over the country to increase their awareness of best practices and promising programs as part of our commitment to staff development. In December of this year, our department will host a National Institute of Corrections financed three-day training on "What Works"—a research-based meta analysis of successful probation programs nationwide and the need for validated and locally normed offender risk and resiliency classification tools.

POLICY ISSUE:

The Probation Department's two-year strategic plan directly supports the Board of Supervisors' priorities of ensuring a safe, healthy community; delivering excellent community service; conducting efficient government operations; multi-jurisdictional cooperation; facilitating economic development and modeling community leadership.

STAFFING IMPACT:

None.



STANISLAUS COUNTY PROBATION DEPARTMENT

2215 Blue Gum Avenue • Modesto, CA 95358-1097

Phone (209) 525-5400 • Fax (209) 525-4388

BOARD OF SUPERVISORS

2001 OCT 17 P 1:34



Linda L. Duffy
Chief Probation Officer

DATE: October 16, 2001

TO: Nick W. Blom, Supervisor
Paul W. Caruso, Supervisor
Thomas W. Mayfield, Supervisor
Pat Paul, Supervisor and Chair
Ray Simon, Supervisor
Reagan M. Wilson, Chief Executive Officer

FROM: Linda L. Duffy, Chief Probation Officer

SUBJECT: Stanislaus County Probation Department Strategic Plan Presentation

Thank you for your kind words and support of my staff's presentation of the departmental Strategic Plan last Tuesday at the Board meeting. As you can imagine, this was a very challenging and important assignment for them. I readily acknowledge my bias, however, I think they did an outstanding job. Believe me, they have come a long way and I am very proud of them and the work they have done!

As promised, I am sending you the Strategic Plan binder that goes into greater detail about the goals and action plans and also delineates the breakdown of the 10 all-day sessions we conducted. We have already had some inquiries from other departments and are more than willing to share our experiences. At our Executive Meeting on Monday, the team will assess our current status and determine next steps to ensure that the plan is carried out. I anticipate that we will need to have additional training sessions on the philosophy of, and development of, performance outcome measures for staff as well as the responsibilities of individual units and staff in relation to specific goals.

Again, thank you for your encouragement and warm reception to our presentation.

Stanislaus County Probation Department

STRATEGIC PLAN

STANISLAUS COUNTY PROBATION DEPARTMENT

STRATEGIC PLAN

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Part III Goals and Action Plans

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- Probation Department Table of Organization
- Probation Department Program Summaries
 - ◆ Casework
 - ◆ Institutions
- Session Materials (Classes 1 – 10)

Part I



STANISLAUS COUNTY PROBATION DEPARTMENT

2215 Blue Gum Avenue • Modesto, CA 95358-1097

Phone (209) 525-5400 • Fax (209) 525-4588



Linda L. Duffy
Chief Probation Officer

"The journey of 1,000 miles begins with one step." Lao Tzu, Chinese philosopher, 6th Century B.C.

On behalf of the men and women of the Stanislaus County Probation Department, I am privileged to present our Strategic Plan for the next two years. Our journey to create the department's first comprehensive Strategic Plan began in early Spring 2000. We contracted with Carole Adell of Renaissance Consulting Group to facilitate a series of planning sessions involving over 40 departmental staff representing all divisions and job classifications. We invited neighboring Probation Departments to attend sessions with us so that they could return home to begin their own strategic planning efforts. We brought in subject matter experts for classes such as recognizing and managing change, performance based outcome measure development and current trends in the probation profession. Ten eight-hour sessions were held over a 15-month period. These were followed by additional task group meetings to design a PowerPoint presentation for our partner agencies and, on October 9, 2001, for the County Board of Supervisors.

As part of the process, we took a new look at our purpose as a Probation Department and identified our key customers and partners. As a correctional agency, we rededicated ourselves to protecting the community. We determined that we achieve this through offender accountability, servicing the Courts, operating a safe and secure juvenile custodial facility, and partnering with others to provide assistance to offenders, families and victims. We rewrote our Mission Statement and created a Vision, Values, and Code of Ethics. We developed our goals, action plans and outcome measurements in the context of the County's guiding principles and formatted our Plan using Baldrige criteria and a "balanced scorecard" approach.

While we have taken many steps in our journey, we realize we have many miles to go. At this juncture, we pause to reflect on our accomplishments and share our knowledge with others who may choose to make the same journey. The challenges along the way have been many and the road is long. However, we have learned a great deal by working together and have grown as professionals. We have expanded our vision in many areas. We realize that strategic planning is a constantly evolving process and that a strategic plan serves as a guide as we strive to fulfill our mission. The intent of this binder is to serve as a historical document for the department and as a potential resource for other organizations.

I would like to thank Carole Adell for being our guide, motivator, and "cheerleader" throughout this endeavor. To all the trainers and co-facilitators, thank you for your wisdom and encouragement. Most importantly, I wish to extend my heartfelt appreciation and congratulations to each and every member of the department who chose to take this journey. I sincerely believe that our Plan and the process we developed can be used as a benchmark for others. I am very proud of you and the excellent work you have produced!

Linda L. Duffy
Chief Probation Officer

October 9, 2001



Renaissance Consulting Group
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Voicemail: 916.803.5552
Email: scgcarol@pacbell.net

October 2001

It has been a privilege for Carole Adell and Linda Lindsey of Renaissance Consulting Group to facilitate the Stanislaus County Probation Department's strategic planning process, helping them to build a responsive, innovative law enforcement community that supports the County's efforts toward building "A Safe and Healthy Community" and to be "The Best in America."

Strategic Planning Process

Renaissance Consulting Group believes that strategic plans are not static documents. Strategic plans, like the organizations they represent, must be robust, open to change and adapt as business conditions require. The 4MAT Organization Model was used as a theoretical framework for designing the strategic planning process. The 4MAT Organization represents an organization's life cycle as it moves from:

- Creating a purpose or mission,
- Structuring itself to accomplish the focus of its work,
- Operationalizing how people work and how an organization continually validates or renews its plan in order to remain successful in its environment.

The goal of the strategic planning process was to learn strategic planning with a cross section of personnel from the Department and neighboring counties while creating a strategic plan. Four phases of strategic planning were completed in 10 sessions over 18 months:

- Phase I: Understand the Environment
- Phase II: Create a Vision, Mission and Values
- Phase III: Develop Goals and Action Plans
- Phase IV: Build Process and Outcome Measures

Because this was the Department's first strategic planning effort, the process was designed to develop employee skills and unify the organization. Planning and facilitation methods were selected that enabled participants to create a sense of history and forge connections between the past and present. They examined emerging trends in their profession and assessed internal and external customer needs and expectations. From these efforts a strategic plan and performance measures were created that will inspire future success for Probation and its stakeholders.

Strategic Planning Methods

A variety of strategic planning methods were used to create the Probation Department's strategic plan:

| Strategic Planning Methods | | | |
|-----------------------------------|--|---|--|
| Class | Topics | Outcome(s) | Methods Used |
| 1 | <p>Overview of the strategic planning process.</p> <p>Change theory.</p> | <ul style="list-style-type: none"> ▪ Understand the strategic planning process. ▪ Prepare participants to be "change agents" in Probation and learn important ways to communicate and mentor fellow employees who are not participating in the strategic planning process. | <p>Real Time Strategic Change</p> <p>Applied Strategic Planning</p> <p>Concern Based Adoption Model (CBAM)</p> |
| 2-3 | <p>Environmental Assessment of Federal, State and Local trends in Probation.</p> <p>Review of the Penal Code and Welfare and Institutions Codes.</p> | <ul style="list-style-type: none"> ▪ A broad exposure to the issues and trends impacting Probation. ▪ Understanding of mandated and non-mandated services. ▪ Ability for participants to assess the Department's ability to meet current and future challenges. | <p>Systems Theory</p> <p>Legislative Review: Dennis Handis, Executive Director, Chief Probation Officers of California</p> |
| 4, 7 | <p>Vision, Mission, Values and Code of Ethics.</p> | <ul style="list-style-type: none"> ▪ Participants define a Vision, Mission, Values and Code of Ethics. ▪ Statements for Probation that reflect the larger Probation environment and the County's Vision, Mission, Goals and Guiding Values. ▪ Examples from other organizations provide a frame of reference for participant's work. | <p>Example Plans and Mission Statements</p> <p>Strategic Visioning</p> <p>Joel Barker-Paradigms and Vision</p> |

Strategic Planning Methods, Continued

| Class | Topics | Outcome(s) | Methods Used |
|--------------|---|--|---|
| 8-10 | Developing strategic goals and priorities. | <ul style="list-style-type: none"> ▪ Strategic goals and priorities are developed for Probation. ▪ The goals are assessed to make sure they are mutually supportive of the Department's Mission as well as the County's Mission. | Applied Strategic Planning Process Management Baldrige and Balanced Scorecard |
| 5-6, 9-10 | Develop outcome measures and performance assessments. | Outcome measures are developed for each goal that include assessment criteria. | Michele Moczygemba Connolly – Texas Dept. of Corrections Baldrige and Balanced Scorecard |
| Oct 2001 | Validate the plan with key partners and present to the County Board of Supervisors. | Share the strategic plan with partners within the community and the Board or Supervisors in order to understand their expectations and gain their feedback. | |

Employee Presentations

Throughout the strategic planning process, Chief Duffy has encouraged the development of her employees. Each member of the strategic planning process prepared and presented periodic updates to their fellow employees regarding the development of the plan. They also gathered and shared employee feedback in the planning sessions and mentored efforts within their divisions to implement strategic plan outcomes.

All plan documents and presentations were prepared by Stanislaus County Probation Department employees. Renaissance Consulting Group facilitated employees in designing a graphic presentation that used the 4MAT Model to follow the natural cycle and answer for the audience the "Why," "What," "How" and "What If, or Impact" of the planning process.

Why? Explains the process used, the people that participated, the time period the plan will cover and the outcomes the Department is working towards.

What? Shares the outcomes of the strategic planning process, the Vision, Mission, Values, Statement of Ethics and the Two-Year Goals.

How? Describes action plans and performance measures that will be used to implement the strategic goals.

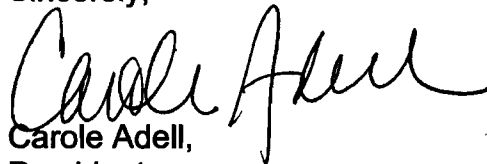
What If? or Impact Lists the anticipated impact that implementation of the strategic plan will have for Probation, its partners and the community at large.

Summary

The Stanislaus County Probation Department has undergone a thorough strategic planning process. The strategies, goals and performance measures are innovative, and provide a solid foundation for the success of Probation and the Stanislaus County community. This was the Department's first strategic plan and, for many in the planning process, their first application of Baldrige and Balanced Scorecard methods. Chief Duffy and her employees have modeled community leadership throughout this process through sharing their learning, and, they continue to utilize their planning skills to assist their partners in criminal justice and service-based organizations.

As a facilitator of this process, I am proud of the professional development I have witnessed among planning participants. I look forward to joining others in the community in supporting the implementation of this plan.

Sincerely,



Carole Adell,
President



STANISLAUS COUNTY PROBATION DEPARTMENT STRATEGIC PLANNING TEAM



Stanislaus County Probation Department Participants:

Ron Belkin
Deputy Probation Officer II
Adult Supervision – Drug & High-Risk Offender

George Gillispie
Chief Deputy Probation Officer
Probation Casework

Connie Brimm
Probation Manager
Community Partnerships & Grants

Mary Glancy
Deputy Probation Officer II
Adult Court Services

James Bucknell
Deputy Probation Officer III
Juvenile Supervision

Martha Gonzales
Deputy Probation Officer III
Adult Court Services – Restitution

Julie Burrow
Group Supervisor II
Juvenile Hall - Custody to Campus

Shannon Gonzales
Deputy Probation Officer III
Juvenile Placement/Special Services

William Chew
Deputy Probation Officer III
Juvenile Intake

Chris Griffin
Senior Group Supervisor
Juvenile Hall – Custody to Campus

Sam Cook
Administrative Services Manager

Jody Hayes
Human Resources Manager

Linda Duffy
Chief Probation Officer

Rhonda Hott
Group Supervisor II
Day Commitment/Home Supervision

Wanda Flood
Chief Deputy Probation Officer
Juvenile Institutions/Alternatives to Custody

Sherry Huskey
Supervising Probation Officer
Adult Supervision

Lynette Gayles
Supervising Probation Officer
Adult Intake/Case Control

Denise Josue
Deputy Probation Officer II
Juvenile Supervision

Stacy Gharat
Deputy Probation Officer II
Adult Field Services – TRACS

Leah Kringle
Deputy Probation Officer II
Adult Supervision – Domestic Violence

Raffie Ghariban
Group Supervisor II
Home Supervision/Electronic Monitoring

Calvin Lambert
Group Supervisor II
Juvenile Hall

Benny Leija
Group Supervisor II
Juvenile Hall – Work Program

Joe Martin
Senior Group Supervisor
Alternatives to Custody Programs

Donna McCabe
Deputy Probation Officer II
School Contracted Officer

Tom Millerman
Deputy Probation Officer II
Adult Court Services

Darleen Newlin
Supervising Probation Officer
Adult Court Services

Joe Perry
Senior Group Supervisor
Alternatives to Custody Programs

Robyn Pimentel
Legal Clerk III
Adult Clerical Support

Jerry Powers
Probation Manager
Juvenile Institutions

Sylvia Priola
Clerical Division Supervisor

Brent Rabe
Group Supervisor II
Juvenile Hall

Gerald Robinson
Group Supervisor III
Work Program

Natascha Roof
Supervising Probation Officer
Juvenile Investigation/Juvenile Drug Court

April Saldana
Deputy Probation Officer II
Juvenile Supervision

Susan Salmi
Confidential Assistant III
Administration

Kandy Sharkey
Deputy Probation Officer II
Adult Field Services

Jill Silva
Supervising Probation Officer
Community Partnerships

Bob Snodgrass
Senior Group Supervisor
Juvenile Hall

Linda Vargo
Confidential Assistant IV
Administration

John Vieira
Deputy Probation Officer II
Adult Supervision – Gang & High-Risk Offender

Cathy Walke
Supervising Probation Officer
Adult Drug Court

 **Mariposa County Probation Department Participants:**

Barbara Carrier
Account Clerk III

Pete Judy
Chief Probation Officer

Anita Hopman
Deputy Probation Officer III

Merced County Probation Department Participants:

Bill Davidson
Chief Probation Officer

Judy LaSalle
Division Director, Field Services

Jeff Kettering
Division Director, Intake and Court Services

Franz Moosbauer
Division Director, Custody Services

Strategic Planning Facilitators:

Renaissance Consulting Group

 Carole Adell, President

Linda Lindsey, Partner



STRATEGIC LEARNING AND PLANNING PROCESS CLASS SCHEDULE

Class 1

Renaissance Consulting Group

- ✎ Welcome, Introductions and Logistics
- ✎ Introduce the Strategic Learning and Planning Process and Timeline
- ✎ Stanislaus County Vision, Mission and Values
- ✎ Discuss Strategic Planning Process and Change Theory
- ✎ Preparing to Mentor the Department and fellow employees
- ✎ Summarize Class 1 and Prepare for Class 2

Class 2

Renaissance Consulting Group

- ✎ Welcome, Review Day 1
- ✎ Historical Timeline of Milestones from Personal, Local, National and international perspectives
- ✎ Homework/Article Summaries – Trends and Opportunities
- ✎ Presentation – **Dennis Handis, CPOC**
- ✎ Questions and Answers with Dennis Handis
- ✎ List and prioritize Probation: Trends, Developments, Opportunities, Strengths and Weaknesses
- ✎ Create a Picture of the Operating Environment for Probation Department
- ✎ Summarize Class 2 and Prepare for Class 3

Class 3

Renaissance Consulting Group

- ✎ Welcome, Review Day 2
- ✎ Penal Code
- ✎ Day 2 Outcome Summary
- ✎ Probation Department SWOT Analysis
- ✎ First Draft: Department Strategies and Goals
- ✎ Summarize Class 3 and Prepare for Class 4

Class 4

Renaissance Consulting Group

- ✎ Welcome, Homework Review
- ✎ Progress Evaluation: Meetings 1 - 3
- ✎ Map the Criminal Justice and Probation Systems
- ✎ Vision, Mission, Values
- ✎ Create Vision, Mission, Value Statements for Probation
- ✎ Continue Drafting: Department Strategies and Goals
- ✎ Summarize Class 4 and Prepare for Class 5 with Michele Moczygemba Connolly, Ph.D., ABD

Class 5

Connolly Consulting

Results-Driven Management, *Implementing Performance-Based Measures in Community Corrections*

- ✎ Rationale for Performance Based Measures
- ✎ Putting Recidivism into Perspective
- ✎ Model for Developing Performance Measures
- ✎ How to Develop Performance Measures

STRATEGIC LEARNING AND PLANNING PROCESS CLASS SCHEDULE

Class 6

Connolly Consulting

Performance-Based Measures Technical Assistance

- Recap Model
- Program Evaluation and Budget Applications
- Introduction to the Balanced Scorecard
- Implementation Strategies and Next Steps

Class 7

Renaissance Consulting Group

- Welcome Back
- Review Strategic Planning Process
- Review Performance Based Measures
- North Star and a Compass – Vision, Mission, Values and Ethics
- Values and Ethics
- Drafting Probation's Ethics Statement
- Backing into "Values" – Using the Ethics Statement and Draft Values to Complete Values Statement
- Prepare for Crafting Probation's 2-Year Strategic Goals

Class 8

Renaissance Consulting Group

- Develop Strategic Goals that Positively Impact the Community
- Develop Draft Strategic Goals
- Review Definitions: Goals, Results/Outcomes and Outcome Measures
- Review County VMV, Balanced Scorecard and Performance Based Measures
- Prepare Action Plans
- Validate Probation's VMV and the County's VMV
- Personal Reflection – Warren Bennis Questions

Class 9

Renaissance Consulting Group

- Strategic Goal Reflection
- Getting Everyone Else On-Board
- External Communication Preparation
- Develop Action Plans
- Warren Bennis Questions

Class 10

Renaissance Consulting Group

- Review and Finalize Strategic Plan

Part II



STANISLAUS COUNTY PROBATION DEPARTMENT



Our Vision

The Stanislaus County Probation Department provides community safety and services with professional integrity.

