



## **The Monterey County Probation Department Strategic Plan 2006-2007**

### **MISSION**

The Department's Mission is to provide protection to the citizens of Monterey County by preventing and reducing the frequency, severity and impact of criminal and delinquent behavior among adults and juveniles who come within the jurisdiction of the Probation Department.

This is accomplished through prevention activities, preparation of appropriate reports, recommendations to the court, enforcement of court orders, providing assistance to the victims, and by seeking and developing new methodologies in probation services.

### **GOAL 1:**

**Ensure a professional, high performing workforce.**

### **Statement of Need**

Our success in meeting the increased complexity of probation work depends on our ability to attract, train, develop, and retain a diverse and qualified workforce. Currently we do not have a pro-active

recruitment plan that concentrates on higher education and on job classifications that represent the type of employee we want, programs that mentor and develop new employees or compensation consistent and comparative with other counties and local law enforcement agencies.

## **STRATEGY 1.1**

### **Develop a coherent and pro-active Recruitment Plan.**

#### **Objective**

#### **Action**

#### ***Recruitment Partnerships***

*Establish relationships with educational institutions (colleges) and other organizations within and beyond Monterey County*

#### ***1.1.1***

*to help identify and attract potential candidates for employment.*

#### ***On-going Communication***

*Regularly communicate with and visit college campuses to provide employment information and participate in career*

#### ***1.1.2***

*day activities. Develop relationships with other organizations that can support recruitment efforts.*

#### ***Internship/Volunteer Opportunities***

*Strengthen an internship /volunteer program that provides work experience and employment opportunities for students anticipating*

#### ***1.1.3***

*entering the law enforcement field.*

## **STRATEGY 1.2**

### **Develop a Human Resource Management Plan that effectively represents the type of employees the Department needs to successfully operate.**

Objective	Action
<p><b><i>Classification Update</i></b></p> <p><b><i>1.2.1</i></b></p>	<p><i>Identify, prioritize and update required classifications and/or compensation changes needed.</i></p>
<p><b><i>Job Specifications</i></b></p> <p><b><i>1.2.2</i></b></p>	<p><i>Update current position specifications to adequately represent each employee classification and include increased education and experience required for professional positions.</i></p>
<p><b><i>Reclassification Procedures</i></b></p> <p><b><i>1.2.3</i></b></p>	<p><i>Explore reclassification procedures for Office Assistant and other positions as necessary.</i></p>
<p><b>STRATEGY 1.3</b></p>	<p><b>Develop and implement a structured Department Training Plan that promotes on-going learning and acceptance of change as important tenets in meeting the challenges of the future.</b></p>
Objective	Action
<p><b><i>Training and Mentoring</i></b></p> <p><b><i>1.3.1</i></b></p>	<p><i>Create a sub-committee to design and develop an employee mentoring and training system.</i></p>
<p><b><i>Training Requirements</i></b></p> <p><b><i>1.3.2</i></b></p>	<p><i>Devise a cost efficient, organized plan to ensure each employee meets their training requirements and needs.</i></p>

**STRATEGY 1.4**

**Establish a Compensation Plan consistent and comparative with other counties and local law enforcement agencies.**

**Objective**

**Action**

*Compensation*

*Coordinate efforts among bargaining units, the county, and probation administration to ensure all employees are compensated*

*1.4.1*

*fairly and at a rate congruent with departments in other counties and consistent with local law enforcement agencies.*

**GOAL 2:**

**Achieve excellence in communication within the Department, among our collaboratives, and throughout the community.**

**Statement of Need**

The most important element in any relationship is communications, whether it be professional or personal. To achieve operational efficiency in our professional lives, maintain a professional workforce, or to build the morale of staff, it must all begin with excellent communications so each person is aware of what he/she must do and exactly what is needed to succeed.

