

RIVERSIDE COUNTY PROBATION

2023-2028

5 YEAR STRATEGIC PLAN

RC RIVERSIDE COUNTY
P ★ PROBATION
DEPARTMENT





DEPARTMENT PRINCIPLES

MISSION STATEMENT

SERVING COURTS - PROTECTING OUR COMMUNITY - CHANGING LIVES

VISION STATEMENT

Fostering a diverse and innovative team committed to safe communities, facilitating connections, and promoting resiliency.

CORE ORGANIZATIONAL VALUES

INTEGRITY

The undivided adherence to strong ethical principles, such as honesty, fairness, humility, and personal accountability.

COMMITMENT

Absolute dedication to our mission and team, the courts, the county, and the public.

COMPASSION

Empathy, kindness, understanding, and respect.

COMMITMENT STATEMENT

To promote an organization in which we continuously strive for our everyday operations, policies, and procedures to be inclusive and equitable for all of those we serve.

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WE
ARE
RCP

INTRODUCTION

Since 1905, the Riverside County Probation Department (RCP) has been entrusted with the mission of Serving Courts, Protecting Our Community and Changing Lives. Despite many legislative changes, workforce challenges, and general uncertainties in a changing world, RCP has remained steadfast, with an unwavering commitment to the success of our department's principles.

The 2023-2028 Riverside County Probation Department Strategic Plan is the next logical step in our department's evolutionary process. RCP's operations have evolved to recognize the pertinent emerging trends in law, evidence-based practices, and best practices. As a result, RCP has been effectively embracing and implementing concepts such as: staff empowerment; engaging Community Based Organizations (CBO); promoting diversity, equity, and inclusion, in addition to gender responsive approaches; practicing trauma-informed procedures; engaging in continuous improvement; exhibiting compassionate supervision; enhancing community safety; and strongly believing justice-involved individuals will improve their decision-making skills.

WORKFORCE

The first objective of this strategic plan is to gain operational advantage by investing in our workforce via attracting and nurturing the growth and development of quality candidates aligned to appropriate positions. We are committed to this vital task and are being creative in exploring and allowing alternative schedules for appropriate positions, promoting work/life balance, as well as reviewing pay and classifications as needed to create a competitive edge in the market to attract and retain quality candidates.

INNOVATION

The second objective embraces innovative methods to foster an environment that empowers our staff to pursue forward-thinking ideas that add value to current and future operations. We will break down inefficient and redundant processes and old-school ways of thinking by investing in and exploring alternative supervision programs and pursuing state-of-the-art technology, both in the field and institutions, to increase operational efficiency and safety. We will continue to maximize partnerships and collaborations with CBOs, stakeholders, and other partner agencies; outsourcing services when appropriate, to provide real solutions to our operational problems.

CULTURE

The third objective aims at creating a workplace that embraces diversity of thought, openness, effective communication, and accountability; promoting strong relationships and collaborations; and recognizing and rewarding valuable contributions. We will build a strong and resilient workforce by concentrating on employee wellness programs, staff professional development, and offices that promote a positive work environment.

LEADERSHIP

Finally, our fourth objective is to support an openminded leadership approach that not only sets a clear vision, but also mentors, inspires, promotes, and celebrates personal and professional development of all staff. It is crucial that we celebrate the concepts of credibility and trustworthiness by persistently and consistently communicating honestly, openly, and authentically.

Our 2023-2028 strategy aims to build upon the success of those who came before us. As we implement our strategic plan, it is incumbent upon each of us to embody the oath we took as probation personnel to affirm our allegiance, expressing our commitment and intent to respect constitutional rights in discharging the duties of a public employee and to remain true to department principles.