Our Mission

As an integral part of the criminal justice system, Probation protects our community by:

- ◆ Promoting responsible behavior and offender accountability
- ◆ Providing objective information and recommendations to the Courts
- ◆ Operating safe and secure juvenile facilities and programs
- ◆ Partnering with the community to provide direct services to offenders, families and victims



STANISLAUS COUNTY PROBATION DEPARTMENT



Values

The Stanislaus County Probation Department ascribes to the following values as core business principles:

- ◆ Deliver services with integrity, professionalism and competence
- ◆ Treat all individuals with dignity and respect
- ◆ Commit to innovation, creativity and collaborative partnerships
- ◆ Encourage leadership, professional development and a positive work environment



STANISLAUS COUNTY PROBATION DEPARTMENT



Code of Ethics

In upholding the public trust in pursuit of the Department Mission, I will follow lawful procedures and conduct myself according to the following ethical principles:

- ◆ Consistently demonstrate the highest degree of honesty, integrity and good moral character in my public and private life
- ◆ Act without prejudice and respect the rights of all people
- ◆ Treat all individuals in a courteous and professional manner
- ◆ Uphold the law with dignity
- ◆ Be objective in the performance of my duties
- ◆ Protect, as appropriate, confidences entrusted to me in my official capacity
- ◆ Not compromise my integrity nor that of my agency or profession by giving, accepting or soliciting gratuities

Part III

Stanislaus County Probation Department

GOALS AND ACTIONS PLANS

◆ Customer/Stakeholder

- **Develop and implement systems that will evaluate and/or improve customer service delivery and satisfaction.**

◆ Department Specific

- **Improve the collection and reporting of information in order to understand performance, effectively utilize resources and predict future needs.**

◆ Finance

- **Examine and implement, whenever appropriate, fiscal resources to offset general fund expenditures.**
- **Ensure the Department is within budget limits each year.**
- **Reorganize Probation Department budget to meet changing needs.**

◆ Human Resources

- **Meet the human resource needs of the organization through effective strategies in recruitment, retention, safety and employee training and development.**

◆ Innovation and Growth

- **Develop, implement and monitor programs and services from Federal, State or County sources that meet the priority needs of Probation.**
 - **Day Reporting Center**
 - **High-Risk Offender**
 - **Home Supervision**
 - **Neighborhood Accountability Boards**
 - **Proposition 36**

◆ Supplier/Partner

- **Evaluate existing and prospective partners, performance measures and outcomes to ensure that they meet identified standards and objectives.**

Customer/Stakeholder

**Stanislaus County Probation - Strategic Planning 2001
Department Goals – Customer/Stakeholder**

Goal Develop and implement systems that will evaluate and/or improve customer service delivery and satisfaction.

Definition Stanislaus County Probation Department will seek customer feedback, promote visibility and improve customer satisfaction for our probationers and their families with Community Based Probation Services and customer surveys.

| Action Plan/ Activities | Measures | | Resources | | Time Line | Person(s) Responsible |
|--|---|--|-----------|--------------------------------|-----------|----------------------------------|
| | Process | Outcome | Internal | External | | |
| 1 Use collected data to define areas of most need for Community Based Probation Services | Define areas based on local crime beats | Turlock – Modesto Quad 1 Oakdale – Modesto Quad 2 Patterson – Modesto Quad 3 Waterford – Modesto Quad 4 Ceres Keyes | CDPO | Local law enforcement agencies | Completed | CDPO Casework |
| | <u># of wards in area x</u> # of wards | Define areas with high populations of wards | Staff | Local law enforcement agencies | July 2001 | Juvenile Supervision Supervisors |
| | <u># of wards enrolled at school</u> # of wards | Define schools with high populations of wards | Staff | Local law enforcement agencies | July 2001 | Juvenile Supervision Supervisors |
| | <u># of citations processed from area x</u> # of citations processed | Define areas producing high numbers of juvenile citations | Staff | Local law enforcement agencies | July 2001 | Juvenile Intake Supervisor |

Stanislaus County Probation - Strategic Planning 2001
Department Goals – Customer/Stakeholder

Goal

Develop and implement systems that will evaluate and/or improve customer service delivery and satisfaction.

Definition

Stanislaus County Probation Department will seek customer feedback, promote visibility and improve customer satisfaction for our probationers and their families with Community Based Probation Services and customer surveys.

| Action Plan/ Activities | Measures | | Resources | | Time Line | Person(s) Responsible |
|--|--|--|-----------|--------------------------------|-----------|------------------------------------|
| | Process | Outcome | Internal | External | | |
| 1 Use collected data to define areas of most need for Community Based Probation Services | # of juvenile investigations completed from area x # of juvenile investigations completed | Define areas producing high numbers of juvenile investigations | Staff | Local law enforcement agencies | July 2001 | Juvenile Investigations Supervisor |
| | # of adult probationers in area x # of adult probationers | Define areas of high populations of adult probationers | Staff | Local law enforcement agencies | July 2001 | Adult Field Services Supervisor |
| | # of adult investigations completed in area x # of adult investigations completed | Define areas producing high numbers of adult investigations | Staff | Local law enforcement agencies | July 2001 | Adult Court Services Supervisor |

Stanislaus County Probation - Strategic Planning 2001

Department Goals – Customer/Stakeholder

Goal

Develop and implement systems that will evaluate and/or improve customer service delivery and satisfaction.

Definition

Stanislaus County Probation Department will seek customer feedback, promote visibility and improve customer satisfaction for our probationers and their families with Community Based Probation Services and customer surveys.

| Action Plan/ Activities | Measures | | Resources | | Time Line | Person(s) Responsible | |
|---|--|--|-------------------------|---------------------------|----------------------------------|----------------------------------|----------------------------------|
| | Process | Outcome | Internal | External | | | |
| 2 Collect data on the impact of Community Based Probation Services toward successful completion of probation | # of positive drug test for wards in CBPS area | # of wards in CBPS that successfully completed probation | Staff | | August 2001 – August 2002 | Juvenile Supervision Supervisors | |
| | # of drug tests performed | | | | | | |
| | # of wards in CBPS area returned to Court for violations of Probation Department | | Staff | | August 2001 – August 2002 | Juvenile Supervision Supervisors | |
| | # of wards in CBPS area | | Staff | | August 2001 – August 2002 | Juvenile Supervision Supervisors | |
| | # of successful completions of Court ordered work program by wards in CBPS area | | # of wards in CBPS area | Staff | | August 2001 – August 2002 | Juvenile Supervision Supervisors |
| | # of wards in CBPS ordered to complete work program by the Court | | | | | | |
| # of school days attended by wards in CBPS area | | Staff | | August 2001 – August 2002 | Juvenile Supervision Supervisors | | |
| # of eligible school days | | | | | | | |

Stanislaus County Probation - Strategic Planning 2001

Department Goals – Customer/Stakeholder

Goal

Develop and implement systems that will evaluate and/or improve customer service delivery and satisfaction.

Definition

Stanislaus County Probation Department will seek customer feedback, promote visibility and improve customer satisfaction for our probationers and their families with Community Based Probation Services and customer surveys.

| | Action Plan/ Activities | Measures | | Resources | | Time Line | Person(s) Responsible | |
|--|--|---|--|--|----------|---------------------------|----------------------------------|----------------------------------|
| | | Process | Outcome | Internal | External | | | |
| 2 | Collect data on the impact of Community Based Probation Services toward successful completion of probation | # of subsequent arrests for wards in CBPS area | # of wards in CPBS that successfully completed probation | Staff | | August 2001 – August 2002 | Juvenile Supervision Supervisors | |
| | | # of wards in CBPS area | | | | | | |
| | | # of wards in CBPS area that paid restitution | | # of wards in CBPS area | | Staff | August 2001 – August 2002 | Juvenile Supervision Supervisors |
| | | # of wards in CBPS area ordered to pay restitution | | | | | | |
| | | # of positive drug test for adult probationers in CBPS area | | # of adult probationers in CBPS area that successfully completed probation | | Staff | August 2001 – August 2002 | Adult Field Services Supervisor |
| | | # of drug tests performed | | | | | | |
| # of adult probationers in CBPS area returned to Court for violations of probation | # of adult probationers in CBPS area | Staff | August 2001 – August 2002 | Adult Field Services Supervisor | | | | |
| # of adult probationers in CBPS area | | | | | | | | |

**Stanislaus County Probation - Strategic Planning 2001
Department Goals – Customer/Stakeholder**

Goal

Develop and implement systems that will evaluate and/or improve customer service delivery and satisfaction.

Definition

Stanislaus County Probation Department will seek customer feedback, promote visibility and improve customer satisfaction for our probationers and their families with Community Based Probation Services and customer surveys.

| Action Plan/ Activities | Measures | | Resources | | Time Line | Person(s) Responsible |
|---|---|--|-----------|----------|---------------------------|---------------------------------|
| | Process | Outcome | Internal | External | | |
| 2 Collect data on the impact of Community Based Probation Services toward successful completion of probation | # of subsequent arrests for adult probationers in CBPS area | # of adult probationers in CBPS area that successfully completed probation | Staff | | August 2001 – August 2002 | Adult Field Services Supervisor |
| | # of adult probationers in CBPS area | # of adult probationers in CBPS area | | | | |
| | # of adult probationers in CBPS area that paid restitution | | Staff | | August 2001 – August 2002 | Adult Field Services Supervisor |
| | # of adult probationers in CBPS area ordered to pay restitution | | | | | |
| | # of adult probationers in CBPS area who completed an employment assistance program | | Staff | | August 2001 – August 2002 | Adult Field Services Supervisor |
| | # of adult probationers in CBPS area referred to an employment assistance program | | | | | |

**Stanislaus County Probation - Strategic Planning 2001
Department Goals – Customer/Stakeholder**

Goal

Develop and implement systems that will evaluate and/or improve customer service delivery and satisfaction.

Definition

Stanislaus County Probation Department will seek customer feedback, promote visibility and improve customer satisfaction for our probationers and their families with Community Based Probation Services and customer surveys.

| Action Plan/ Activities | Measures | | Resources | | Time Line | Person(s) Responsible |
|---|---|---|---|----------|--------------|--------------------------|
| | Process | Outcome | Internal | External | | |
| 3 Implement a customer survey program for our probationers and their families to assess the day-to-day services provided by our department | Develop a survey that will identify possibly deficiencies and areas of satisfaction | A completed survey polling wards and their families, as well as, adult probationers on the Probationer Department's day-to-day services | CDPOs Probation Manager(s) Human Resources | | June 2001 | CDPO Casework |
| | Distribute surveys by mail and/or personal contact | # of customer surveys completed # of customer surveys distributed | Clerical staff | | July 2001 | Clerical Supervisor |
| | Analyze collected surveys | # of customer surveys identifying deficiency x # of customer surveys completed To be repeated for all other identified deficiencies | CDPO Staff | | August 2001 | CDPO Casework |
| | Analyze reported deficiencies, determine and implement necessary changes | # of reported deficiencies modified # of reported deficiencies | CPO CDPOs Probation Manager(s) Human Resources | | January 2002 | CDPO Casework |

**Stanislaus County Probation - Strategic Planning 2001
Department Goals – Customer/Stakeholder**

Goal

Develop and implement systems that will evaluate and/or improve customer service delivery and satisfaction.

Definition

Stanislaus County Probation Department will seek customer feedback, promote visibility and improve customer satisfaction for our probationers and their families with Community Based Probation Services and customer surveys.

| Action Plan/ Activities | Measures | | Resources | | Time Line | Person(s) Responsible |
|---|-------------------------------------|---|---------------------|----------|--------------|--------------------------|
| | Process | Outcome | Internal | External | | |
| 3 Implement a customer survey program for our probationers and their families to assess the day-to-day services provided by our department | Redistribute surveys one year later | # of surveys identifying deficiency x 1 year later <u># of surveys responded to in second distribution</u> | Clerical Supervisor | | January 2003 | CDPO Casework |

Department Specific

**Stanislaus County Probation - Strategic Planning 2001
Department Goals – Department Specific**

Goal

Improve the collection and reporting of information in order to understand performance, effectively utilize resources and predict future needs.

Definition

Determine significance of data to be collected in order to justify programming.

| Action Plan/ Activities | Measures | | Resources | | Time Line | Person(s) Responsible |
|---|--|--|-------------|-------------------------------|-----------|--------------------------|
| | Process | Outcome | Internal | External | | |
| 1 Determine the priority statistical information needed to understand Probation Department performance | # of program goals # of programs | Current CASE system data Needed CASE system data | Staff input | Synovation, Inc. ThirdWave | July 2002 | CDPO Casework |
| | Review CASE for # of related fields with available information # of fields needed to meet program goals | Develop data systems to accurately track and monitor cases to determine trends | | | July 2003 | |
| 2 Improve the methods and effectiveness of offender supervision | # of cases with case plans # of cases | All cases have case plans | Staff input | | July 2002 | |
| | # of case plans successfully completed # of case plans | More effective probationer supervision | | | July 2003 | |

Finance

**Stanislaus County Probation - Strategic Planning 2001
Department Goals - Finance**

Goal 1 Examine and implement, whenever appropriate, fiscal resources to offset general fund expenditures.

Definition Increase departmental revenue, either from grants, Federal or State programs, or collections of fines and fees.

| Action Plan/ Activities | Measures | | Resources | | Time Line | Person(s) Responsible |
|---|--|---|---|---|--|--|
| | Process | Outcome | Internal | External | | |
| 1 Identify and evaluate available grants and alternative revenue sources to support probation activities | <u># of streams considered</u> # utilized <u>cost of claim</u> potential return <u>\$ received</u> <u>\$ claimed</u> | Decrease net cost (increase non-general fund ratio) Ensure efficient use of alternative funding sources (indicate estimated rate of return) Establish an effective claiming process. Show the increase in percentage return | Executive Committee Fiscal Team Project Managers CASE Committee Unit Supervisors | CEO BOS Partner agencies Professional management Community-based organizations Internet Professional publications | Identify potential sources – January 2002 Evaluate sources – March 2002 Apply for new funding if appropriate – June 2002 | Administrators Fiscal Team Administrators Fiscal Team Administrators Fiscal Team |
| 2 Identify and implement a plan to charge probationers for services when legally possible and reasonable | <u>fines/fees actually charged</u> legal charges possible <u>\$ received</u> <u>\$ charged</u> <u>cost of processing</u> <u>\$ received</u> | Increase fee collection Greater offender accountability. Collection rate published Report positive/negative return on proposed changes | Fiscal Team Project Managers Executive Committee Accounting/Collections SPOs & DPOs | CEO BOS Courts State Tax Intercept Auditor | Identify potential sources – December 2001 Evaluate feasibility – February 2002 Submit plan – August 2002 | Fiscal Team Executive Committee Project Managers Accounting/Collections SPOs & DPOs CEO/BOS |

**Stanislaus County Probation - Strategic Planning 2001
Department Goals - Finance**

Goal 1

Examine and implement, whenever appropriate, fiscal resources to offset general fund expenditures.