**STRATEGY 2.1**

**Develop a Communication Plan to foster effective communication, dissemination of accurate and timely information, and integration and sharing of data among key partners.**

<b>Objective</b>	<b>Action</b>
<b>Joint Meetings</b> <b>2.1.1</b>	<i>Establish joint meetings between the Technology and Communication Committees to identify joint goals and objectives and to coordinate recommended actions efficiently.</i>
<b>Current Communication</b> <b>2.1.2</b>	<i>Evaluate communication processes of each division and how information is disseminated throughout the Department, the county, and community.</i>
<b>Technology Use</b> <b>2.1.3</b>	<i>Research and collect information on the current use of technology as a method for communication for the Department.</i>
<b>Communication Needs Assessment</b> <b>2.1.4</b>	<i>Identify the data access and sharing needs of each unit and determine which partners outside the Department would benefit from sharing data and what specific data could be made available. Identify needs that could be available through an intranet, the Department website or other methods/vehicles as appropriate.</i>
<b>Recommendations and Implementation</b> <b>2.1.5</b>	<i>Identify unmet needs for communication. Develop recommendations and an Implementation and Maintenance Plan for enhancements that improve the flow of information among units and throughout the Department in a consistent manner.</i>

<p><b>STRATEGY 2.2</b></p>	<p><b>Provide employees with orientation and training for intranet use.</b></p> <p>This strategy can help ease the apprehension of those not familiar with the computer and will encourage those that are comfortable with our applications because necessary tools will be available at their fingertips.</p>
<p><b>Objective</b></p> <p><i>Intranet/E-mail Training</i></p> <p><b>2.2.1</b></p>	<p><b>Action</b></p> <p><i>Incorporate intranet/e-mail training into the orientation for each employee.</i></p>
<p><b>STRATEGY 2.3</b></p>	<p><b>Introduce a campaign for smart and efficient use of email.</b></p>
<p><b>Objective</b></p> <p><i>Computer Access</i></p> <p><b>2.3.1</b></p> <p><i>E-mail Efficiency</i></p> <p><b>2.3.2</b></p> <p><b>STRATEGY 2.4</b></p>	<p><b>Action</b></p> <p><i>Ensure that a workstation is available for email access at all working locations.</i></p> <p><i>Provide tips on efficient use of email; provide information and update periodically.</i></p> <p><b>Create opportunities for Management to communicate with staff.</b></p>

<p><b>Objective</b></p>	<p>The actions taken on this strategy will allow staff to feel that their issues are important and that their concerns will be brought to the consideration of upper management. Routine visits to all sites will increase opportunities for communication and enhance relationships between executive management and staff.</p>
<p><b>Chief Connection</b></p>	<p><i>Provide an electronic bulletin board of important information directly from the Chief via intranet.</i></p>
<p><b>2.4.1</b></p>	
<p><b>Build Team Atmosphere</b></p>	<p><i>Rotate monthly management meetings to different sites to encourage communication and management/staff relationships</i></p>
<p><b>2.4.2</b></p>	<p><i>department-wide.</i></p>
<p><b>Confidential Input</b></p>	<p><i>Provide a locked box at each unit for employees to express concerns and or ideas, or to ask questions anonymously.</i></p>
<p><b>2.4.3</b></p>	
<p><b>Communication Training</b></p>	<p><i>Investigate training opportunities on effective communication.</i></p>
<p><b>2.4.4</b></p>	<p><b>GOAL 3: Develop a Facilities Plan to ensure current and future facilities enhance the Departments' efforts to fulfill its long-term mission.</b></p>

## Statement of Need

The number one priority facing the Monterey County Probation Department is the need to build a new detention facility to replace an antiquated, dilapidated structure that is expensive to operate and has outlived its original purpose.

Most of the juvenile detention facilities built in California prior to 1970 were modeled after linear designed structures constructed about 200 years ago. While offering a relatively secured environment the existing detention facility has proved to be inefficient and inflexible, providing little program space and limited opportunities for interaction between staff and minors. As a result of these limitations, as well as new standards for local detention facilities and evolving technology, facility design has changed substantially. The linear design, similar to the operational structure of the existing detention facility, has all but disappeared.

In fulfilling the department's mission to seek and develop new methodologies in probation services, it is recommended that the "new generation design" be adopted to develop a state-of -the-art probation campus facility for the Probation Services Department. New generation design facilities are aimed at achieving greater operational flexibility and efficiency; increase safety and security in a more "normalized" environment for both minors and staff. The definition and description of the "new generation design" is endorsed by the California Standards Authority and can be found at their website.

Finally, the Monterey County Probation Department's workforce has grown considerably in the past five

years. This is attributed to the growth of required services provided by the Department to meet the needs of an increasing population in the county, therefore expanded office space is necessary.