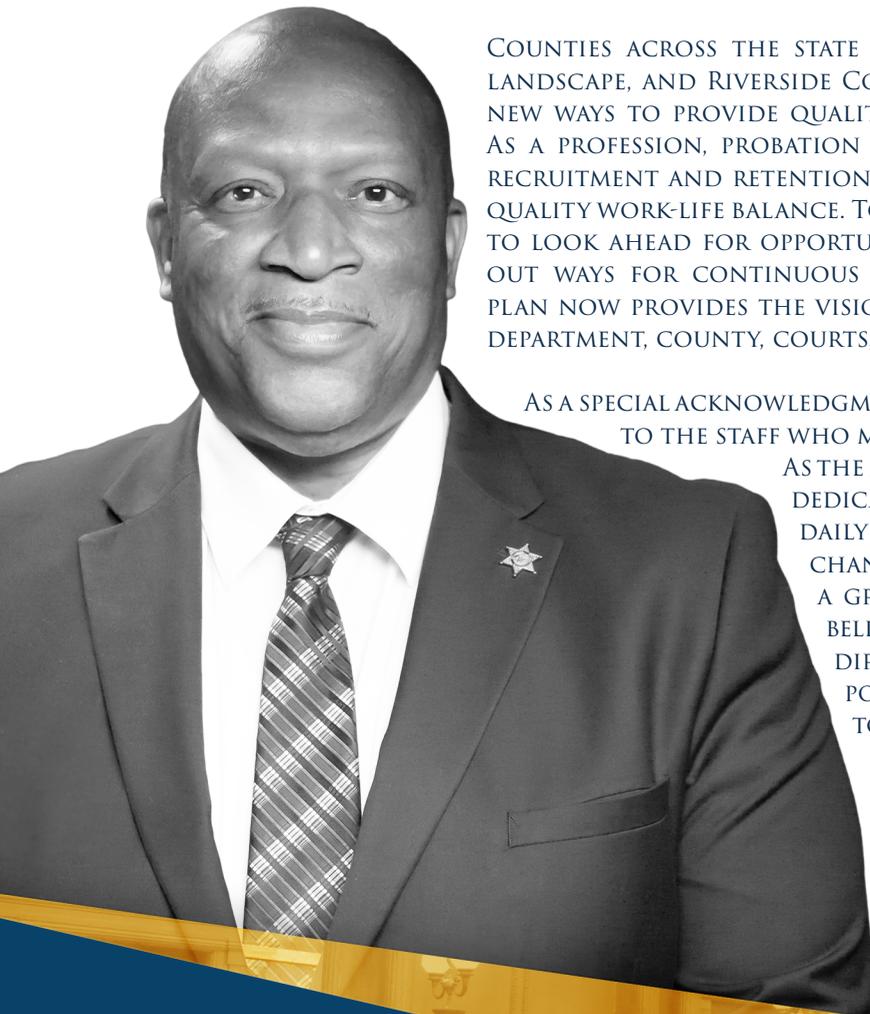


MESSAGE FROM THE CHIEF

ON MAY 2, 2023, I BECAME THE 12TH CHIEF PROBATION OFFICER IN THE HISTORY OF THE RIVERSIDE COUNTY PROBATION DEPARTMENT. I AM TRULY HONORED AND PROUD TO SERVE OUR GREAT STAFF, PRESTIGIOUS COURTS, AND THE WONDERFUL CITIZENS OF RIVERSIDE COUNTY. AS YOUR NEWLY APPOINTED CHIEF, I AM VERY EXCITED TO PRESENT TO YOU THE RIVERSIDE COUNTY PROBATION DEPARTMENT'S STRATEGIC PLAN FOR 2023-2028. AS WE CONTINUE TO FACE THE CHALLENGES AND CHANGING LANDSCAPE OF OUR PROFESSION, THE EFFORT TO SET A CLEAR VISION ALONG WITH A DEPARTMENT PLAN

FOR OUR FUTURE IS DEEMED MISSION CRITICAL. THIS STRATEGIC PLAN AND THE IDEAS BEHIND IT CAME FROM A DESIRE TO CREATE A ROADMAP AND A PLAYBOOK WHICH CLEARLY IDENTIFIES OUR DEPARTMENT'S STRATEGIC AND OPERATIONAL GOALS THAT ALIGN WITH A FISCAL PLAN TO MEET THE NEEDS OF OUR DEPARTMENT.

THIS PLAN WAS DEVELOPED WITH THE COMBINED EFFORTS AND DILIGENT WORK OF OUR DEPARTMENT MANAGERS, EXECUTIVE TEAM, AND OUR STRATEGIC PLANNING COMMITTEE (SPC). THE SPC SOLICITED MEANINGFUL INPUT AND CONTRIBUTIONS FROM STAFF AT ALL LEVELS. STRATEGIC WORKSHOPS WERE HELD WITH REPRESENTATIVES FROM OUR FIELD, INSTITUTIONAL, FISCAL, AND ADMINISTRATIVE SERVICES TO DEVELOP AN ANALYTICAL PLAN FOR EACH OPERATION. THIS INFORMATION WAS UTILIZED BY THE EXECUTIVE TEAM TO ASSIST WITH NOT ONLY THE DEVELOPMENT OF THE STRATEGIC PLAN, BUT ALSO OUR MISSION AND VISION MOVING FORWARD. I COULD NOT BE MORE PROUD OF THE PLAN BEFORE YOU! THE SPC ACHIEVED ITS GOAL TO MAKE THIS A COLLECTIVE EFFORT AND BROUGHT THIS STRATEGIC PLAN TO LIFE.