Definition

Increase departmental revenue, either from grants, Federal or State revenue programs, or collections of fines and fees.

| Action Plan/ Activities | Measures | | Resources | | Time Line | Person(s) Responsible |
|--|--|---------------------------------------|--|--|--|--|
| | Process | Outcome | Internal | External | | |
| 3 Develop a system and criteria to evaluate funding streams | Establish a framework to evaluate options: cost/benefit analysis; estimate annual revenue; set percentage match limitations; and establish minimum acceptable return | Implement and publish evaluation plan | Executive Committee Fiscal Team Project Managers | Consultant(s) Synovation, Inc. CEO | Publish evaluation plan – December 2001 | Fiscal Team Executive Committee Project Managers |

Stanislaus County Probation - Strategic Planning 2001
Department Goals - Finance

Goal 2 Ensure the Department is within budget limits each year.

Definition Establish necessary controls to ensure that annual budgetary limits are not exceeded without the full knowledge and intent of the management staff.

| | Action Plan/ Activities | Measures | | Resources | | Time Line | Person(s) Responsible |
|---|--|--|--|---|-------------------------------------|--|---|
| | | Process | Outcome | Internal | External | | |
| 1 | Conduct systematic reviews of each budget unit with responsible Department personnel | Review monthly budget reports to identify potential problems Prepare and distribute monthly budget status reports Complete Annual and Mid-year reviews with responsible Department personnel Submit required annual and mid-year reports to CEO | Monthly budget/projected guidelines comparison Annual expenditures and revenue meet budget targets Reports submitted on schedule | Fiscal Team Administrators Project Managers | CEO Auditor MIS Purchasing | Ongoing end-of-month reviews Fiscal Year End Close – August 30, annually Annual budget process completed by CEO's schedule | Fiscal Team Administrators Project Managers |
| 2 | Increase awareness of budget processes, procedures and structure | Prepare a budget guideline and provide formal training to staff as determined by Management | Designated staff are trained in basic elements of County budget structure and processes | Fiscal Team | | Annually or semi-annually as determined by CPO and staff turnover | Fiscal Team |

Stanislaus County Probation - Strategic Planning 2001
Department Goals - Finance

Goal 3

Reorganize Probation Department budget to meet changing needs.

Definition

New budget structure will better reflect the Department structure and facilitate executive management of generic Department funding.

| | Action Plan/ Activities | Measures | | Resources | | Time Line | Person(s) Responsible |
|---|--|---|---|--|--------------------|---|--|
| | | Process | Outcome | Internal | External | | |
| 1 | Create a new Administrative budget unit | Draft budget plan Coordinate with Administrators and Department Managers Submit recommendation to CEO | FY 01/02 final budget will include Administrative budget unit | Fiscal Team Administrators Probation Managers | CEO Auditor BOS | Include recommendations in the FY 01/02 budget submittal – April 24, 2001 | Fiscal Team Administrators Project Managers |
| 2 | Create a new CPA 2000 budget unit | Prepare narrative and fiscal data in conjunction with FY 01/02 budget | FY 01/02 final budget will include CPA 2000 budget unit | Fiscal Team Administrators Project Managers | CEO Auditor BOS | July 2001 | Fiscal Team Administrators Project Managers |
| 3 | Combine Graffiti and Juvenile Hall units into Institutions budget unit | Prepare narrative and fiscal data in conjunction with FY 01/02 budget | FY 01/02 final budget will include Institutions budget unit | Fiscal Team Administrators Project Managers | CEO Auditor BOS | July 2001 | Fiscal Team Administrators Project Managers |

Human Resources

**Stanislaus County Probation - Strategic Planning 2001
Department Goals – Human Resources**

Goal

Meet the human resource needs of the organization through effective strategies in recruitment, retention, safety and employee training and development.

Definition

Decrease the average length of vacancies, maximize the length of employment, meet the identified current and future developmental needs of employees and minimize the risk and injury to employees and others.

| Action Plan/ Activities | Measures | | Resources | | Time Line | Person(s) Responsible |
|--|--|--|-------------------------|---|---|---|
| | Process | Outcome | Internal | External | | |
| 1 Establish committee to increase awareness of employment opportunities to potential candidates through community outreach and direct recruitment | # of qualified candidates applying for each recruitment # of vacancies for each recruitment | | Staff Staff training | Community organizations Internet Professional organizations CEO – Personnel Colleges and universities Contracted providers | Outreach Committee in operation – July 2001 | HR Manager Sr. Group Supervisor SPO |
| 2 Utilize Department intern/volunteer programs to increase number of qualified candidates for employment | | # of interns/volunteers hired # of applicants hired | Staff Staff training | "" | New selection and training procedures for interns/volunteers – September 2001 | Group Supervisor III DPO III |
| 3 Establish executive committee to evaluate employee selection procedures and make recommendations to reduce the average length of vacancy | | # of vacant position days # of vacancies | Staff Staff training | "" | Recommendations – January 2002 | CDPOs HR Manager |

**Stanislaus County Probation - Strategic Planning 2001
Department Goals – Human Resources**

Goal Meet the human resource needs of the organization through effective strategies in recruitment, retention, safety and employee training and development.

Definition Decrease the average length of vacancies, maximize the length of employment, meet the identified current and future developmental needs of employees and minimize the risk and injury to employees and others.

| | Action Plan/ Activities | Measures | | Resources | | Time Line | Person(s) Responsible |
|---|---|---|---|-----------|-------------------|---|--------------------------|
| | | Process | Outcome | Internal | External | | |
| 4 | Establish formal employee survey system to identify trends in employee satisfaction and retention issues to support operational changes | # of surveys completed # of surveys distributed | | Staff | Survey consultant | Initial surveys conducted – May 2001 Assessment and follow-up – September 2001 | Executive Team |
| 5 | Establish formal exit interview system to identify trends in employee turnover and support operational changes | # of exit interviews completed # of voluntary terminations | # of employees leaving the Department per year # of Department employees | Staff | | New policy and procedures – December 2001 | CDPOs HR Manager |

**Stanislaus County Probation - Strategic Planning 2001
Department Goals – Human Resources**

Goal

Meet the human resource needs of the organization through effective strategies in recruitment, retention, safety and employee training and development.

Definition

Decrease the average length of vacancies, maximize the length of employment, meet the identified current and future developmental needs of employees and minimize the risk and injury to employees and others.

| Action Plan/ Activities | Measures | | Resources | | Time Line | Person(s) Responsible |
|---|----------|--|-----------|----------|---|---|
| | Process | Outcome | Internal | External | | |
| 6 Create and implement Department-wide employee recognition program <ul style="list-style-type: none"> • Establish committee to coordinate program • Survey Department employees to identify preferences • Benchmark other departments and organizations • Provide training and support to implement recognition programs | | # of employees indicating recognition needs are being met (employee survey) <hr/> # of employees responding to survey | Staff | Funding | Recognition program created – August 2001 Baseline surveys – August 2001 Follow-up survey – August 2002 | HR Manager Sr. Group Supervisor SPO |

**Stanislaus County Probation - Strategic Planning 2001
Department Goals – Human Resources**

Goal

Meet the human resource needs of the organization through effective strategies in recruitment, retention, safety and employee training and development.

Definition

Decrease the average length of vacancies, maximize the length of employment, meet the identified current and future developmental needs of employees and minimize the risk and injury to employees and others.

| Action Plan/ Activities | | Measures | | Resources | | Time Line | Person(s) Responsible |
|----------------------------|--|----------|---|-----------|---|---|--|
| | | Process | Outcome | Internal | External | | |
| 7 | Reduce the frequency of staff injuries through Department safety program | | <u># of OSHA reported injuries</u> # of full-time equivalent employees | Staff | CEO – Risk Management Funding Training Payroll Staff | Baseline report – January 2002 Follow-up report – January 2003 | Safety Officer HR Confidential Asst III |
| 8 | Audit Department compliance with all County and State regulations governing safety in the workplace and implement procedures to address issues of non-compliance | | <u># of regulations not in compliance</u> total # of regulations | Staff | CEO – Risk Management Funding Training Payroll Staff | Compliance report – September 2001 Outstanding non-compliance issues addressed – December 2001 | Safety Officer HR Confidential Asst III |
| 9 | Conduct semi-annual safety inspection of all work facilities | | <u># of inspections completed each year</u> established goal | Staff | CEO – Risk Management Funding Training Payroll Staff | Baseline report – January 2002 Follow-up report – January 2003 | Safety Officer HR Confidential Asst III |

**Stanislaus County Probation - Strategic Planning 2001
Department Goals – Human Resources**

Goal

Meet the human resource needs of the organization through effective strategies in recruitment, retention, safety and employee training and development.

Definition

Decrease the average length of vacancies, maximize the length of employment, meet the identified current and future developmental needs of employees and minimize the risk and injury to employees and others.

| Action Plan/ Activities | | Measures | | Resources | | Time Line | Person(s) Responsible |
|----------------------------|--|---|--|-----------|---|--|--------------------------------|
| | | Process | Outcome | Internal | External | | |
| 10 | Secure funding to support identified safety-related unmet needs. | | <u># of unmet needs addressed</u> # of unmet needs | Staff | CEO – Risk Management Funding Training Payroll Staff | Status report – May 2002 | Safety Officer |
| 11 | Identify training needs Conduct Training Needs Assessment with Department Managers, Supervisors and Line-Staff | <u># of staff participating in training needs assessment</u> # of staff available to participate | <u># of staff completing Baldrige training</u> # of staff required to complete Baldrige training | Staff | CEO – Personnel Board of Corrections Funding | Needs assessment and policy review – June 2001 | HR Manager HR Conf Asst III |
| 12 | Increase effectiveness of training new employees Develop and implement competency-based training program for all new employees Implement the revised new employee orientation guidelines | <u># of classifications having competency-based training programs</u> # of classifications in the Department | <u># of employees indicating training needs are being met (employee survey)</u> # of employees responding to survey | Staff | CEO – Personnel Board of Corrections Funding | New employee training programs – August 2001 | HR Manager HR Conf Asst III |

Stanislaus County Probation - Strategic Planning 2001
Department Goals – Human Resources

Goal Meet the human resource needs of the organization through effective strategies in recruitment, retention, safety and employee training and development.

Definition Decrease the average length of vacancies, maximize the length of employment, meet the identified current and future developmental needs of employees and minimize the risk and injury to employees and others.

| Action Plan/ Activities | Measures | | Resources | | Time Line | Person(s) Responsible |
|--|----------|--|-----------|--|--|--|
| | Process | Outcome | Internal | External | | |
| 13 Provide training that meets the mandated needs of the Department and staff | | # of mandatory training hours completed <hr/> total # of mandatory training hours | Staff | CEO – Personnel Board of Corrections Funding | Needs assessment and policy review – June 2001 New employee training programs – July 2001 Department training survey – August 2001 | HR Manager HR Confidential Asst III HR Manager HR Confidential Asst III HR Manager HR Confidential Asst III |

Innovation & Growth

Innovation and Growth

Day Reporting Center

Stanislaus County Probation - Strategic Planning 2001
Department Goals – Innovation and Growth – Day Reporting Center

Goal

Develop, implement and monitor programs and services from Federal, State or County sources that meet the priority needs of Probation.

Definition

Day Reporting Center

| Action Plan/ Activities | Measures | | Resources | | Time Line | Person(s) Responsible |
|---|---|--|---|---|--------------------|--------------------------|
| | Process | Outcome | Internal | External | | |
| 1 In partnership with identified agencies, develop, implement and measure outcomes for programs under CPA 2000, as approved by the Board of Corrections. | # staff assigned and trained # Day Reporting Center staff positions | 100% of staff positions filled and fully trained within established timeline | Probation Manager Staff | Service providers | March – April 2001 | Probation Manager |
| | # of service contracts completed # of service contracts should have been completed | 100% of service contracts completed within established timeline | Probation Manager Staff Fiscal Team | Service providers SCOE County Counsel | March – April 2001 | Probation Manager |
| | Develop program evaluation | 100% development of program evaluation within established timeline | Probation Manager Staff | Synovation, Inc. National Council on Crime and Delinquency (evaluator) | April – May 2001 | Probation Manager |
| | Develop program procedures | 100% development of program procedures within established timeline | Probation Manager Staff | | May – June 2001 | Probation Manager |

**Stanislaus County Probation - Strategic Planning 2001
Department Goals – Innovation and Growth – Day Reporting Center**

Goal

Develop, implement and monitor programs and services from Federal, State or County sources that meet the priority needs of Probation.

Definition

Day Reporting Center

| Action Plan/ Activities | Measures | | Resources | | Time Line | Person(s) Responsible |
|---|--|--|---|---|-----------------------|--------------------------|
| | Process | Outcome | Internal | External | | |
| 1 In partnership with identified agencies, develop, implement and measure outcomes for programs under CPA 2000, as approved by the Board of Corrections. | # of drug tests performed on DRC youth | # of positive drug tests for DRC youth | Staff | Minors National Council on Crime and Delinquency | July 2001 – June 2002 | Probation Manager |
| | # of DRC youth with drug test terms | # of drug tests performed | | | | |
| | # of DRC youth receiving employment preparedness services | # of DRC youth completing employment preparedness | Staff | Service provider Minors National Council on Crime and Delinquency | July 2001 – June 2002 | Probation Manager |
| | # of DRC youth eligible to receive employment preparedness | # of DRC youth enrolled in employment preparedness | | | | |
| # of DRC youth tracked for violation of probation | # of violations of probation for DRC youth | Staff | Minors National Council on Crime and Delinquency | July 2001 – June 2002 | Probation Manager | |
| # of DRC youth | # of DRC youth | | | | | |
| # of DRC youth tracked for completions of probation | # of successful completions of probation for youth assigned to DRC | Staff | Minors National Council on Crime and Delinquency | July 2001 – June 2002 | Probation Manager | |
| # of DRC youth | # of completions of probation for DRC youth | | | | | |

Stanislaus County Probation - Strategic Planning 2001
Department Goals – Innovation and Growth – Day Reporting Center

Goal

Develop, implement and monitor programs and services from Federal, State or County sources that meet the priority needs of Probation.

Definition

Day Reporting Center

| Action Plan/ Activities | Measures | | Resources | | Time Line | Person(s) Responsible |
|---|---|--|-----------|---|-----------------------|--------------------------|
| | Process | Outcome | Internal | External | | |
| 1 In partnership with identified agencies, develop, implement and measure outcomes for programs under CPA 2000, as approved by the Board of Corrections. | # of DRC youth tracked for completion of court ordered community service/work program <hr/> # of DRC youth | # of successful completions of court ordered community service/work program <hr/> # of DRC youth ordered to complete community service/work program | Staff | Minors National Council on Crime and Delinquency | July 2001 – June 2001 | Probation Manager |
| | # of DRC youth tracked for school attendance <hr/> # of DRC youth | # of days of school attendance for DRC youth <hr/> # of eligible days of school attendance | Staff | SCOE Minors National Council on Crime and Delinquency | July 2001 – June 2001 | Probation Manager |
| | # of DRC youth tracked for school performance <hr/> # of DRC youth | Grade level of school performance at program entry <hr/> Grade level of school performance at program completion | Staff | SCOE Minors National Council on Crime and Delinquency | July 2001 – June 2001 | Probation Manager |
| | # of DRC youth tracked for subsequent arrests <hr/> # of DRC youth | # of subsequent arrests for DRC youth <hr/> # of DRC youth | Staff | Law enforcement agencies Minors National Council on Crime and Delinquency | July 2001 – June 2001 | Probation Manager |

**Stanislaus County Probation - Strategic Planning 2001
Department Goals – Innovation and Growth – Day Reporting Center**

Goal Develop, implement and monitor programs and services from Federal, State or County sources that meet the priority needs of Probation.

Definition Day Reporting Center

| Action Plan/ Activities | Measures | | Resources | | Time Line | Person(s) Responsible |
|--|--|---|-----------|--|-----------------------|--------------------------|
| | Process | Outcome | Internal | External | | |
| 1 In partnership with identified agencies, develop, implement and measure outcomes for programs under CPA 2000, as approved by the Board of Corrections. | # of DRC youth tracked for days of incarceration # of DRC youth | # of days incarcerated for DRC youth # of DRC youth | Staff | Minors National Council on Crime and Delinquency | July 2001 – June 2002 | Probation Manager |
| | # of DRC youth tracked for restitution payments # of DRC youth | # of restitution payments for DRC youth # of DRC youth | Staff | Victims Minors National Council on Crime and Delinquency | July 2001 – June 2002 | Probation Manager |

Innovation and Growth

High-Risk Offender

**Stanislaus County Probation - Strategic Planning 2001
Department Goals – Innovation and Growth – High-Risk Offender**

Goal

Develop, implement and monitor programs and services from Federal, State or County sources that meet the priority needs of Probation.