## **STRATEGY 3.1**

**Build a master site, state of the art campus facility for Probation to enhance operational efficiency and the development and provision of quality services.**

### **Objective**

### **Action**

#### ***Facilities Design***

##### ***3.1.1***

*Design and construct a new Juvenile Detention facility, utilizing the “new generation design” concept that would incorporate the following areas: Cells, beds, schools, medical, kitchen and dining facilities, multipurpose rooms, storage space, adjacent court rooms, office spaces training facilities, staff lounge, interview rooms, bathrooms, Intake Unit secured sally ports, security/control room, Information and Technology Unit, and outdoor recreation.*

#### ***Consolidate satellite offices***

##### ***3.1.2***

*Explore the option of consolidating the Adult Division Services within the master probation campus.*

#### ***Seek appropriation***

##### ***3.1.3***

*Identify stakeholders and obtain required appropriations to implement the Master Campus Plan. Include meeting with members of professional organizations, for example the Chief Probation Officers of California, and enhance*

*outreach efforts and communicate with other county and state institutions regarding methodologies for organizations to solicit support for the expansion of probation services. Generate required funding.*

## **GOAL 4:**

**Strengthen the Department's effective and efficient use of progressive and innovative technology while maintaining security and confidentiality.**

### **Statement of Need**

In the last seven years, the Department has initiated a transition from manual to computerized systems. The Department now depends increasingly on technology in support of fulfilling its Mission. Information Technology plays an essential role in the collection, management, safekeeping and sharing of criminal justice-related data.

At this juncture, the Department needs to expand and strengthen its technology infrastructure; enhance efficiency of computer support services; research and implement proficient technology solutions; execute stronger security procedures; and change processes to share data with other partners in the justice system.

### **STRATEGY 4.1**

**Maximize utilization of technology resources.**

<b>Objective</b>	<b>Action</b>
<b><i>Existing Technology Uses</i></b> <b>4.1.1</b>	<i>Develop a list of existing technology resources in terms of staff, funding, equipment and knowledge.</i>
<b><i>Technology Needs Assessment</i></b> <b>4.1.2</b>	<i>Research and develop a list of technology needs department-wide. Work with the Communication Committee to coordinate technology efforts relative to communication.</i>
<b><i>Maximize Technology</i></b> <b>4.1.3</b>	<i>Research and apply existing resources to address departmental needs or improve processes; revamp outmoded technology.</i>
<b><i>Additional Resources</i></b> <b>4.1.4</b>	<i>Research and acquire additional resources that can address unmet departmental needs.</i>
<b>STRATEGY 4.2</b>	<b>Use technology to streamline and standardize processes.</b>
<b>Objective</b>	<b>Action</b>
<b><i>Existing processes</i></b> <b>4.2.1</b>	<i>Identify processes that need to be standardized by: a) unit, b) division, and c) department-wide.</i>

***Standardize Processes***

***4.2.2***

*Select processes to be standardized by priority and cost/benefit ratio; short and long-term.*

***New standards***

***4.2.3***

*Design new standards more attuned to department needs; involve staff affected by standards; use best practices.*

***Implement Standards***

***4.2.4***

*Implement new standards; use technology disseminate new procedures to staff; train staff; document established technology standards and processes.*

***Update and Review***

***4.2.5***

*Periodically review and revamp processes and procedures.*

**STRATEGY 4.3**

**Capture and evaluate measurable results.**

**Objective**

**Action**

***Reporting Activities***

***4.3.1***

*Establish necessary and desired reports to prepare annually, monthly, weekly/ bi-weekly Department-wide (identified by un  
and  
divisions).*

***Business Requirements***

*Research business requirements, tracking needs, and viable options.*

4.3.2

*Data Analysis*

*Capture, report and analyze data in relation to goals and decision making enhancements.*

4.3.3

**STRATEGY 4.4**

**Enhance effective decision-making.**

**Objective**

**Action**

*Effective Methodology*

*Establish benchmarks; compile accurate and timely information for decision making; involve staff affected by*

4.4.1

*the process to be changed.*

*Research and Compile Information*

*Utilize technology (Internet/Intranet) to support the decision making process; establish Ad Hoc committees and involve staff.*

4.4.2

*Technology Effectiveness*

*Assess if technology is being used to support sound decisions based on generated reports and data collection.*

4.4.3