COUNTIES ACROSS THE STATE ARE FACING CHALLENGES DUE TO THE EVER-CHANGING LANDSCAPE, AND RIVERSIDE COUNTY IS NO EXCEPTION. HOWEVER, WE ARE DEVELOPING NEW WAYS TO PROVIDE QUALITY SERVICES TO INTEGRATE AND SERVE OUR COMMUNITY. AS A PROFESSION, PROBATION DEPARTMENTS ACROSS THE STATE ARE FACING ISSUES OF RECRUITMENT AND RETENTION, MANAGING LEGISLATION, AND PROVIDING STAFF WITH A QUALITY WORK-LIFE BALANCE. TO MANAGE THIS WITHIN OUR DEPARTMENT, IT IS NECESSARY TO LOOK AHEAD FOR OPPORTUNITIES, CHALLENGE PAST ASSUMPTIONS, AND ALWAYS SEEK OUT WAYS FOR CONTINUOUS IMPROVEMENT. I AM CONFIDENT THAT OUR STRATEGIC PLAN NOW PROVIDES THE VISION, MISSION, AND VALUES THAT ALIGN THE GOALS OF OUR DEPARTMENT, COUNTY, COURTS, AND COMMUNITY.

AS A SPECIAL ACKNOWLEDGMENT, I WOULD LIKE TO EXPRESS MY HEARTFELT APPRECIATION TO THE STAFF WHO MAKE UP THE RIVERSIDE COUNTY PROBATION DEPARTMENT. AS THE NEWLY APPOINTED CHIEF, I AM SO PROUD OF THE STRENGTH, DEDICATION, AND RESILIENCY OF OUR DEPARTMENT AS WE WORK DAILY TO SERVE OUR COURTS, PROTECT OUR COMMUNITY, AND CHANGE LIVES. I THANK YOU ALL FOR MAKING OUR COMMUNITY A GREAT PLACE TO LIVE, WORK, AND RAISE A FAMILY. I TRULY BELIEVE THAT BECAUSE OF THE HARD WORK, STRATEGY, AND DIRECTION PUT INTO THIS PLAN, WE ARE IN A MUCH BETTER POSITION TO NOT ONLY FACE THE CHALLENGES AHEAD BUT TO CREATE THE BEST PROBATION DEPARTMENT IN THE STATE.

CHRISTOPHER H. WRIGHT
CHIEF PROBATION OFFICER



ADMINISTRATIVE & BUSINESS SERVICES

Administrative and Business Services (ABS) is responsible for providing the infrastructure through which the department can achieve its mission. The two primary functions of ABS are Human Resources and Fiscal Services.

The Human Resources Division is responsible for finding, hiring, managing and retaining employees, and for ensuring that the right employees, in the right numbers, are deployed throughout the department to achieve its goals. The Human Resources Division encompasses three distinct units; the Professional Standards Bureau, Personnel Services Unit and Public Relations Unit. The Professional Standards Bureau is responsible for hiring highly qualified individuals and ensuring that each candidate meets the requirements to work in a public safety agency; conducts thorough and objective administrative investigations; and oversees departmental compliance with federal, state and county safety standards. The Personnel Services

Unit coordinates the efficient management of all payroll and leave management services, administers employee benefits, as well as the onboarding new hires and managing the orientation process to get employees set up in their new roles. The Public Relations Unit is responsible for department communications and building relationships with stakeholders, including oversight of the department's website and social media; publishing the department's newsletter and annual reports; and coordinating and planning the department's employee recognition ceremony. Together, these units function as a highly effective, customer-oriented team.

The Fiscal Services Division is responsible for the preparation and management of the department's budget while adhering to federal, state, and local accounting principles, and policies and procedures. The Fiscal Services Division is divided into four core units that perform specific services on behalf of the department. These units are the

Management Reporting Unit (MRU), Accounts Payable/Procurement Unit, Contracts and Grant Unit and Facilities and Asset Management Unit. The MRU is responsible for developing, implementing, and monitoring all the department's budget activities, including revenue management, grant accounting and long-term financial planning. The Accounts Payable/Procurement Unit is responsible for the procurement and payment of goods and services to vendors while ensuring compliance with accounting and purchasing policies. The Contracts and Grants Unit oversees the effective and efficient facilitation of all contract and grant activities, including the solicitation of program services; development, approval and execution of contracts; and facilitation of Board acceptance of grant funds and contracts. The Facilities and Asset Management Unit is responsible for the maintenance and improvement of new and existing facilities and the safeguarding of department assets.





STRATEGIC DEVELOPMENT BUREAU

THE STRATEGIC DEVELOPMENT BUREAU (SDB) IS RESPONSIBLE FOR THE FOLLOWING DIVISIONS: BUSINESS INTELLIGENCE AND OPERATIONS SERVICES, THE MANAGEMENT SUPPORT TEAM AND THE STAFF DEVELOPMENT UNIT. IN ADDITION, SDB PROVIDES OVERSIGHT OF THE VICTIM RESTITUTION AND RESOURCES DIVISION.