Definition

High-Risk Offender and Juvenile Court Warrant Enforcement program

| Action Plan/ Activities | Measures | | Resources | | Time Line | Person(s) Responsible |
|--|--|--|---|---|--------------------|--------------------------|
| | Process | Outcome | Internal | External | | |
| 1 In partnership with identified agencies, develop, implement and measure outcomes for programs under CPA 2000, as approved by the Board of Corrections | <u># of staff assigned and trained</u> <u># of High-Risk staff positions</u> | 100% of staff positions filled and fully trained within established timeline | Probation Manager Staff | Contracted agencies (MPD and SO) | March – April 2001 | Probation Manager |
| | <u># of service contracts completed</u> <u># of service contracts that should have been completed</u> | 100% of service contracts completed within established timeline | Probation Manager Staff Fiscal Team | MPD SO County Counsel | March – April 2001 | Probation Manager |
| | Develop program evaluation | 100% development of program evaluation within established timeline | Probation Manager Staff | Synovation, Inc. National Council on Crime and Delinquency | March – April 2001 | Probation Manager |
| | Develop program procedures | 100% development of program procedures within established timeline | Probation Manager Staff | MPD SO | March – April 2001 | Probation Manager |

**Stanislaus County Probation - Strategic Planning 2001
Department Goals – Innovation and Growth – High-Risk Offender**

Goal

Develop, implement and monitor programs and services from Federal, State or County sources that meet the priority needs of Probation.

Definition

High-Risk Offender and Juvenile Court Warrant Enforcement program

| Action Plan/ Activities | Measures | | Resources | | Time Line | Person(s) Responsible |
|--|--|---|-----------|---|-----------------------|--------------------------|
| | Process | Outcome | Internal | External | | |
| 1 In partnership with identified agencies, develop, implement and measure outcomes for programs under CPA 2000, as approved by the Board of Corrections | # of High-Risk youth tracked for probation completion # of High-Risk youth | # of successful probation completions for High-Risk youth # of dismissals for High-Risk youth | Staff | Minors National Council on Crime and Delinquency | July 2001 – June 2002 | Probation Manager |
| | # of High-Risk youth tracked for days of incarceration # of High-Risk youth | # of days of incarceration for High-Risk youth # of youth assigned to High-Risk supervision | Staff | Minors National Council on Crime and Delinquency | July 2001 – June 2002 | Probation Manager |
| | # of High-Risk youth tracked for completion of court ordered community service # of High-Risk youth | # of completions of court ordered community service # of High-Risk youth court ordered to complete community service | Staff | Minors National Council on Crime and Delinquency | July 2001 – June 2002 | Probation Manager |
| | # of High-Risk youth tracked for probation violations # of High-Risk youth | # of probation violations for High-Risk youth # of youth assigned to High-Risk supervision | Staff | Minors National Council on Crime and Delinquency | July 2001 – June 2002 | Probation Manager |

Stanislaus County Probation - Strategic Planning 2001
Department Goals – Innovation and Growth – High-Risk Offender

Goal

Develop, implement and monitor programs and services from Federal, State or County sources that meet the priority needs of Probation.

Definition

High-Risk Offender and Juvenile Court Warrant Enforcement program

| Action Plan/ Activities | Measures | | Resources | | Time Line | Person(s) Responsible |
|--|--|---|-----------|--|-----------------------|--------------------------|
| | Process | Outcome | Internal | External | | |
| 1 In partnership with identified agencies, develop, implement and measure outcomes for programs under CPA 2000, as approved by the Board of Corrections | <u># of High-Risk youth tracked for new law violations</u> # of High-Risk youth | <u># of subsequent law arrests by High-Risk youth</u> # of youth assigned to High-Risk supervision | Staff | Minors National Council on Crime and Delinquency | July 2001 – June 2002 | Probation Manager |
| | <u># of High-Risk youth tracked for completions of restitution</u> # of High-Risk youth | <u># of successful completions of restitution for High-Risk youth</u> # of youth assigned to High-Risk supervision | Staff | Minors National Council on Crime and Delinquency | July 2001 – June 2002 | Probation Manager |
| | <u># of juvenile warrants serviced</u> # of active juvenile bench warrants | <u># of juvenile warrant clearances</u> # of juvenile warrants serviced | Staff | Minors National Council on Crime and Delinquency | July 2001 – June 2002 | Probation Manager |

Innovation and Growth

Home Supervision

Stanislaus County Probation - Strategic Planning 2001
Department Goals – Innovation and Growth – Home Supervision

Goal Develop, implement and monitor programs and services from Federal, State or County sources that meet the priority needs of Probation.

Definition Home Supervision program

| Action Plan/ Activities | Measures | | Resources | | Time Line | Person(s) Responsible |
|--|--|--|----------------------------|--|-------------------|--------------------------|
| | Process | Outcome | Internal | External | | |
| 1 In partnership with identified agencies, develop, implement and measure outcomes for programs under CPA 2000, as approved by the Board of Corrections | # of staff assigned and trained # of Home Supervision staff positions | Staff positions filled and fully trained | Probation Manager Staff | | March – June 2001 | Probation Manager |
| | Develop program evaluation | Program evaluation developed | Probation Manager Staff | National Council on Crime and Delinquency | April – May 2001 | Probation Manager |
| | Prepare modular site within 60 days | Modular site prepared | Probation Manager Staff | Contracted agency | April 2001 | |
| | Install modular unit within 60 days of site preparation | Modular unit installed | Probation Manager Staff | Contracted agency | June 2001 | |

Stanislaus County Probation - Strategic Planning 2001
Department Goals – Innovation and Growth – Home Supervision

Goal

Develop, implement and monitor programs and services from Federal, State or County sources that meet the priority needs of Probation.

Definition

Home Supervision program

| Action Plan/ Activities | Measures | | Resources | | Time Line | Person(s) Responsible |
|--|---|---|----------------------------|------------------------------------|-----------------------|--------------------------|
| | Process | Outcome | Internal | External | | |
| 1 In partnership with identified agencies, develop, implement and measure outcomes for programs under CPA 2000, as approved by the Board of Corrections | # of Home Supervision youth tracked for new law violations # of Home Supervision youth | # of new law violations by Home Supervision youth # of Home Supervision youth | Probation Manager Staff | Law enforcement agencies Minors | July 2001 – June 2002 | Probation Manager |
| | # of Home Supervision youth tracked for successful completion of probation # of Home Supervision youth | # of Home Supervision youth successfully completing probation # of Home Supervision youth completing probation | Probation Manager Staff | Minors | July 2001 – June 2002 | Probation Manager |
| | # of Home Supervision youth tracked for restitution payments # of Home Supervision youth | # of restitution payments by Home Supervision youth # of restitution payments court ordered for Home Supervision youth | Probation Manager Staff | Victims Minors | July 2001 – June 2002 | Probation Manager |
| | # of Home Supervision youth tracked for days of incarceration # of Home Supervision youth | # of days of incarceration for Home Supervision youth # of Home Supervision youth | Probation Manager Staff | Minors | July 2001 – June 2002 | Probation Manager |

**Stanislaus County Probation - Strategic Planning 2001
Department Goals – Innovation and Growth – Home Supervision**

Goal

Develop, implement and monitor programs and services from Federal, State or County sources that meet the priority needs of Probation.

Definition

Home Supervision program

| Action Plan/ Activities | Measures | | Resources | | Time Line | Person(s) Responsible |
|--|--|---|----------------------------|-------------------|-----------------------|--------------------------|
| | Process | Outcome | Internal | External | | |
| 1 In partnership with identified agencies, develop, implement and measure outcomes for programs under CPA 2000, as approved by the Board of Corrections | # of Home Supervision youth tracked for probation violations # of Home Supervision youth | # of probation violations by Home Supervision youth # of youth assigned to Home Supervision | Probation Manager Staff | Minors | July 2001 – June 2002 | Probation Manager |
| | # of Home Supervision youth tracked for school attendance or GED completion # of Home Supervision youth | # of Home Supervision youth enrolled and attending school or completing GED # of Home Supervision youth | Probation Manager Staff | Schools Minors | July 2001 – June 2002 | Probation Manager |
| | # of Home Supervision youth tracked for attending scheduled court hearings # of Home Supervision youth | # of Home Supervision youth attending scheduled court hearings # of Home Supervision youth with scheduled court hearings | Probation Manager | Court Minors | July 2001 – June 2002 | Probation Manager |

Innovation and Growth

Neighborhood Accountability Boards

Stanislaus County Probation - Strategic Planning 2001
Department Goals – Innovation and Growth – Neighborhood Accountability Boards

Goal

Develop, implement and monitor programs and services from Federal, State and County resources that meet the priority needs of Probation.

Definition

Neighborhood Accountability Board (NAB) program

| Action Plan/ Activities | Measures | | Resources | | Time Line | Person(s) Responsible |
|--|--|--|-------------------|--|-----------------------|--------------------------|
| | Process | Outcome | Internal | External | | |
| 1 In partnership with identified agencies, develop, implement and measure outcomes for programs under CPA 2000, as approved by the Board of Corrections | Develop program procedures | Program procedures developed | Probation Manager | Community based organization | June 2001 | Probation Manager |
| | # of NAB youth tracked for new law violations # of NAB youth | # of new law violations for NAB youth # of NAB youth | Probation Manager | Community based organization National Council on Crime and Delinquency Minors | July 2001 – June 2002 | Probation Manager |
| | # of NAB youth tracked for days on incarceration # of NAB youth | # of days incarcerated for NAB youth # of NAB youth | Probation Manager | Community based organization National Council on Crime and Delinquency Minors | July 2001 – June 2002 | Probation Manager |
| | # of NAB youth tracked for successful restitution completion # of NAB youth | # of NAB youth successfully completing restitution # of NAB youth ordered to complete restitution | Probation Manager | Community based organization National Council on Crime and Delinquency Minors | July 2001 – June 2002 | Probation Manager |

Stanislaus County Probation - Strategic Planning 2001
Department Goals – Innovation and Growth – Neighborhood Accountability Boards

Goal

Develop, implement and monitor programs and services from Federal, State and County resources that meet the priority needs of Probation.

Definition

Neighborhood Accountability Board (NAB) program

| | Action Plan/ Activities | Measures | | Resources | | Time Line | Person(s) Responsible |
|---|---|--|--|-------------------|---|-----------------------|--------------------------|
| | | Process | Outcome | Internal | External | | |
| 1 | In partnership with identified agencies, develop, implement and measure outcomes for programs under CPA 2000, as approved by the Board of Corrections | # of NAB youth tracked for successful completion of community service ordered by the NAB # of NAB youth | # of NAB youth successfully completing community service ordered by the NAB # of NAB youth ordered by NAB to complete community service | Probation Manager | Community based organization National Council on Crime and Delinquency Community agencies | July 2001 – June 2002 | Probation Manager |
| | | # of NAB youth tracked for probation violations # of NAB youth | NAB youth probation violations tracked | Probation Manager | Community based organization National Council on Crime and Delinquency | July 2001 – June 2002 | Probation Manager |

Innovation and Growth

Proposition 36

**Stanislaus County Probation - Strategic Planning 2001
Department Goals – Innovation and Growth – Proposition 36**

Goal

Develop, implement and monitor programs and services from Federal, State or County Sources that meet the priority needs of Probation.

Definition

Proposition 36

| | Action Plan/ Activities | Measures | | Resources | | Time Line | Person(s) Responsible |
|---|---|---|---|----------------------------------|---|---------------------------|---|
| | | Process | Outcome | Internal | External | | |
| 1 | In partnership with identified agencies, develop, implement and measure outcomes for programs required under Proposition 36 | In partnership, establish a multidisciplinary group to set policy and serve as the oversight committee for Prop 36 implementation | Local Alcohol and Drug Coordinating Council | CPO | BHRS CEO CSA Courts DA HSA MPD PDs SO | December 2000 – July 2001 | CPO |
| | | In partnership, establish a multidisciplinary workgroup to design the County's implementation plan | Implementation Workgroup | (1) SPO Adult probation staff | BHRS CEO CSA Courts DA HSA MPD PDs SO Parole | March – May 2001 | SPO |
| | | In partnership with the Implementation Workgroup design the County's Prop 36 implementation plan | Program procedures developed | (1) SPO (1) CDPO (1) DPO | Implementation Workgroup Committee | March – May 2001 | SPO; County designated Prop 36 Implementation Workgroup Committee |

**Stanislaus County Probation - Strategic Planning 2001
Department Goals – Innovation and Growth – Proposition 36**

Goal

Develop, implement and monitor programs and services from Federal, State or County Sources that meet the priority needs of Probation.

Definition

Proposition 36

| Action Plan/ Activities | Measures | | Resources | | Time Line | Person(s) Responsible |
|--|---|--------------------------------------|---------------------|--|--------------------|--------------------------|
| | Process | Outcome | Internal | External | | |
| 1 In partnership with identified agencies, develop, implement and measure outcomes for programs required under Proposition 36 | Develop a proposed implementation plan, procedures and budget for the Probation Department. | Prop 36 program procedures developed | (1) SPO (1) CDPO | | March – April 2001 | CDPO |
| | Implement the plan and procedures specific to the Probation Department. | Prop 36 program procedures developed | (1) CDPO Staff | Synovation, Inc. Implementation Workgroup Committee | April – July 2001 | CDPO |

Supplier/Partner

**Stanislaus County Probation - Strategic Planning 2001
Department Goals – Supplier/Partner**

Goal

Evaluate existing and prospective partners, performance measures and outcomes to ensure that they meet identified standards and objectives.

Definition

All contracts must have measurable outcomes.

| Action Plan/ Activities | Measures | | Resources | | Time Line | Person(s) Responsible | | | |
|---|--|--|---|----------|------------------------------|-------------------------------------|---|------------------------------|-------------------------------------|
| | Process | Outcome | Internal | External | | | | | |
| 1 Assess current contracts with collaborative agencies for outcome measures and audit partner performance against measures. | # of contracts reviewed for standards with measurable outcomes # of contracts | # of contracts with standards with measurable outcomes # of contracts | (1) Probation Manager Fiscal Team Staff | | Contract renewal – July 2002 | Probation Manager Fiscal Manager | | | |
| | # of contracts with standards with measurable outcomes # of contracts reviewed | # of contracts with standards with measurable outcomes # of contracts | | | | | (1) Probation Manager Fiscal Team Staff | Contract renewal – July 2002 | Probation Manager Fiscal Manager |
| | # of renegotiated contracts # of contracts without standards with measurable outcomes | # of contracts with standards with measurable outcomes # of contracts | | | | | (1) Probation Manager Fiscal Team Staff | Contract renewal – July 2002 | Probation Manager Fiscal Manager |

**Stanislaus County Probation - Strategic Planning 2001
Department Goals – Supplier/Partner**

Goal

Evaluate existing and prospective partners, performance measures and outcomes to ensure that they meet identified standards and objectives.

