

DISTRICT OF IDAHO PROBATION AND PRETRIAL SERVICES



2013

STRATEGIC PLAN



*The District Of Idaho Probation And Pretrial
Services Is Committed To The Fair Administration
Of Justice And The Safety Of Our Communities.
In Pursuit Of Excellence, We Continuously Develop
Ourselves And Guide Those Within Our
Responsibility.*

District of Idaho

PROBATION AND PRETRIAL SERVICES

STRATEGIC PLAN

STATUTORY PURPOSES

18 U.S.C. 3603 requires that a probation officer, among many duties, bring about improvements in the condition of persons on probation or supervised release, and to be responsible for the supervision of any probationer or person on supervised release within the judicial district. 18 U.S.C. 3154 defines the functions of pretrial services, to include the preparation of reports to assist in the determination of release or detention of persons charged with offenses, and to provide supervision of those persons released into their custody. Federal Court Rule 32 requires a probation officer to submit a report to the Court on each person pending sentence. 18 U.S.C. 3602 requires that the Chief Probation Officer be responsible for the work of all probation officers within the judicial district.

MISSION

It is the mission of Probation and Pretrial Services in the District of Idaho to “Commit to Excellence” in the provision of the services and duties within our specific statutory direction. Our mission statement encompasses the “Charter for Excellence” developed by the Chief’s Advisory group and the Federal Judicial Center in 2002. **The District is committed to the fair administration of justice and the safety of our communities. In pursuit of excellence, we continuously develop ourselves and guide those within our responsibility.**

“We are outcome driven and strive to make our communities safer and to make a positive difference in the lives of those we serve.”

CHARTER FOR EXCELLENCE, 2002

STAFFING AND PERSONNEL

The District of Idaho encompasses the entire state of Idaho. The state of Idaho is the 13th largest state in the United States by area, covering 83,557 square miles. Probation and Pretrial Services will be provided from offices in Boise, Coeur d’Alene, Moscow, Pocatello and Twin Falls.

The District has divided workload into three basic divisions: Supervision, Investigations, and Pretrial Services. In general, officers will be assigned a workload specific to one of these divisions. In some cases, geographic requirements may require assignments in two or more of these divisions.



VISION

It is the vision of the District of Idaho's Probation and Pretrial Services team that we strive to be effective and relevant change agents who provide meaningful services to the court and community. In our future state, our commitment to using practices with proven value in affecting outcomes will lead to lower rates of revocation, lower rates of re-arrest for new offenses (both during supervision and after), and positive changes in the critical indicators of success during supervision, such as lower rates of drug use, unemployment, and non-compliance with conditions of supervision. We believe that the ultimate measure of our success is the outcome we achieve in each case and we commit to being responsible and accountable for our outcomes.

It is also the vision of our organization that our commitment to learning and self-evaluation will result in continual refinement and improvement in both our outcomes and the skills and capabilities of our team. In our future state, we will be a self-reflective, accountable, and transparent team that utilizes communication as the foundation of our successes.

The strategies listed within this strategic plan are specific milestones and pursuits that we have set in furtherance of achieving the four goals of our mission statement. These strategies were identified by a volunteer team of our staff who committed over six months of effort to examine our mission, and choose some specific methods with which to achieve success.

Statement of Values

- **Community Safety:** We are committed to contributing to effective public safety efforts.
- **Evidence-Based Practices:** We are committed to using techniques that are proven to work.
- **Outcome-Driven Service Delivery:** We have defined success, and will orient our operations toward achieving it.
- **Organizational Excellence:** Excellence is sustained positive performance. Our focus as an organization is to be excellent as a team and as individuals.
- **Integrity:** The judiciary demands the highest levels of ethical behavior.
- **Effective Stewards of Public Resources:** We will ensure that scarce judicial resources are allocated responsibly and appropriately.
- **Accountability:** We are committed to accountability in achieving our goals, serving the public, and fulfilling our statutory mission.
- **Dignity and Respect:** As members of the federal judiciary, we believe that every person, regardless of circumstance, is entitled to respectful and dignified treatment by our team.
- **Communication:** The foundation of our future success will be built on the premise that communication is the key to success. We will value it internally as well as externally.

Our Strategic Goals

We Commit to Excellence by:

STRATEGIC GOAL #1:

FAIR ADMINISTRATION OF JUSTICE

STRATEGIC GOAL #2:

MAKING OUR COMMUNITIES SAFER

STRATEGIC GOAL #3:

CONTINUOUSLY DEVELOPING OURSELVES

STRATEGIC GOAL #4:

GUIDING THOSE WITHIN OUR RESPONSIBILITY

STRATEGIC GOAL #1:

Fair Administration of Justice

The District of Idaho is committed to the fair administration of justice by the timely, accurate, and objective delivery of information to judicial officers to facilitate release and sentencing decisions. We believe that by holding ourselves accountable, and ensuring that we receive timely feedback from those who are impacted by our services, we can capitalize on the high level of integrity and fairness possessed by our team.

STRATEGY #1 –

Effective immediately, our supervisory staff will review all counsel objections to presentence investigations on an ongoing basis to ensure that we provide objective and accurate information to the Court.

STRATEGY #2 –

By March 2014, all probation officers will document their investigative efforts in PACTS for all types of investigations.

STRATEGY #3 –

Effective immediately, we will regularly review our investigative files to ensure identified risks are aligned with officer justifications for release, confinement, and appropriate conditions.