BUSINESS INTELLIGENCE AND OPERATIONS SERVICES (BIOS) PROVIDES AN ARRAY OF TECHNOLOGY-RELATED SERVICES, QUALITY ASSURANCE AND RESEARCH SERVICES TO THE DEPARTMENT. THE QUALITY ASSURANCE UNIT CONDUCTS AUDITS, ADMINISTRATES ACCESS TO THE CLIENT MANAGEMENT SYSTEM AND PROVIDES RELATED TRAINING. THE RESEARCH UNIT CONDUCTS RESEARCH WITHIN THE DEPARTMENT TO ASSIST WITH DETERMINING BEST PRACTICES, PROVIDES MANDATED REPORTING, AND IMPLEMENTS AND SUPPORTS DATA EXCHANGES AMONG THE COURTS, LAW ENFORCEMENT AGENCIES AND THIRD-PARTY ORGANIZATIONS. THE DIVISION ALSO OVERSEES THE DEPLOYMENT OF TECHNOLOGY THROUGHOUT THE DEPARTMENT AND IS THE PRIMARY LIAISON WITH THE RIVERSIDE COUNTY INFORMATION TECHNOLOGY DEPARTMENT TO ASSIST WITH MEETING THE DEPARTMENT'S TECHNOLOGICAL NEEDS.

THE MANAGEMENT SUPPORT TEAM (MST) PROVIDES OVERSIGHT FOR SEVERAL SPECIALIZED FUNCTIONS WITHIN THE DEPARTMENT. MST IS RESPONSIBLE FOR BUILDING THE DEPARTMENT'S MANAGEMENT SYSTEM AND ASSISTING WITH DEPLOYMENT OF DEPARTMENT STRATEGY. THE LEGAL AFFAIRS UNIT OVERSEES PUBLIC RECORDS ACT REQUESTS, DEPARTMENT POLICY AND PROCEDURE AND THE TRACKING OF LEGISLATION. THE PROJECTS UNIT IS RESPONSIBLE FOR VARIOUS MANDATED REPORTS AND SURVEYS, FIREARMS RELINQUISHMENT, COMMUNITY CORRECTIONS PARTNERSHIP EXECUTIVE COMMITTEE, COMMUNITY CORRECTION PARTNERSHIP AND ANNUAL REALIGNMENT PLAN.

THE STAFF DEVELOPMENT UNIT (SDU) ENSURES THE DEPARTMENT'S COMPLIANCE WITH COUNTY, STATE, AND FEDERAL MANDATED TRAINING. SDU IS RESPONSIBLE FOR COORDINATING, OVERSEEING, AND EVALUATING ANNUAL TRAINING REQUIRED BY STANDARDS IN TRAINING FOR CORRECTIONS, AS WELL AS PROVIDING COURSES SUCH AS PROBATION CORRECTIONS OFFICER CORE, DEPUTY PROBATION OFFICER CORE AND SUPERVISOR CORE. SDU PROVIDES PEACE OFFICER STANDARDS IN TRAINING COURSES SUCH AS PC 832, ARREST AND FIREARMS. IN ADDITION, SDU ISSUES AND MAINTAINS EQUIPMENT AND WEAPONS FOR ARMED OFFICERS THROUGHOUT THE DEPARTMENT. SDU ALSO COORDINATES AND FACILITATES DEPARTMENT SUPERVISOR AND MANAGER CONFERENCES AND THE USE OF FORCE COMMITTEE.

THE VICTIM RESTITUTION AND RESOURCES DIVISION (VRRD) IS RESPONSIBLE FOR WORKING WITH VICTIMS OF CRIME IN DETERMINING RESTITUTION. THE DIVISION IS RESPONSIBLE FOR ALL "TBD" RESTITUTION MATTERS IN THE COUNTY, INCLUDING DIVERSION, MENTAL HEALTH, VETERANS, JUVENILE, MISDEMEANOR, FORMAL PROBATION AND PRISON CASES. ADDITIONALLY, VRRD WORKS WITH PARTNERING AGENCIES TO MAKE VICTIMS WHOLE BY UPHOLDING THE PRINCIPLES OF MARSY'S LAW.