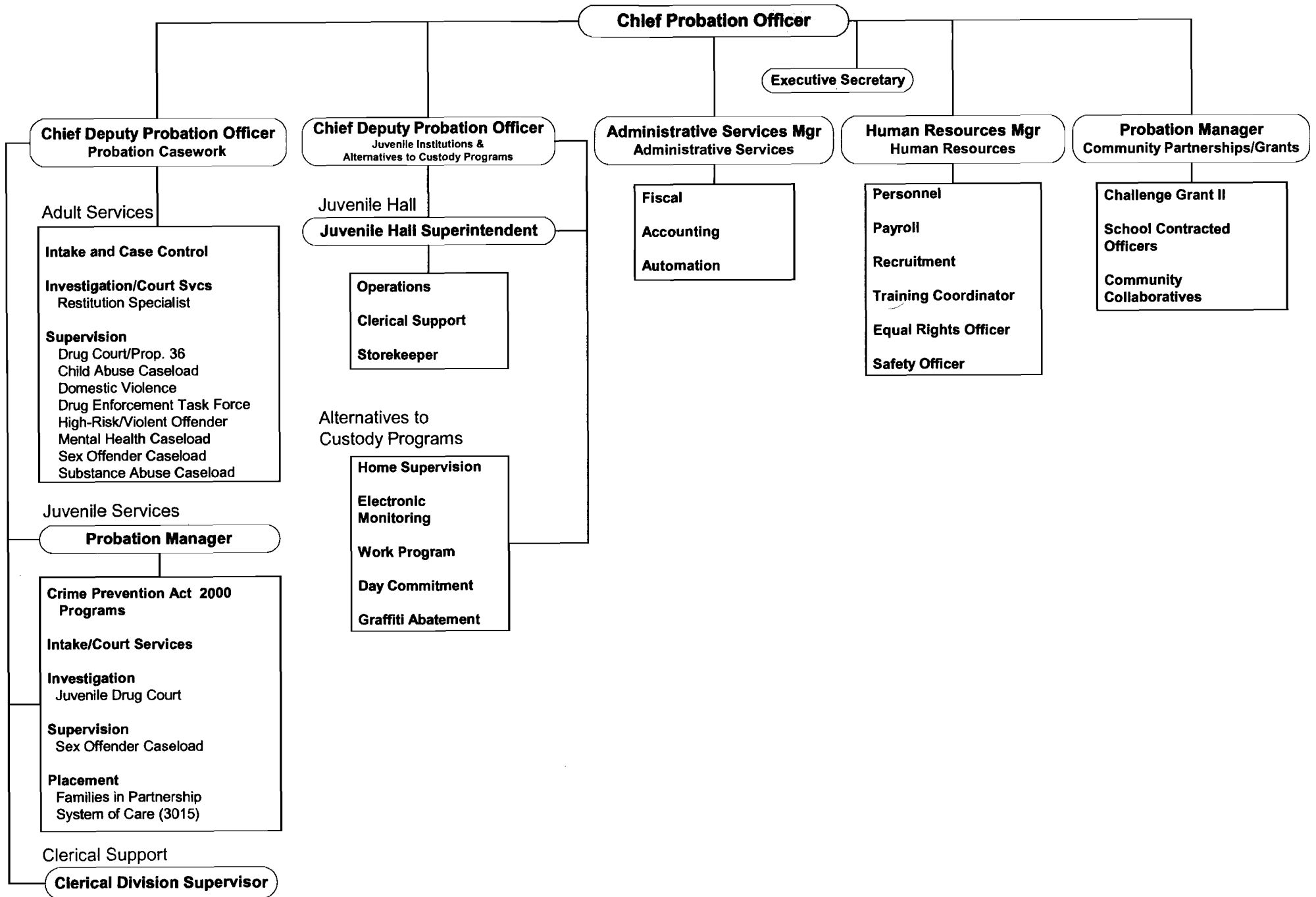
Definition

All contracts must have measurable outcomes.

| Action Plan/ Activities | Measures | | Resources | | Time Line | Person(s) Responsible |
|---|---|---|--------------------|---------------------|-----------|--------------------------|
| | Process | Outcome | Internal | External | | |
| 2 Train providers to develop outcome-based measures | Compile list of set standard/outcome-based measures for each negotiated contract <u># of contracts</u> | <u># of providers that receive training</u> # of providers | Staff | Contract providers | July 2002 | Probation Manager |
| 3 Audit contract performance | <u># of contracts audited</u> # of contracts | | Staff | | July 2002 | Designated Audit Team |
| 4 Develop an interagency review team to monitor funding and program options/opportunities | <u># of Department Heads contacted</u> # of agencies utilized | <u># of agencies present</u> # of agencies invited | Program Manager(s) | Contracted agencies | July 2002 | Probation Manager |

Appendices

Stanislaus County Probation Department Table of Organization



PROBATION DEPARTMENT PROGRAM SUMMARY

Probation Institutions Division

- **Juvenile Hall*:** Stanislaus County Juvenile Hall is a maximum-security detention facility for juveniles who are alleged to have committed criminal offenses prior to their eighteenth birthday. Juveniles who are arrested and not released by law enforcement agencies are delivered to the Probation Officer's custody at Juvenile Hall. Minors who are not released by the Probation Officer or the Juvenile Court are detained at Juvenile Hall pending the completion of their court proceedings. Since it is the only secure facility for juveniles in Stanislaus County, Juvenile Hall also serves as a commitment facility for minors who are ordered by the Juvenile Court to serve a period of incarceration. It has a state rated capacity for 118 minors. Approximately 80% of the detainees have been arrested for felony offenses, 18% are girls, and the average length of stay is 16 days. Juvenile Hall offers detainees a variety of rehabilitative programs, as well as physical and mental health services. The programs and services are outlined below:

Medical Care: Physical health care is provided by the California Forensic Medical Group. Every minor admitted to Juvenile Hall receives an initial assessment by a registered nurse. Nurses are on site 7 days per week, from 7 AM to 10 PM. A physician oversees the nursing staff and is on call 24-hours per day. Every minor admitted to Juvenile Hall receives a medical examination within 72 hours and follow-up treatment as needed. Emergency care is available as needed.

Mental Health Care: Mental Health Clinicians are on site to assess minors and provide care as needed. The clinicians assist Juvenile Hall staff to identify suicide risks and develop interventions. Mental health staff are in the facility from 8 AM to 5 PM, Monday through Friday and on call during after-hours and weekends. They coordinate services with clinicians in the community to ensure continuity of care as minors transition to and from the facility and the community.

Behavior Modification Program: Juvenile Hall has a point system through which minors receive feedback regarding their behavior several times per day from staff. The system promotes responsible behavior by providing rewards for positive behavior and immediate sanctions for inappropriate behavior. The program is based on the Six Pillars of Character, which includes Respect, Responsibility, Trustworthiness, Fairness, Caring and Citizenship, and is mandated by Juvenile Hall staff. It is designed to teach minors how to make responsible choices and recognize long and short-term consequences of their decisions.

Substance Abuse Counseling: Substance abuse counselors from the Center for Human Services provide evaluation, psycho-educational programs, preventative and therapeutic services.

Educational Programs: All minors attend school Monday through Friday on a year-around schedule. The educational program is delivered and administered by the Stanislaus County Office of Education. The Juvenile Hall program is individualized to meet minors' ability and levels of achievement. The educational program includes remedial tutoring, a literacy program, GED testing, and college accredited video courses through Modesto Junior College.

Recreation and Physical Exercise: All minors participate in daily structured and supervised physical exercise. They are also allowed time that is non-structured for reading, letter writing, board games and crafts.

Religious Programs: Religious services are available to minors every Sunday, Monday, and Tuesday. Community volunteers through the Greater Modesto Ministerial Association provide services. Special visits can be arranged for minors who wish to speak with their minister.

Communicable Disease Awareness and Prevention: All detainees receive instruction from the Stanislaus County Health Services Department to improve their knowledge about communicable diseases and their prevention. The curriculum includes but is not limited to sexually transmitted diseases, tuberculosis and diseases such as AIDS and Hepatitis that are common to drug abusers.

Gang Awareness and Prevention: Gang activity is strictly prohibited in Juvenile Hall. Upon entry, all minors are screened to determine any gang affiliations. This information is considered when making assignments to housing units and is shared with the casework officers and local law enforcement. Juvenile Hall staff facilitate groups and provide individual instruction to assist the minors in understanding and accepting cultural differences and refraining from any gang activities.

- **Alternatives to Custody:** The Alternatives to Custody Programs are designed to offer community supervision and sanctions for minors who do not represent the level of threat to that community that requires incarceration in Juvenile Hall. The Alternatives to Custody Programs include the following:

Day Commitment Program: This program provides daily supervision in a non-custodial, structured, school-based program. It includes job readiness training components. Day Commitment is designed for wards who commit technical probation violations and are not attending or achieving in traditional educational settings. Wards are referred to the program for up to 30 days. Classroom instruction is provided by the County Office of Education.

Home Supervision: Home Supervision consists of Electronic Monitoring and House Arrest. The Court or the Probation Officer may direct minors to remain in their own home in lieu of detention in Juvenile Hall. The Alternatives to Custody staff monitor compliance through unannounced visits to ensure that the minor remains in the home, is attending school as directed and that any and all other conditions of probation are followed.

Electronic Monitoring: Minors may be ordered by the Court to remain in their own home in lieu of detention in Juvenile Hall and wear an electronic device to track their movement. The Alternatives to Custody staff member contact minors in their home or at school to ensure program compliance. Up to 40 minors may participate in this program at any given time.

House Arrest: Minors may be directed by the Court or the probation officers to remain in their own homes and/or in the immediate supervision of their parents in lieu of custody of Juvenile Hall. Alternatives to Custody staff make frequent unannounced visits to the home to ensure compliance.

Juvenile Court Work Program: This program coordinates and supervises juveniles assigned to work crews to perform community service work. The Juvenile Court, the Juvenile Traffic Court, and probation officers refer the minors as a sanction in lieu of custody. The work is performed at various county owned sites and along local roads. Clean up activities along public roads fulfills a revenue-producing contract with CalTrans.

PROBATION DEPARTMENT PROGRAM SUMMARY

Probation Casework Juvenile Division

- **Juvenile Intake:** Juvenile Intake performs the mandated function of processing all juveniles arrested by law enforcement and referred to Probation. Law enforcement may cite a juvenile to the Probation Department or book the juvenile into Juvenile Hall. The Intake Probation Officer makes the decision as to the disposition of the juvenile. The juvenile may be diverted from the juvenile justice system, placed on informal probation or referred to the District Attorney for the filing of a juvenile petition.
- **Juvenile Investigation:** Juvenile Investigation performs the mandated service to the Juvenile Court in the form of investigations, court reports and dispositional recommendations.
- **Juvenile Supervision:** Juvenile Supervision provides mandated supervision within the community to those minors placed on informal probation or those made a ward of the Juvenile Court. Supervision activities occur at the home, school, in the community or at the Probation Department and include counseling, development of case plans, monitoring compliance with terms of probation and case plan progress, referral to appropriate ancillary services and facilitation of group educational sessions. Additionally, Juvenile Supervision provides prevention services through participation on School Attendance Review Boards and community presentations.
- **Juvenile Drug Court:** Juvenile Drug Court Program provides intensive intervention and treatment to drug abusing juvenile wards through a collaborative effort involving the Probation Department, Behavioral Health and Recovery Services, the Juvenile Court, the District Attorney and the defense bar.
- **Juvenile Placement:** Juvenile Placement provides for intensive pre-placement, out-of-home placement and post-placement transitional services to wards of the court that have been removed from the custody of their parents. Placement Probation Officers perform the mandated requirements of monthly placement visitation, case planning, assuring medical assessments and treatment, coordination of educational plans and periodic reports to the Juvenile Court on all juveniles in out-of-home placement. Additionally, one Probation Officer is assigned to the Community Services Agency, Families in Partnership Program (FIP), and one officer works directly with the Juvenile Justice Mental Health System of Care dealing with wards experiencing mental health problems.

- **Community Partnerships:** Housed within this unit are probation/law enforcement partnerships that provide gang suppression activities. These officers provide intensive/invasive community supervision of wards of the court that have been identified to be gang involved. Additionally, a section of this unit provides contracted prevention services and school-based probation supervision at Modesto City Schools, grades 3 through 9 and at the Petersen Alternative Center for Education.
- **Family Oriented Community Utilization System (FOCUS):** Intensive probation supervision, support and wrap-around service is provided to adult probationers and their families through this four-year California Board of Corrections grant. The program builds upon family strengths through a multi-disciplinary approach that includes forty-seven separate interventions. The goal of this program is to enhance family resiliency factors, thereby reducing the probability of delinquency and dependency status among the children of adult probationers.

Probation Casework Adult Division

- **Adult Intake/Case Control:** Adult Intake/Case Control provides intake processing and referral services to an average of 100 new cases each month and provides mandated, although limited, supervision services.
- **Adult Court Services:** Adult Court Services provides mandated investigation reports and sentencing recommendations to the Superior Court. Adult Court Services Probation Officers appear in departments of the Superior Court on a daily bases presenting written and verbal probationer case information and sentencing recommendations. One Probation Officer is funded under a contract with the State Victim Compensation and Government Claims Board to provide victim restitution collection services.
- **Adult Supervision:** Adult Supervision Probation Officers provide mandated and intensive, community based supervision to probationers convicted of crimes that include sex offenses, domestic violence offenses, gang and violent crimes, mentally ill and elder abuse offenders and child abuse cases. Armed Probation Officers in Adult Supervision frequently search probationers and make arrests. Within the Adult Supervision Unit is one armed Probation Officer assigned full-time to the Stanislaus Drug Enforcement Unit (SDEA), one Probation Officer assigned full-time to the Transitional Road to After Custody and Self Sufficiency program (TRACS) at the Sheriff's Department, and one Probation Officer assigned full-time to the Mentally Ill Offender Grant program through Behavioral Health and Recovery Services.
- **Adult Drug Court:** Adult Drug Court provides intensive intervention and treatment to drug addicted probationers through a collaborative effort between the Probation Department, Behavioral Health and Recovery Services, the Superior Court, the District Attorney and the defense bar. Probation Officers provide case management, mandated supervision and reports to the Superior Court.

Renaissance Consulting Group

Class 1

**Welcome to
Stanislaus County
Probation Department
Strategic Planning**

A learning and planning process sponsored by:

**Stanislaus County
Probation Department
Spring – Fall 2000**

Facilitated by:



**Renaissance Consulting Group
Sacramento, California**

Schedule of Activities

Am

- ✍ Welcome, introductions and logistics
- ✍ Introduce the Strategic Learning and Planning Process and Timeline
- ✍ Stanislaus County Vision, Mission and Values

Pm

- ✍ Discuss Strategic Planning Process and Change Theory
- ✍ Preparing to Mentor the Department and fellow employees
- ✍ Summarize Class 1 and prepare for Class 2



Personal Reflection on Strategic Planning

Time _____

Purpose

Take some time to reflect upon your participation in this learning and planning process. After lunch we will discuss the following questions:

Questions for Participants

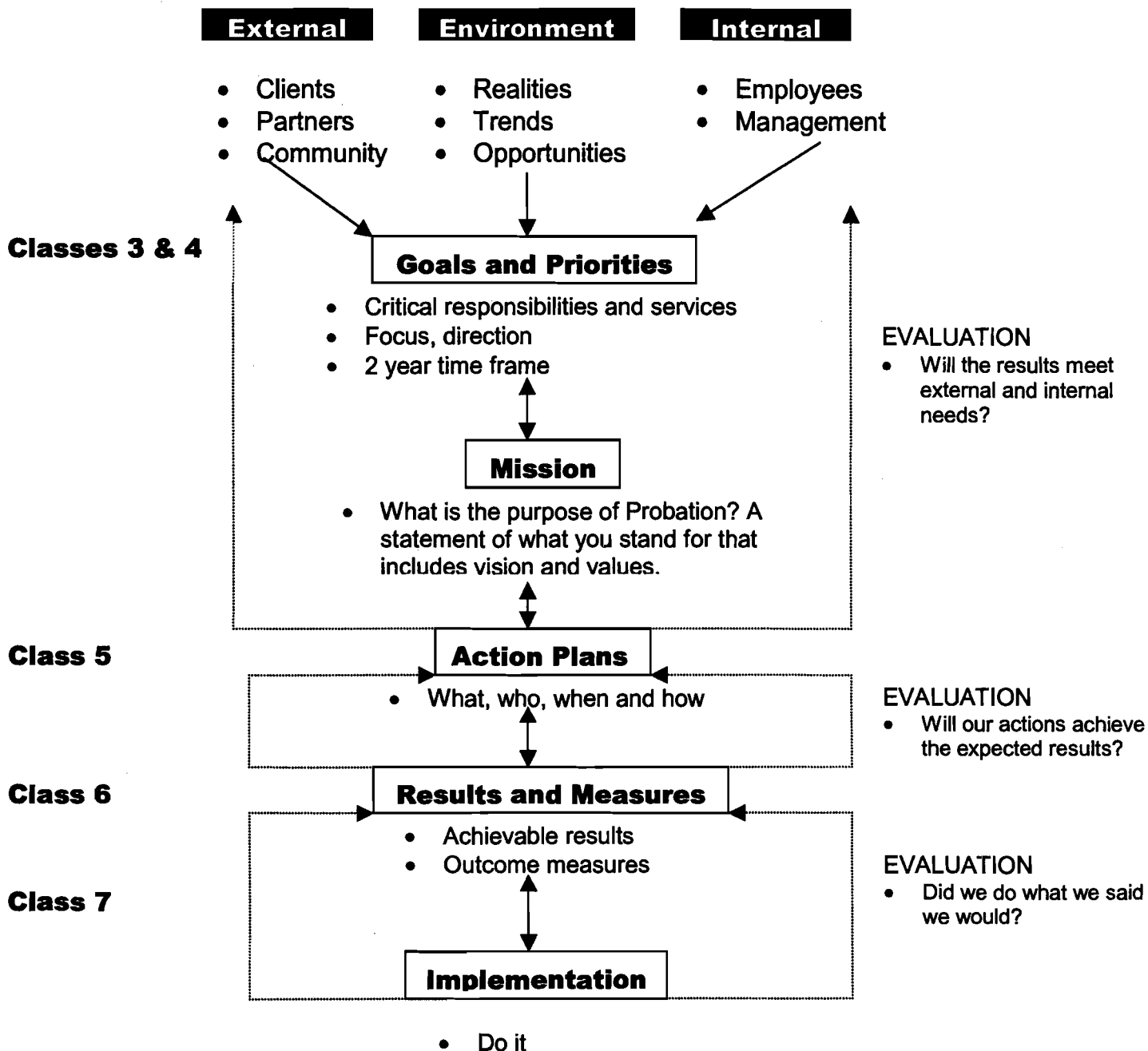
1. The opportunities I hope the learning and planning process will create for me are:
2. The opportunities I hope the learning and planning process will create for employees are:
3. The opportunities I hope the learning and planning process will create for the Probation Department are:
4. The opportunities I hope the learning and planning process will create for our partners and the community are:



Strategic Planning Process

Classes 1 & 2 **Scan the Environment**

April 14th, May 2nd



Strategic Planning and the Natural Cycle



**Continually validate and renew the plan
Celebrate!**

Mission creates purpose

**How we work with each other
and our partners**

**Structure to accomplish work
Maintain focus**



Renaissance Consulting Group
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Strategic Planning Terms

The following terms are important in the Strategic Learning and Planning Process.