STRATEGY #4 –

Our operational support activities will utilize timely, accurate, and objective communication and support as the foundation of the delivery of services to our stakeholders. We commit to regular and ongoing objective evaluation of the quality, and accuracy of our work, in support of our statutory missions.

STRATEGY #5 –

By June 2014, we will develop and implement an offender/defendant orientation packet and exit survey designed to emphasize and measure our objectivity and fairness in our investigation and supervision practices.

STRATEGIC GOAL #2: Making Our Communities Safer

The District of Idaho will ensure the safety of the community by adopting an evidence-based approach to community supervision. We will use proven risk-assessment tools to allocate scarce judicial resources, create an involved community network around each case, respond in a timely fashion to non-compliant behavior, and invest in shared partnerships with both law enforcement and treatment professionals. We strive to ensure that each case is directed towards a successful outcome.

STRATEGY #1 –

By January 2014, the district will implement a quarterly event wherein all staff will participate in a field supervision day, during non-traditional hours. This event will be coordinated with all pertinent stakeholders including the USMS, United States Attorney's Office and local law enforcement, and oriented toward addressing community safety.

STRATEGY #2 –

By January 2014, all officers will conduct 50 percent of their field work during non-traditional hours.

STRATEGY #3 –

Beginning in 2014, our staff will meet with our stakeholders in person on a quarterly basis in, an effort to foster relationships and maintain open lines of communication.

STRATEGY #4 –

We will implement a quarterly unscheduled district-wide urinalysis testing day, in the office.

STRATEGY #5 –

Our case management system will allocate scarce judicial resources, in the form of human and financial capital, by being based on the most modern risk assessment tools available, and will prioritize service delivery according to risk level.

STRATEGY #6 –

Effective immediately, we will utilize our operational support resources to respond to and document all notifications of High-Quality law enforcement contacts, submit 100% of our offenders and defendants into our partner agencies' supervision files, and communicate all release notifications to our partnering law enforcement agencies.

STRATEGIC GOAL #3: Continuously Developing Ourselves

The District of Idaho is committed to a continual self-reflective style of developing both staff and the organization alike by ensuring that the necessary time and resources are invested in self-improvement activities, organizational reviews, and identification and measurement of strategic metrics. These efforts are designed to ensure that we are continually focused on positive successful outcomes.

STRATEGY #1 –

We commit to peer reviews of our strategic plan and outcomes by our partner districts.

STRATEGY #2 –

All employees will use the individual development plan to enhance their skills and the District by identifying and participating in non-mandatory training and volunteer opportunities.

STRATEGY #3 –

The budget execution of the District will be linked to desired outcomes by prioritizing staff and their continued development.

STRATEGY #4 –

By January 2016, the District of Idaho will host a regional conference with surrounding districts dedicated to sharing best practices and staff development.

STRATEGY #5 –

By 2015, we commit to developing a staff awards program, to identify and celebrate our successes.

STRATEGY #6 –

All staff will adhere to and model the Code of Conduct for Judicial Employees at all times and exhibit personal and professional leadership behavior regardless of position or assigned duties.

STRATEGIC GOAL #4: Guiding Those within Our Responsibility

The District of Idaho is focused on creating and capitalizing on educational opportunities to ensure that the needs of all our stakeholders are consistently addressed, and educating our stakeholders whenever and wherever possible to reflect our commitment to them as partners in what we do and where we are going.

STRATEGY #1 –

We commit to continuous communication with and feedback to contract vendors, to assure the alignment of contract service delivery with our mission and strategic plan.

STRATEGY #2 –

We commit to properly assessing and collecting treatment services copayments, to encourage treatment engagement and facilitate future success.

STRATEGY #3 –

We commit to fostering improved relationships with our stakeholders by developing, sponsoring, and delivering education and outreach programs to the District defense bar.

STRATEGY #4 –

We commit to increasing our commitment of staff resources, and increasing the likelihood of successful outcomes from our offenders and defendants, by raising their employment rates, increasing their educational levels, and fully utilizing community housing and treatment services. We will accomplish this by fully developing our relationships with community resource providers.

STRATEGY #5 –

By 2015, all officers will be trained in the cognitive journaling process and we will implement a District-wide program of incorporating this practice into our case management services.

STRATEGY #6 –

By 2015, we will develop and implement a training program designed to facilitate the development of new staff, and assist the transition of existing staff to new disciplines, when appropriate.

The Strategic Planning Committee for United States Probation and Pretrial Services was formed in January 2013 and met monthly from February to August. This plan is a result of their work, which included numerous hours spent outside the meeting room. Please extend your thanks and acknowledgement of their service to:

Deputy Chief Lavetra Castles

Chief Deputy for Administration John Triplett

Supervising U.S. Probation Officer Robert Bradley

Supervising U.S. Probation Officer Kevin Hocevar

Supervising U.S. Probation Officer Jackie Hall

Information Technology Manager Mark Masselli

Finance Supervisor Heather Green

Administrative Supervisor Cori Marshall

U.S. Probation Officer Jessie Thompson-Kelley

U.S. Probation Officer Brent Flock

U.S. Probation Officer Naomi Morgan

U.S. Probation Officer Mandy Arnold

U.S. Probation Officer Tonya McDonald

Administrative Assistant Terri Jarolimek

Administrative Assistant Carrie Wade

Executive Assistant Jackie Hildebrand