FIELD SERVICES

Field Services is responsible for the investigation and supervision of adult and juvenile probationers throughout the County of Riverside. Field Services provides local, state and federal mandated services to the courts and clients in the form of regular supervision contacts, referrals to and oversight of participation in counseling and treatment, and in the production of court reports containing dispositional recommendations. This wide range of services is primarily focused on client rehabilitation, accountability and community safety. To achieve these goals, Field Services works collaboratively with entities to include the courts, mental health services, social services, substance abuse programs, veteran's services, and local law enforcement. Furthermore, Field Services works collaboratively with multi-agency task forces that specialize in compliance and suppression. Collaborative courts such as Veteran's Court, Mental Health Court, Homeless Court, and the Recovery Opportunity Center (formerly known as Drug Court) provide oversight and rehabilitative services specific to the needs of adult clients. In addition, the department manages three Day Reporting Centers throughout the County that provide a centralized location to assist clients with employment guidance, education, behavioral health, and social services based upon the participants' criminogenic needs. Risk and needs assessments are completed to place clients under appropriate levels of supervision. Evidence-based caseloads consist of high, moderate, and low-risk supervision. Additionally, the department supervises adult clients placed on Formal Probation, Post-Release Community Supervision and Mandatory Supervision. The department also serves the courts by preparing family law investigations which include evaluating absent parents for the termination of their parental rights, investigating stepparents who wish to adopt the children in their care, and most importantly, advocating for what is in the best interest of the children.

The department has implemented juvenile delinquency prevention and intervention programs such as Wraparound Services, Independent Living Skills, Youth Diversion Teams, and Home Supervision, to reduce or mitigate further involvement by youth into the criminal justice system. When more intensive services are needed, the department uses a continuum of out-of-home care, focusing on the least restrictive options to meet the youth and families' overall needs. The department uses collaborative decision-making processes which rely on Child/Family Team Meetings, the Qualified Individual assessment, and interagency and interdepartmental screening committees. When youth have met their rehabilitative goals and are ready for a lower level of care or are ready to return home, they are offered interventions such as Wraparound Services, Independent Living Skills and Extended Foster Care to aid their successful reintegration into their communities.

Pretrial Services is an additional state-mandated service provided by the department to both the courts and community. To assist the Court in making the most appropriate orders, Pretrial Services provides a brief report regarding the circumstances of an arrest, the individual's criminal history and the results of an evidence-based assessment tool. Persons released by the Court receive monitoring of conditions, referrals to community services and court date reminders to encourage success while remaining free in the community.





INSTITUTIONAL SERVICES

RCP operates three juvenile facilities located throughout the county: Indio Juvenile Hall in Indio, Southwest Juvenile Hall in Murrieta and the Alan M. Crogan Youth Treatment and Education Center in Riverside. For youth, where less restrictive alternatives were not an option, RCP facilities provide each youth with individualized risk/needs assessments, comprehensive treatment plans and targeted treatment through trauma-informed approaches, gender-responsive programming and cultural relativity. Innovative methods are provided to assist with a sustainable rehabilitative approach with the goal of improving outcomes for the youth, their families and community. RCP operates its facilities with a homelike environment, effectuating a more comprehensive approach in providing physical and emotional care for the youth. In that, RCP understands the complex needs of a youth and is committed to promoting further development of the youth in care by providing structured programming space to fit these needs. These services include but are not limited to behavioral health, correctional health, educational programming, substance abuse treatment, cognitive behavioral therapy, increased family engagement and vocational training.

The Alan M. Crogan Youth Treatment and Education Center (AMC-YTEC) serves as a detention, treatment, and secure youth treatment facility (SYTF). The goal of treatment is to successfully reintegrate youth into the community through utilization of evidence-based screenings and assessments, implementation of targeted treatment, focused educational services, and vocational programming in a therapeutic environment. AMC-YTEC utilizes a campus model where youth advance through the program as a freshman, sophomore, junior and senior before graduating. Using a behavioral management system, youth who demonstrate appropriate behavior and commitment to their rehabilitation are eligible for family reunification furloughs, educational tours, and pro-social outings. These may include employment in the community and attending college on campus. A multidisciplinary team convenes weekly to discuss youth treatment and the team consists of representatives from probation, behavioral health, correctional health, and educational services. A youth's progression through the program is based upon evidence-based screenings and assessments. Once the comprehensive screenings and assessments are completed, the results are reviewed by the treatment team.

The treatment team then determines whether a youth is assigned to the standard AMC-YTEC program or a specialized AMC-YTEC program. While youth are completing the custodial portion of AMC-YTEC, they are assigned to an Enhanced Aftercare community supervision deputy probation officer. The Enhanced Aftercare officer works closely with the youth, their family and AMC-YTEC staff to develop their release plan.

AMC-YTEC also serves as the department's SYTF through Pathways to Success (PTS). PTS was developed after Governor Gavin Newsom signed SB 823 into law in 2020. PTS is a treatment centered program that accounts for various life experiences. Each youth's journey is different, and PTS offers individualized opportunities for success in education, treatment, and programming. There are four phases of the program which are aligned with the youth's individual rehabilitation plan as established by the youth, their family, and their treatment team. The program focuses on fostering healthy adolescent development and building upon the skills necessary for a seamless transition into the community.