Stakeholders -- person with information, authority or resources to act, affected by what happens.

Scanning & Forecasting -- Capturing the local, state, national and international trends that impact our future.

Vision -- An image of our desired future and what we aspire to be. A vision is a picture of the future you seek to create, described in the present tense, as if it were happening now. The more richly detailed and visual the image is, the more compelling it will be.

Mission -- The fundamental reason for the organization's existence. What are we here to do together?

Guiding Values & Principles -- comes from the French word *valoir*, meaning "to be worth." Values describe how we intend to work with each others and our partners, on a day-by-day basis, as we pursue our Vision.

SWOT Analysis -- A detailed list of the organization's strengths, weaknesses, opportunities and threats. Can include some individual concerns as well.

Strategies (Short- and Long-term)

Goals, used interchangeably with strategies -- represent what people commit themselves to do, within a specific time period. A Strategy is a plan of action that describes how an organization will use its resources (human, economic, technical) to serve its community; and, gain and sustain competency.

Barriers -- Those things that could block us from achieving our goals.



Change

**¹ Change
Is a process
Is made by individuals first, then by organizations
Is a highly personal experience
Involves personal growth of employees
Managing change must be related to
The people first, then change second**

¹ Process of Change is from the Concerned Based Adoption Model (CBAM) contained in Taking Charge of Change, Shirley M. Hord, et. al., Southwest Educational Laboratory, 1987



Stages of Change²

Stage 6: Refocusing

Stage 5: Collaboration

Stage 4: Consequence

Stage 3: Management

Stage 2: Personal

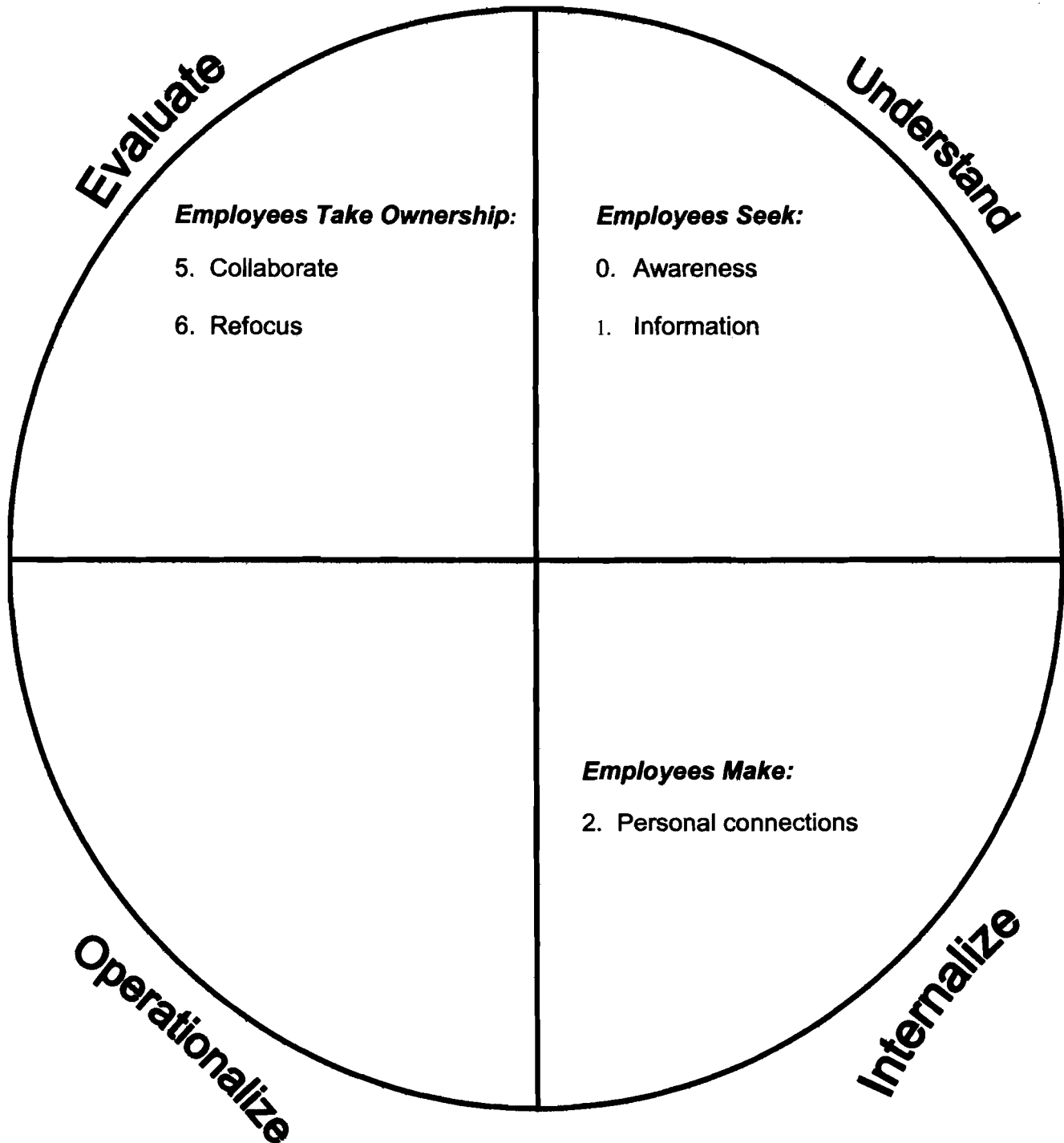
Stage 1: Informational

Stage 0: Awareness

² Process of Change is from the Concerned Based Adoption Model (CBAM) contained in Taking Charge of Change, Shirley M. Hord, et al, Southwest Educational Laboratory, 1987



Change and The Natural Cycle ³



³Based on the Natural Cycle and Experiential Learning Theory. By David A. Kolb, Ph.D., Case Western University



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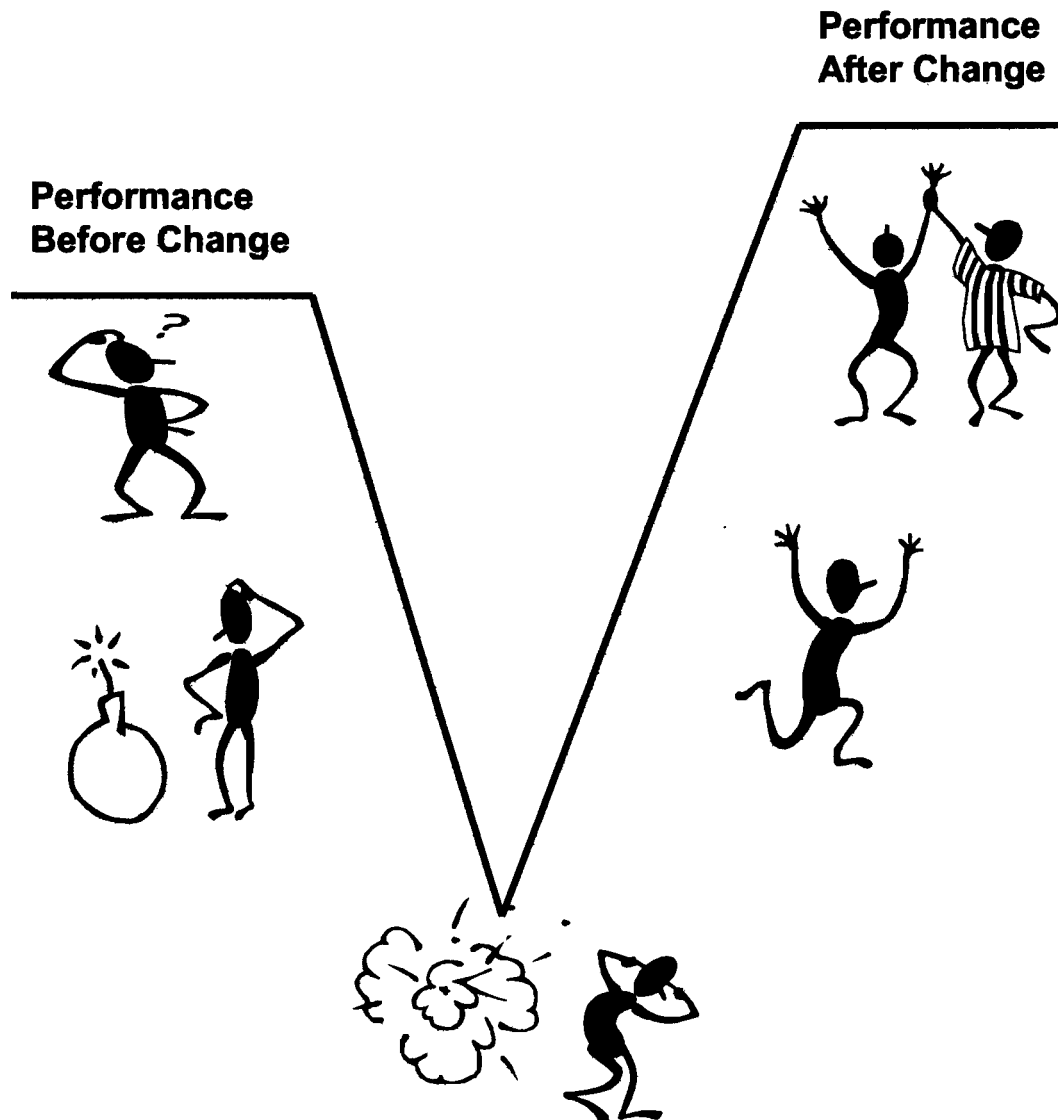
Mentoring Change

Employees will have varying concerns as they either move through, or, "get stuck" in, stages of the Change cycle. The job of a "change agent" is to help individuals and groups surface their concerns so they can be addressed.

| Self | Task | Impact |
|---|---|--|
| <p>Stage 0: Awareness</p> <ul style="list-style-type: none"> • No opinion or concern <ul style="list-style-type: none"> • Change is new • Non-involvement ⇒ "I really don't know what it is or how I will be involved." ⇒ "I have not been told to change yet." <p>Stage 1: Informal</p> <ul style="list-style-type: none"> • Actively seeking more information on what is changing and how • Need to know long-term benefits • What will the short-term costs be? ⇒ "Will this mean longer hours?" ⇒ "What will my role be during this change?" <p>Stage 2: Personal</p> <ul style="list-style-type: none"> • Individual will decide his or her acceptance of the change • Time and energy requirements will be negotiated • Must find personal benefits or will resist • Emotions run high, fear of making mistakes or looking foolish • Stress is evident personally • Stress is felt organizationally <ul style="list-style-type: none"> ⇒ "Is this worth it?" ⇒ "I'm not sure this will work here." | <p>Stage 3: Management</p> <ul style="list-style-type: none"> • Earliest stage of implementation • People make commitments and changes. • Relationships change. • Specifics of what is changing and how are known. • Management is stressed by dual role to direct and mentor changes • Personal concerns regarding performance evaluation and how success is measured <ul style="list-style-type: none"> ⇒ "There aren't enough hours in the day." ⇒ "We are done talking about why, just do it!" ⇒ "Do I really want to work here?" <p>Stage 4: Consequences</p> <ul style="list-style-type: none"> • People look at impact of change on customers • Individual moves from "self" to organization • Comfortable with delivering the products and services • Work is focused on refinements • Data is being gathered on the change • Minor changes are beginning to be made <ul style="list-style-type: none"> ⇒ "I'm concerned about our customers." ⇒ "What will be the long-range impact?" ⇒ "I want to tell others about what we are doing." | <p>Stage 5: Collaboration</p> <ul style="list-style-type: none"> • Share ideas, successes and experiences with others • Purpose is to improve the delivery of services • Want to make the services better for customers <ul style="list-style-type: none"> ⇒ "We need to coordinate a little better." ⇒ "I think we should have more opportunities to share ideas." ⇒ "This would work better if..." <p>Stage 6: Refocusing</p> <ul style="list-style-type: none"> • People are ready for another major change • Innovation has been in place for years • Delivering the product is usually different • People are very comfortable with the organization <ul style="list-style-type: none"> ⇒ "I know of some new ideas." ⇒ "I'm interested in looking at alternatives." ⇒ "I really believe we are ready to move on." |



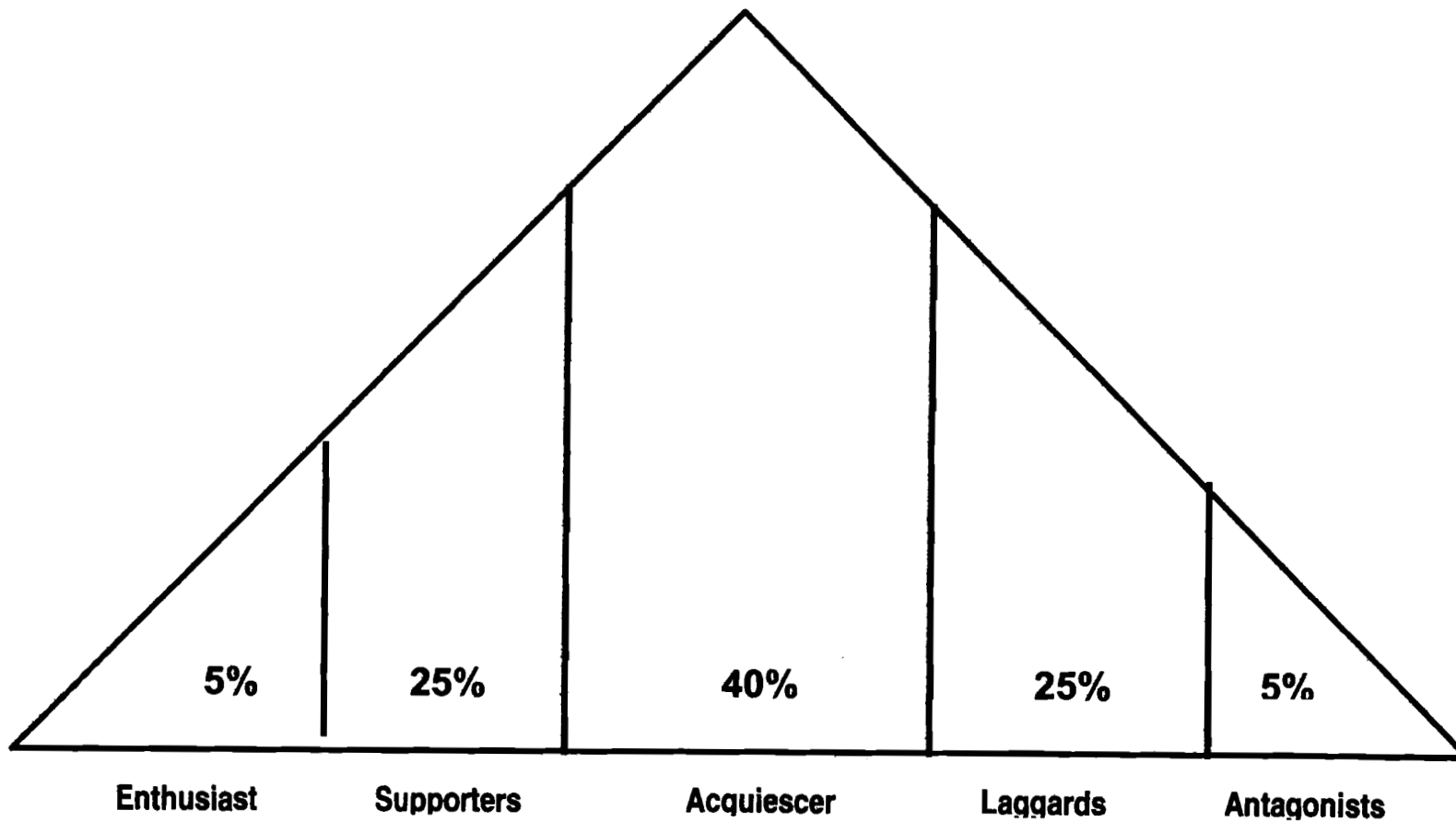
The Implementation Dip⁴



⁴ Based upon the work of Michael Fullan. (Fullan, Michael. The New Meaning of Educational Change. New York: Teachers College Press, 1991.)



Distribution of Behaviors During Change





**Communicating the Culture Change
throughout
Stanislaus County**



Clarity...

Two guys were walking down a country road when Pete said to Joe,
“Look at that cow with one eye.”

So Joe directly placed his hand over one eye to look at the cows.

-Unknown

The events in our household this past week have left me in a state
of consternation, lamented Mrs. Jones. Her friend quickly advised,
“Why don’t you try prune juice?”



Recall a moment in which you experienced a moment of
clarity (an “ah-ha”).



What were your thoughts and feelings as a result of that moment
of clarity?

Consistency...

Although *we* don't control change, *principles do*.
Nature teaches that there is order in complexity.
There are patterns and change.
There are natural laws that are in control.

Tides change...
but there are principles or dynamics upon which they change.
Seeds change...
but principles of growth govern their development
into mature plants that bear flowers and food.

-The Nature of Leadership

"Nature just "is."
It cannot be controlled.
People can mess around with it.
They can interfere with it.
They can pollute it.
They can damage it.
They can degrade it.
But they can never really control it.
The sun will rise every day.
The sun will set every day."

-JoAnn Valenti

The key to dealing with change is to have a changeless core.

"We are what we repeatedly do. Excellence, then, is not an act, but a habit."

-Aristotle



The 7 x 7 guideline:



The Chinese Bamboo Tree



The Miracle of the Chinese Bamboo Tree

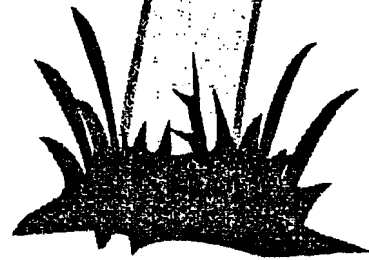
The Chinese bamboo tree is planted after the earth is prepared, and for the first four years, all of the growth is underground. The only thing visible above the ground is a little bulb and a small shoot coming out of it.

Then, in the fifth year, the bamboo tree grows up to eighty feet.

Principle-centered leaders understand the metaphor of the bamboo tree... They know what it means to pay the price to prepare the ground, to plant the seed, and to fertilize and cultivate and water and weed, even when they can't see immediate results, because they have faith that ultimately they will reap the fruits in the harvest...

Your organization's culture is the one competitive advantage that cannot be duplicated. Technology can be copied. Information can be acquired. Capital can be bought. But the ability of your organization to collaborate effectively...cannot be bought, transferred, or installed. A high-trust, empowered culture is always home-grown...Only by acting in harmony with correct principles, exercising patience, humility, and courage, and working within your circle of influence can you transform yourself and positively influence your organization.

First Things First, by Stephen Covey





**Stanislaus County's
Vision/Mission/Values**



Vision

...a county that is respected for its service in the community and is known as the best in America.

Mission

Stanislaus County serves the public interest by promoting public health, safety, welfare and the local economy in an efficient, cost-effective manner.

Board of Supervisors Priorities

*Ensure a safe, healthy community.
Facilitate economic development.
Deliver excellent community services.
Promote efficient government operations.
Achieve multi-jurisdictional cooperation.
Model community leadership.*

Values

We:
*respect each other.
partner with our customers.
encourage ideas.
create leaders.
take pride in our work.
share our learning.*

BOARD OF SUPERVISORS PRIORITIES DEFINED

Ensure a safe, healthy community

where people have physical, mental, spiritual, environmental, economic and social/cultural well being

Facilitate Economic Development

by promoting activities that support prosperity throughout our community

Deliver excellent community services

by giving the right service to the right person at the right time in the right manner.

Promote efficient government operations

by assuring prompt service, streamlined work systems, and inter-departmental sharing of resources

Achieve multi-jurisdictional cooperation

by working with interested persons, groups and institutions as partners to achieve common community goals

Model Community Leadership

by individually and collectively taking initiative to create new and more possibilities that promote these priorities

KEY SUCCESS FACTORS:

A way of doing business that sets us apart from our competitors and makes us unique

Stanislaus County will know it is successful when it:

Is easy to do business with: access and credibility

- A. Access: How easy is it for customers to access/receive services?
- B. Credibility: Do we do what we say we will do?

Has established partnerships with the community/others.

What partnerships do we create with other agencies/companies and the community?

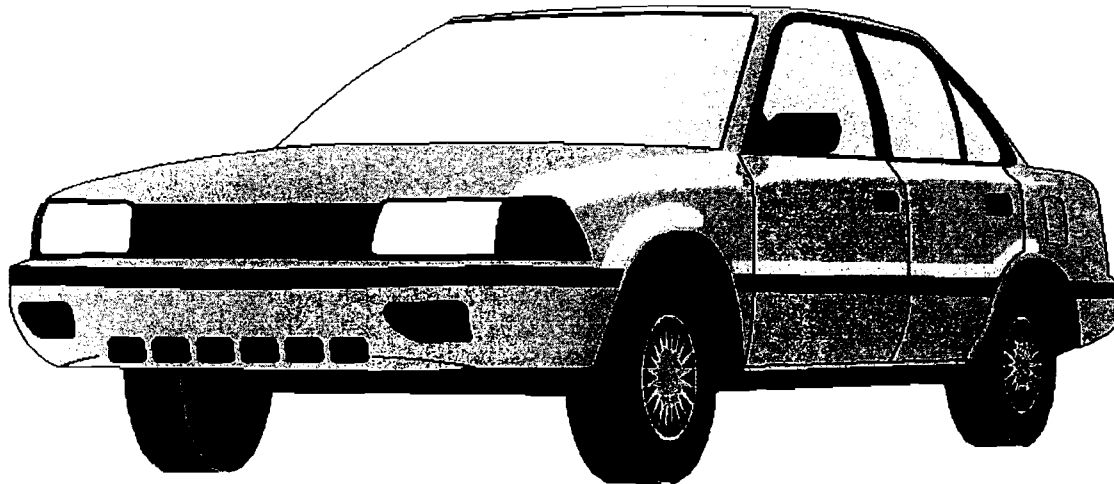


The Balanced Scorecard Process



Balanced Scorecard

“Stanislaus County Dashboard”

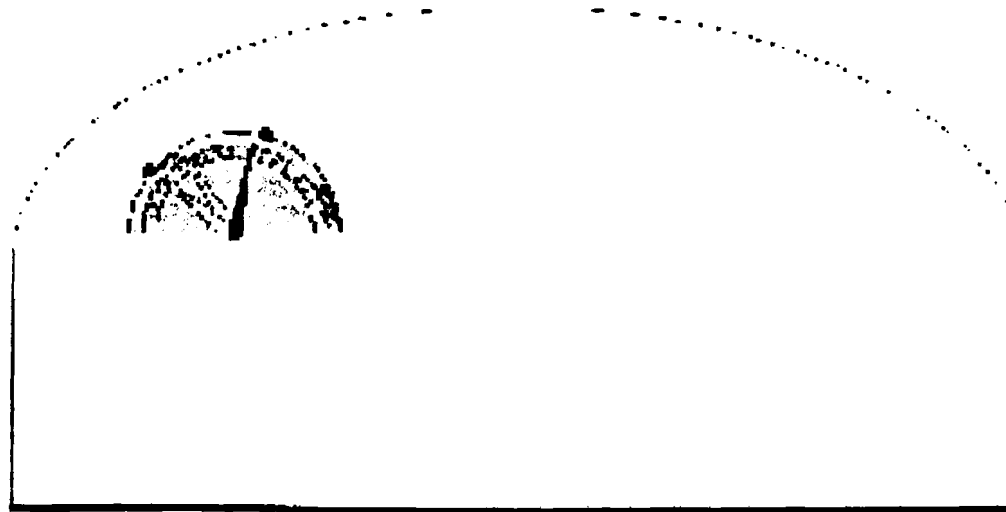


Why?

If you are going to drive across country on a trip with your family and you could choose to have one gauge on your car's dashboard, which one would you choose?

What information will be missing if you are only able to use the one gauge you selected?

How will your driving decision-making be affected by your decision?

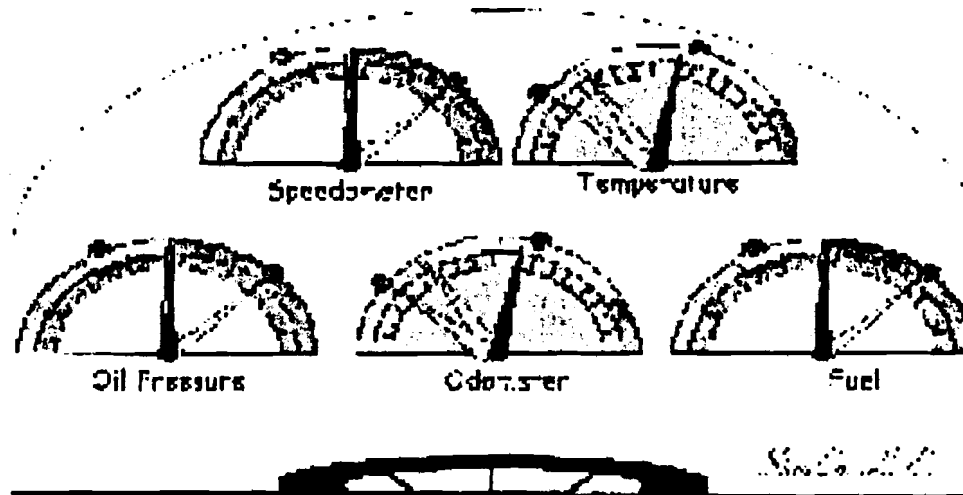


Why? Cont.....

When driving a car, the driver is usually able to move forward on the freeway glancing at the dashboard periodically reasonably assured that the dashboard gauges/indicators will provide enough information to operate the car effectively.

When one of the gauges changes, the driver can then choose to look under the hood of the car and/or elsewhere on the car to collect additional information and to respond accordingly.

What's important is to select a few meaningful indicators to prevent the driver from having to look under the hood while driving down the freeway.

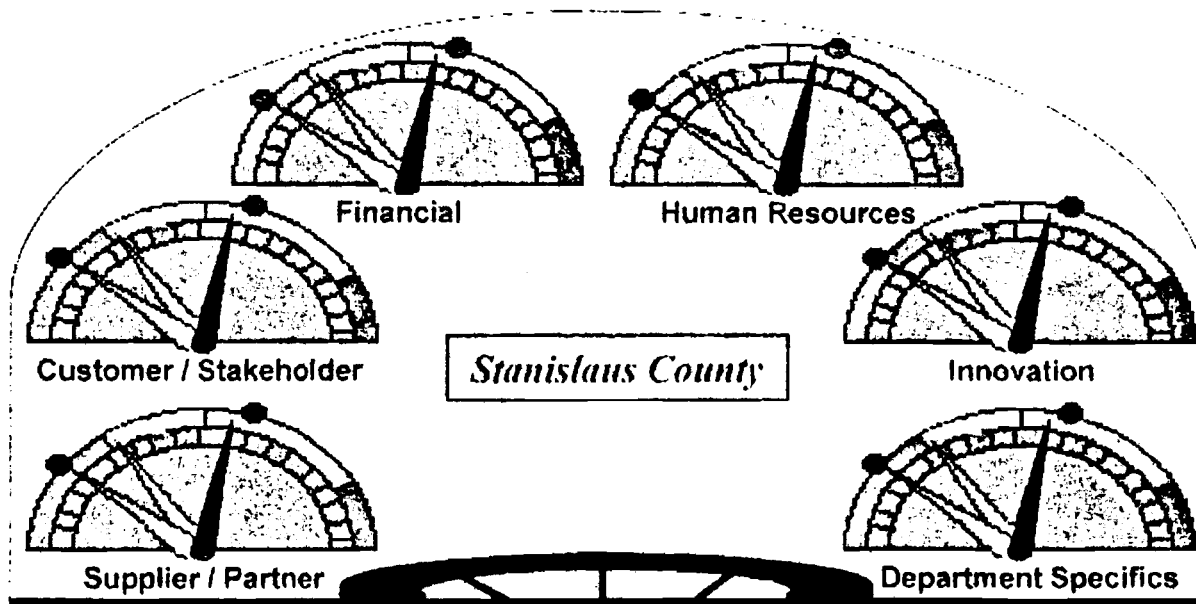


Why? Cont.....

Effective organizations operate very similarly to the car analogy. Executives need to have a dashboard which allow them to monitor the overall effectiveness of an organization (usually 12-20 gauges). Management and mid-management provide the “under-the-hood” information which supplies information to the dashboard of the organization. Operational staff then supply the “exhaust pipe” information that is aligned with the hood the the dashboard measurements, thus the entire organization is measuring similar items at different levels.

For example, if an organization wanted to improve its overall turnaround time in responding to customers, each level of the organization would identify how it would achieve that goal and would measure it accordingly.

Many organizations measure their performance based solely on timeline and/or financial indicators synonomous with the driver only watching the gas gauge. An effective dashboard depicts a “balance” of indicators to provide the driver with an overall picture of the car’s operations: the odometer, the Therefore, effective organization realize the importance of including such indicators as (1) customer satisfaction, (2) service quality, (3) employee satisfaction, (4) financial performance, (5) process and operational performance, (6) supplier performance. Thus, all levels of the organization can measure and monitor its effectiveness through the tool know as the “balanced scorecard”.



What?

| Strategic "Measurement" Model | | | |
|---|--|---|--|
| Topic | Purpose | County Example | Personal Example |
| Mission, Vision, Values, Strategic Priorities | Measures must be linked to the V/M/V to assure the organization can achieve its vision | To be the best County in America and to be respected by the community we serve | To be a healthy individual |
| Key Success Factors | Measures must be linked to what will differentiate a company from its competitors and what is critical for the organization's success | To become easier to do business with.... To establish partnership with the community/others | To proactively change to a healthy lifestyle |
| Performance Metrics | Measures must be balanced and monitor an organization's past/present/future effectiveness | Customers/Stakeholders Financial Results Human Resources: Employees Supplier Performance Innovation/Growth Department Specific/Operational | Blood Pressure Cholesterol Body Fat Weight Strength Flexibility |
| Goals/Objectives | Short and long-term goals must be established for each measure using baseline assessments to help the organization improve each metric | Ex. Reduce voluntary turnover to 7% per year Ex. 90% of customers will rate satisfaction with service as a "5" on a 5-point scale | Ex. Decrease body fat by 10% |
| Strategies | Activities must be implemented to achieve the goals | Ex. Establish customer/employee focus groups to determine issues | Ex. Walk 30 minutes each day Ex. Join healthy eating program |

What? Cont.