OBJECTIVE 1

WORKFORCE

Employees want to be part of a team on which they are treated fairly, feel valued, and can contribute fully. They want to be equitably compensated and provided the opportunity to learn and grow. To effectuate such an environment where employees grow and thrive, RCP will implement strategies that align with these concepts.

GOAL 1A –

RECRUITING & HIRING

GOAL 1B –

RETENTION

GOAL 1C –

WORK/LIFE BALANCE

GOAL 1D –

TRAINING



In recruiting for position vacancies, RCP will continuously strive to evaluate the necessary education, skillsets and work experience needed for each position. RCP understands it is vital to periodically review these job requirements and update them according to the demand of the changing landscape of recruitment. In addition, regularly evaluating the operational needs and appropriate use of job classifications of each division allows the department to maintain realistic needs for staffing resources and narrow the focus for recruiting. RCP will utilize data and research to identify any shift in position requirements, which might have occurred over time based on legislative, economic, and societal factors, along with department needs. The process is critical in identifying the duties and responsibilities of each position to remain competitive in the probation industry, facilitating the correct path and best parameters for recruiting quality candidates.

Goal 1A RECRUITING & HIRING

Goal 1B RETENTION

Fair and proper work compensation is another factor which encourages employees to remain with their employers. Employee retention and low turnover rates are critical elements in cultivating a competent and experienced workforce. Therefore, RCP will review employees' pay and classifications, periodically and as appropriately, to ensure there is parity with surrounding counties.

RCP is committed to guiding and encouraging its employees to continually develop their skills to stay abreast with the ever-changing world of probation services provided to justice-involved individuals, including probation trends, evidence-based practices, and best practices. RCP's investment in its people will lead to engaged employees, essentially leading to improved productivity. Furthermore, this approach will reduce turnover and attract new talent, which in turn will assist RCP to reach the essence of its principles. RCP will continue to develop expert employees by offering ongoing modern, professional, and relevant learning opportunities and challenges to its employees to improve their skillsets and grow their knowledge. This commitment to excellence will begin at the onboarding phase, at which time a newly hired employee is integrated into the department. RCP will facilitate both internal and external learning opportunities and continue to nurture staff throughout their career, assisting in individual professional growth and development.





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Goal 1C WORK/LIFE BALANCE

It is a fact of life that almost every employee needs to create a healthy balance between the demands of work and life to succeed on both fronts. A balanced work/life dynamic promotes productivity, reduces turnover, and improves employees' mental and physical health. RCP is aware that creating such balance could be challenging and aims to provide proper opportunities to assist employees to reach a healthy work/life balance, such as flexible work schedules and employee wellness programs.

Flexible work schedule options increase retention of valuable staff. In that, the workforce is more likely to seek jobs that offer flexible schedules and stay longer at those jobs. Non-traditional schedules attract a diverse workforce, improve morale and job satisfaction and foster productivity. RCP has understood this dynamic well and offers flexible work schedules as well as telecommuting opportunities for appropriate positions.

Employee wellness programs can benefit the workforce by reducing health care costs and use of sick time, augmenting productivity, and increasing employee retention; thus, providing further support for the correlation between personal health and job satisfaction. RCP recognizes the importance of employee wellness programs and is vested in creating multi-faceted, stress-reducing programs.

With changes in laws and practices from year to year, RCP understands the vital role training plays in providing employees the knowledge and skills needed to be effective in their roles. A well-trained workforce provides employees a greater understanding of the organization's processes, procedures, and goals, which in turn helps boost individual and organizational performance. By ensuring RCP stays current with best training practices, RCP employees will continuously grow their knowledge base and improve their job skills, while increasing job satisfaction.

Goal 1D TRAINING





INNOVATION

OBJECTIVE 2

BY ADOPTING CREATIVE AND INNOVATIVE THOUGHT PROCESSES, RCP WILL DEVELOP NEW IDEAS, OR IMPROVE EXISTING IDEAS, TO PROVIDE SOLUTIONS TO WORKPLACE CHALLENGES OR PROBLEMS. UTILIZING PROGRESSIVE METHODS ALLOWS RCP TO PROACTIVELY TACKLE PROBLEMS AND EFFECTIVELY SEEK SOLUTIONS, LEADING TO INCREASED PRODUCTIVITY. FURTHERMORE, THIS THOUGHT PROCESS ENCOURAGES COLLABORATION WITH LOCAL COMMUNITIES AND OUTSIDE AGENCIES OR ENTITIES THAT HAVE SIMILAR GOALS.

- GOAL 2A – STATE-OF-THE-ART TECHNOLOGY
- GOAL 2B – BEST PRACTICES
- GOAL 2C – COLLABORATION
- GOAL 2D – OUTSOURCING



● GOAL 2A

STATE-OF-THE-ART TECHNOLOGY

RCP has recognized optimizing and modernizing technology is a key factor in improving its service delivery. State-of-the-art technology will allow RCP to streamline processes, facilitate communication and use data in strategic planning. RCP strives to continually improve access to technological resources to equip employees with valuable tools to enhance service delivery in their day-to-day practices. RCP will endeavor to continually modernize its technological equipment to improve efficiency at work and will use technology as a powerful tool to propel service delivery forward and increase productivity.

● GOAL 2B

BEST PRACTICES

Throughout the past two decades, the world of probation has been heavily impacted by changes in the legal landscape, leading to revised and/or newly implemented processes and probation practices. Each year, federal and state legislatures pass numerous laws affecting practices, requiring peak attention to the change in law to ensure the department remains compliant. To maintain excellence in service delivery, RCP is committed to operating with improved efficiency and ensuring all its practices are aligned with legal mandates and current trends.

● GOAL 2C

COLLABORATION

RCP values a strong and positive relationship with stakeholders. In that, RCP will be proactive in prioritizing key

stakeholder relationships and maintaining trust by engaging them in clear, timely and consistent communication. RCP is committed to partnering with CBOs, as they are key components of advancing the rehabilitative goals of justice-involved individuals. Community engagement can lead to innovative, equitable and inclusive programs, providing valuable treatment and rehabilitative sources for the clients we serve. RCP is committed to expanding opportunities to CBOs to maximize effective service delivery.

● GOAL 2D

OUTSOURCING

RCP is committed to evaluating opportunities for contracting out business functions and processes to third-party providers when such a partnership will enhance probation service delivery.





PROBATION

PROBATION

PROBATION





◆ OBJECTIVE 3 ◆

CULTURE

RCP is dedicated to creating a strong and positive workplace culture to benefit all employees. A positive workplace culture improves teamwork, raises morale, and promotes inclusion and belonging; ultimately increasing optimism and motivation.

◆ GOAL 3A ◆

Positive Work Environment

◆ GOAL 3B ◆

Staff Satisfaction/Engagement

◆ GOAL 3C ◆

Reward & Recognition

◆ GOAL 3D ◆

Working Relationship with Bargaining Units





◆ **GOAL 3A – POSITIVE WORK ENVIRONMENT**

A positive and effective work environment promotes prudent decision making, facilitates team interaction, increases resiliency during challenging times and improves overall productivity. Similarly, such an environment improves job satisfaction and reduces staff turnover, as employees who experience support from colleagues are more likely to remain in an organization long-term. As a pleasant work environment plays a central role in job satisfaction, RCP will continue to promote a work environment wherein employees feel connected and supported by peers, subordinates, and leaders. The department will focus on adopting innovative workstations and worksites to maximize efficiency and productivity, as well as enabling its employees to shift their working mindset from reactive problem solving to proactive strategizing. Standardization of work processes allows for uniformity in training, leading to an overall improved employee performance. Therefore, RCP will continue to provide clear guidelines to effectuate consistency.

◆ **GOAL 3B – STAFF SATISFACTION/ENGAGEMENT**

RCP recognizes the impact of employee satisfaction and its effect on employee engagement. RCP will create a positive work environment leading to satisfied and engaged employees who feel fulfilled at work and form a strong attachment to their job, coworkers, and the department. The department will embrace modern work approaches, where meaningful processes are considered and adopted. RCP will also invest in a pleasant and safe work environment; one where the employees enjoy well-maintained amenities, are respected, have job security and are on a clear path forward in their careers.

◆ **GOAL 3C - REWARD & RECOGNITION**

RCP recognizes the value of a robust reward and recognition system which helps highlight the value employees contribute to the department and community, enhancing employee engagement and motivation; consequently, increasing the overall quality of work. RCP will continue to build upon previous efforts in providing a balanced approach to celebrate its employees who go above and beyond the call of duty by providing them with personalized recognition, regardless of their job classification. The culture of formal, informal, and social reward and recognition will be continuously exercised, allowing the employees to feel genuinely appreciated and valued.

◆ **GOAL 3D - WORKING RELATIONSHIP WITH BARGAINING UNITS**

RCP is committed to a positive working relationship with employee bargaining units. The department concentrates its efforts to hold respectful, meaningful, and productive discussions with each of the bargaining units representing its employees. RCP will continuously strive to be an equal partner in resolving matters collaboratively, equitably, reasonably, and in a timely manner.