Example: County Strategic Measures

| Strategic Measures | Level I | Level II | Level III | Level IV |
|------------------------------|---|--|---|---|
| | Executive | Management | Division | Operational |
| | CEO | Department Head | Division Manager | Team Leader/Unit Supervisor |
| <i>Customer/ Stakeholder</i> | <ul style="list-style-type: none"> ▶ Community Satisfaction (survey) ▶ Percent reduction in overall customer contact Cycle Time | <ul style="list-style-type: none"> ▶ Department Specific Customer Satisfaction (survey) ▶ Department customer contact Cycle Time | <ul style="list-style-type: none"> ▶ Division customer satisfaction (survey) ▶ Division specific customer contact Cycle Time | <ul style="list-style-type: none"> ▶ Team or unit customer satisfaction (survey) ▶ Team or unit customer contact Cycle Time |
| <i>Financial</i> | <ul style="list-style-type: none"> ▶ Expenditures compared to overall county budget | <ul style="list-style-type: none"> ▶ Expenditures compared to overall department budget | <ul style="list-style-type: none"> ▶ Expenditures compared to division budget | <ul style="list-style-type: none"> ▶ Expenditures compared to team or unit budget |
| <i>Human Resource</i> | <ul style="list-style-type: none"> ▶ Overall county employee satisfaction (survey) ▶ Staff turnover- organization wide | <ul style="list-style-type: none"> ▶ Department employee satisfaction (survey) ▶ Staff turnover -Department wide | <ul style="list-style-type: none"> ▶ Division results of Department employee satisfaction (survey) ▶ Staff turnover - Division wide | <ul style="list-style-type: none"> ▶ (optional due to confidentiality issues on small teams or units) ▶ Staff turnover - Team or unit |
| <i>Supplier/Partner</i> | Supplier on time delivery - All organization suppliers | Supplier on time delivery - All Department Suppliers | Supplier on time delivery - All division Suppliers | |
| <i>Innovation/Growth</i> | Percentage of increased implemented partnerships with other agencies - Organization wide | Percentage of increased implemented partnerships with other agencies - Department wide | Percentage of increased implemented partnerships with other agencies - Division wide | Percentage of increased implemented partnerships with other agencies - Team or unit |
| <i>Department Specific</i> | County Quality of Life (e.g. rate of homelessness) | Department Level Quality of Life (e.g. Mental Health Dept - rate of homelessness of Mentally ill persons in Stanislaus County) | Division Level Quality of Life (e.g. Mental Health Dept Adult System of Care - rate of homelessness of mentally ill Adults in Stanislaus County) | Team Quality of life (Mental Health Department Adult System of Care - Turlock Regional Team - rate of homelessness of mentally ill persons in Turlock) |

How?

OUR VISION:

**A COUNTY THAT IS RESPECTED FOR ITS SERVICE IN THE
COMMUNITY AND IS KNOWN AS THE BEST IN AMERICA**

- **QUESTION:**

- **How will we know we are achieving our vision?**

- **ANSWER:**

- **By Developing a dashboard (balanced scorecard) of
performance indicators which will allow us to**

- **Periodically check the effectiveness of the organization**
 - **make mid-course corrections if necessary**
 - **benchmark within our organization as well as with other
organizations**

How? Cont.....

The Board of Supervisors, in conjunction with a County-wide Indicator Taskforce, recently received training from and subsequently drafted Stanislaus County's first balanced scorecard. A team from each department will receive similar training in Fall, 1999, and will develop their own scorecard which correlates with the organization-wide scorecard. The phases for the Scorecard journey include:

Phase I: Building a Balanced Scorecard Organization-Wide

**Phase II: Building a Balanced Scorecard Within Each Department
Related to the Organization-Wide Scorecard**

Phase III: Creating Measures

Phase IV: Keeping Score

Phase V. Reporting Outcomes

Phase VI: Continuously Improve the Scorecard

What if?

A great many people in business think that measuring a problem is tantamount to solving it.

If measurement alone changed behavior, there would be no fat people, no one would smoke, and everyone would exercise, because all of these behaviors and their results can be easily measured.

- Aubrey C. Daniels

What if? Cont.....

Fixing your measurement system by itself is not a magic bullet that will solve all of your organization's ills. No single change initiative or program will immediately transform your company from being mediocre to being world-class. Coming up with a good balanced set of performance metrics will save many hours of wasted time and make it more likely that you keep your organization on track in its journey toward reaching its vision and long-term goals.

Although many of the benefits of an improved scorecard or set of metrics will not be realized until later years, there are a number of immediate benefits. Some of these benefits include the following:

- An 80 percent reduction in the volume of reports that were generated on a monthly basis by a corporate finance function**
 - More than 50 percent reduction in the amount of time spent in monthly senior management meetings**
 - A 60 percent reduction in the pounds of reports that were printed each day, reporting performance data**
 - An increased ability to focus on both the long- and short-term success of the organization**
 - A better balance between meeting the needs of customers, shareholders, and employees**
 - The elimination of up to an hour each day spent by managers reviewing and attempting to interpret unimportant performance data**
 - A way to make the vision and values real to employees and to track progress toward achieving the vision and living the values**
- Keeping Score by Mark Graham Brown**



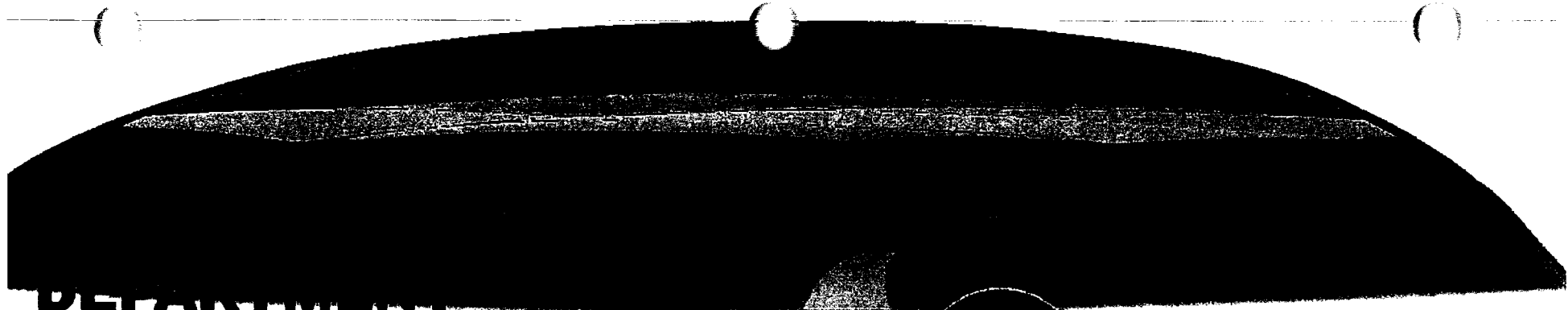
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**Stanislaus County's
Balanced Scorecard**

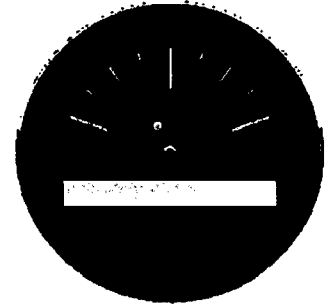
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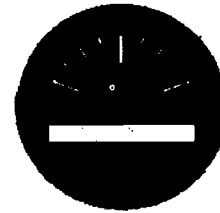
DEPARTMENT

SPECIFICS



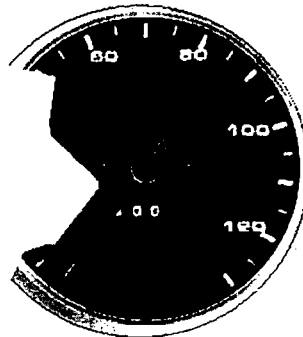
**CUSTOMER/
STAKEHOLDER**

INNOVATION



**SUPPLIER/
PARTNER**

**HUMAN
RESOURCES**



FINANCIAL

A DASHBOARD

STANISLAUS

USING THE RIGHT METRICS TO DRIVE PERFORMANCE

SUMMARY OF THE COUNTY SCORECARD

Financial Results

County Economic Index
Asset/Liability Ratio
New/Future Revenue
Expenditures to Budget

Customer/Stakeholder: Taxpayers, Residents, Visitors

Customer Satisfaction
Cycle Time
Cultural Service Competency

Human Resources

Turnover Index
Employee Satisfaction
Employee Development
Safety Index

Supplier/Partner: Acquired Supplies (External to the County)

Product Delivery
Vendor Performance
Vendor Quality

Supplier/Partner: Acquired Services (Between Departments)

Service Delivery

Department Specific/Operational

Quality of Life
Community Health Measures
Healthy Environment
Proactive vs. Reactive processes

Innovation/Growth

Partnership Implementation Index
New Services/Products to Community
External Recognition

STANISLAUS COUNTY BALANCED SCORECARD

1/2000

| Financial Results | | | | |
|---|---------------|-------------|----------------|---------------|
| Metrics: | Weight | Past | Present | Future |
| <p>County Economic Index Definition: The level of opportunity for employment for residents in Stanislaus County. Example: Unemployment, net new jobs, new businesses, median income</p> | [] | X | | |
| <p>Asset/Liability Ratio Definition: The ratio providing creditors information regarding the County's ability to withstand losses without impairing the interests of creditors. Example: Debt to Total Assets = Debt/Total Assets</p> | [] | X | X | X |
| <p>New/Future Revenue Definition: New sources of revenue not previously received and not budgeted. Example: Taxes, revenues from new services, grant funding, public fees</p> | [] | | | X |
| <p>Expenditures to Budget Definition: The difference between actual expenditures and revenue. Example: Net county costs (general fund departments); net income (internal service and enterprise funds); capital project delivered; fund balance available (+/- by each fund).</p> | [] | X | | |

Customer/Stakeholder: Taxpayers, Residents, Visitors

| Metrics: | Weight | Past | Present | Future |
|---|---------------|-------------|----------------|---------------|
| <p>Customer Satisfaction Definition: The customer's perception of the County's service. Example: Customer survey satisfaction results.</p> | [] | | X | |
| <p>Cycle Time Definition: (1) The total time it takes a customer to access a service and/or (2) The total time it takes to provide a service to a customer. Example: (1) Access: The time a patient calls for an appointment to the actual appointment. (2) Providing a service: The total time it takes from the time a customer requests a permit to the time the customer receives the permit.</p> | [] | X | | |
| <p>Cultural Service Competency Definition: (1) The ability for customers to access services in their native language (2) The diversity of the County is represented in the County. Example: (1) Percent of bilingual FTE staff to total FTE's. (2) The extent of staff by ethnicity compared to the percentage of the same ethnic population in the County.</p> | [] | | | X |

Human Resources: Employees

| Metrics: | Weight | Past | Present | Future |
|--|---------------|-------------|----------------|---------------|
| <p>Turnover Index Definition: The amount of voluntary employee termination from County service weighted by the impact to the organization. Example: Number of voluntary terminations weighted by seniority, level in the organization, replacement/recruiting cost, etc.</p> | [] | X | | |
| <p>Employee Satisfaction Definition: The rating employees attribute to their work environment. Example: Employee survey satisfaction results; absenteeism; complaints/grievances.</p> | [] | | X | |
| <p>Employee Development Definition: The continued (1) required training, (2) education and (3) development opportunities provided for employees. Example: (1) Continuing education units offered for Public Health Nurses to maintain license; (2) Attendance at Institute courses such as Leadership 2000; (3) Number of internal promotions.</p> | [] | | | X |
| <p>Safety Index Definition: The safety record of employees at work. Example: Severity rates; frequency rates; claims costs.</p> | [] | X | | |

| Supplier/Partner: Acquired Products/Supplies (External to County Operations) | | | | |
|---|---------------|-------------|----------------|---------------|
| Metrics: | Weight | Past | Present | Future |
| Product Delivery Definition: The correct quality product is provided in a timely manner for a good value. Example: Office equipment delivered and installed according to time specified in the contract. | [] | X | | |
| Vendor Performance Definition: Stanislaus County's perception of services provided by the vendor. Example: Stanislaus County employee (i.e., purchaser and/or receiver of product/service) survey satisfaction rating. | [] | | X | |
| Vendor Quality Definition: The number of supplier contracts with vendors who use high quality standards (i.e. Baldrige criteria). Example: 10/100 supplier contracts. | [] | | | X |

| Supplier/Partner: Acquired Services (Between Departments) | | | | |
|--|---------------|-------------|----------------|---------------|
| Metrics: | Weight | Past | Present | Future |
| Service Delivery Definition: The receiving department's perception that the correct service is provided in a timely/effective manner by the providing department. Example: Performance against standards. | [] | | X | |

Department Specific/Operational

| Metrics: | Weight | Past | Present | Future |
|--|---------------|-------------|----------------|---------------|
| <p>Quality of Life Definition: The ability for county residents to experience physical, mental, spiritual and social/cultural well being. Example: Literacy; housing availability/costs housing; access to transportation; skill level of workforce; fairness in the marketplace; recreational and cultural opportunities; crime rate.</p> | [] | X | X | |
| <p>Community Health Measure Definition: The ability for county residents to experience a safe, healthy community. Example: Access to healthcare; incidences of unintentional injuries such as car accidents, falls, pesticide exposures, etc.</p> | [] | | X | |
| <p>Healthy Environment Definition: The ability for county residents to experience environmental well being. Example: Air quality; water quality; land quality; food products quality.</p> | [] | | | X |
| <p>Proactive vs. Reactive processes (preventive vs. corrective) Definition: The percent of time, money and resources spent on effective prevention programs/processes versus on corrective programs/processes. Example: Community education/consultation versus citations; immunizations versus disease care.</p> | [] | | | X |

Innovation/Growth

| Metrics: | Weight | Past | Present | Future |
|--|---------------|-------------|----------------|---------------|
| <p>Partnership Implementation Index Definition: The implementation of partnerships which improve community service. Example: E.L.S.E. Program; Ag Center; Behavioral Health Services; 10th Street Place; Families in Partnership; Mentoring Program</p> | [] | | | X |
| <p>New Services/Products to Community (within past 2 years) Definition: Services introduced to the community within the past 2 years. Example: Stanislaus Homeless Outreach Project; Mentally Ill Offender Program</p> | [] | | | X |
| <p>External Recognition Definition: Organizational/department/program excellence as recognized by external agencies. Example: Accreditation's; awards; grants; benchmarking by others.</p> | [] | | | X |

SUMMARY OF THE COUNTY SCORECARD

| Years | | | |
|-------|---|-----|---|
| .5 | 1 | 1.5 | 2 |

Financial Results

| | | | |
|---|--|--|--|
| X | | | |
| X | | | |
| X | | | |
| X | | | |

- County Economic Index
- Asset/Liability Ratio
- New/Future Revenue
- Expenditures/Budget

Customer/Stakeholder: Taxpayers, Residents, Visitors

| | | | |
|--|---|--|---|
| | X | | |
| | | | X |
| | X | | |

- Customer Satisfaction
- Cycle Time
- Cultural Service Competency

Human Resources

| | | | |
|---|---|---|--|
| | | X | |
| | X | | |
| | X | | |
| X | | | |

- Turnover Index
- Employee Satisfaction
- Employee Development
- Safety Index

Supplier/Partner: Acquired Supplies (External to the County)

| | | | |
|--|--|--|---|
| | | | X |
| | | | X |
| | | | X |

- Product Delivery
- Vendor Performance
- Vendor Quality

Supplier/Partner: Acquired Services (Between Departments)

| | | | |
|--|---|--|--|
| | X | | |
|--|---|--|--|

- Service satisfaction

Department Specific/Operational

| | | | |
|---|--|--|---|
| X | | | |
| X | | | |
| X | | | |
| | | | X |

- Quality of Life
- Community Health Measures
- Healthy Environment
- Proactive vs. Reactive processes

Innovation/Growth

| | | | |
|--|--|---|--|
| | | X | |
| | | X | |
| | | X | |

- Partnership Index
- New Services/Products to Community
- External Recognition

MINIMUM EXPECTATIONS OF THE DEPARTMENT SCORECARDS

| Years | | | |
|-------|---|-----|---|
| .5 | 1 | 1.5 | 2 |

Financial Results

| | | | |
|---|--|--|--|
| X | | | |
| X | | | |

New/Future Revenue

Expenditures/Budget

Customer/Stakeholder: Taxpayers, Residents, Visitors

| | | | |
|--|---|--|--|
| | X | | |
|--|---|--|--|

Customer Satisfaction

Human Resources

| | | | |
|--|---|--|--|
| | X | | |
|--|---|--|--|

Employee Satisfaction

Department Specific/Operational

| | | | |
|---|--|--|--|
| X | | | |
| X | | | |
| X | | | |

Quality of Life

Community Health Measures

Healthy Environment



**Communicating the Culture Change
throughout
the Probation Department**





“Communicating the Culture Change throughout the Probation Department”

NOTES

Making Sure They Understand...

Communication comes from the Latin root *commune*, which means “held in common.” To make communication work, we have to make sure that the people we’re talking with understand what we’re saying as well as we do. Consider this scenario:

A construction worker approached the reception desk in a doctor’s office. The receptionist asked him why he was there. “I have shingles,” he said.

She took down his name, address, medical insurance number, and told him to have a seat.

Fifteen minutes later a nurse came out and asked him what he had. “Shingles,” he replied again. She took his blood pressure, a urine specimen, and told him to take off his clothes and wait for the doctor.

An hour later, the doctor came in and asked him what he had. He said, “Shingles.”

The doctor said, “Where?”

He said, “Outside in the truck. Where do you want them?”

Make sure people understand what you’re trying to say.

Communication is not simply sending a message. It is creating shared meaning and understanding—swiftly, clearly, and precisely.

Speaker Sourcebook II, Glenn Van Ekeren



Create a motto depicting Stanislaus County achieving clarity and consistency as we move through the new millennium.

Next Page