OBJECTIVE 4

LEADERSHIP

AN EFFECTIVE LEADERSHIP TEAM SETS STRATEGY, ACHIEVES CHALLENGING GOALS, TAKES FAST AND DECISIVE ACTIONS WHEN NEEDED AND INSPIRES EMPLOYEES TO PERFORM AT THE HIGHEST LEVEL. RCP IS COMMITTED TO CREATING A POSITIVE WORK ENVIRONMENT, WHERE ITS LEADERS ARE EMPATHETIC AND BENEFIT THE DEPARTMENT BY EFFECTIVELY BUILDING TRUST AND COMMUNICATING A CLEAR VISION OF THE PATH TOWARD FUTURE GOALS.

GOAL 4A – CLEAR VISION

GOAL 4B – COMMUNICATION

GOAL 4C – DEPARTMENT
MANAGEMENT SYSTEM

GOAL 4D – CRITICAL RESPONSE
PLANNING

Jury Deliberating
Do Not Enter



GOAL 4A – CLEAR VISION

HAVING A GLOBAL PERSPECTIVE OF THE DEPARTMENT PROVIDES CLARITY, HELPS MANAGE EXPECTATIONS, ENABLES BETTER DECISION MAKING AND PROVIDES CONSISTENCY. IN THAT, THE KNOWLEDGE HELPS IDENTIFY THE DEPARTMENT'S DIRECTION, HIGHLIGHTS VARIOUS CAREER OPPORTUNITIES AND ALLOWS THE EMPLOYEES TO UNDERSTAND THEIR CONTRIBUTIONS TO THE VISION WITHIN THE SCOPE OF THEIR DAILY DUTIES. THIS DYNAMIC CREATES A COMMON GOAL AND IDEAL AMONG THE MEMBERS OF THE DEPARTMENT. THEREFORE, RCP IS DETERMINED TO PROVIDE A CLEAR AND UNIFIED VISION FOR ITS EMPLOYEES, ONE THAT CLARIFIES ANY AMBIGUITY AND HIGHLIGHTS EQUITABLE OPPORTUNITIES TO ITS EMPLOYEES, ACROSS VARIOUS SERVICE CATEGORIES. RCP WILL BE STEADFAST IN FORWARD-THINKING, ALTHOUGH REMAINING IN THE PRESENT, FOCUSING ON SUCCESSION PLANNING, AND BUILDING A RESILIENT WORKFORCE TO EMBRACE CHALLENGES AHEAD. RCP STANDS FIRM IN CLEARLY COMMUNICATING THE DEPARTMENT'S VISION WITH ITS EMPLOYEES.

GOAL 4B – COMMUNICATION

EFFECTIVE COMMUNICATION, A FOCAL POINT OF STRONG LEADERSHIP, IS POSSIBLE WHEN PROPER CONNECTIONS ARE MADE WITH THE EMPLOYEES. THIS CREATES AN ENVIRONMENT IN WHICH EVERYONE FEELS INCLUDED AND HEARD, AND WHERE COMMUNICATION GAPS ARE RESOLVED. THEREFORE, RCP IS DEDICATED TO CREATING AN ENVIRONMENT IN WHICH INFORMATION IS DISSEMINATED HORIZONTALLY AND VERTICALLY ON A TIMELY AND REGULAR BASIS AND IN AN EFFECTIVE AND TRANSPARENT MANNER.

GOAL 4C – DEPARTMENT MANAGEMENT SYSTEM

THROUGH A PROPERLY INTEGRATED MANAGEMENT SYSTEM, RCP WILL CONTINUE TO MANAGE THE INTERRELATED PARTS OF THE DEPARTMENT TO ACHIEVE ITS ANNUAL AND LONG-TERM OBJECTIVES. THE DEPARTMENT'S MANAGEMENT SYSTEM WILL ASSIST WITH DAILY MANAGEMENT OF THE PROJECTS BY PROVIDING A COMPREHENSIVE SET OF TOOLS AND PROCESSES THAT WILL ALIGN THE DEPARTMENT'S STRATEGIES AND ANNUAL OBJECTIVES WITH THE DAILY ACTIONS OF ITS WORKFORCE. THE MANAGEMENT SYSTEM PROVIDES THE ABILITY TO MONITOR THE DEPARTMENT'S STRATEGIC AND OPERATIONAL PROJECTS, KEY PERFORMANCE INDICATORS, AND IDENTIFY WAYS TO CONTINUOUSLY IMPROVE EVERYDAY PROCESSES TO MEET DEPARTMENT GOALS.

GOAL 4D – CRITICAL RESPONSE PLANNING

RCP IS COMMITTED TO DEVELOPING A ROBUST, DEPARTMENT-WIDE, CRITICAL RESPONSE PLAN WHICH WILL ENHANCE EMPLOYEE SAFETY WHILE MITIGATING OPERATIONAL INTERRUPTIONS BY ESTABLISHING STANDARDIZED COUNTERMEASURES TO POTENTIAL THREATS AND ASSOCIATED RISKS.





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