

**Monitoring Study of Misdemeanor Probation  
Services for Palm Beach County  
October 1, 2007 to September 30, 2008**

**Probation Advisory Board  
Criminal Justice Commission**

**By**  
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**In accordance with the provision of the ADA, this document may be requested in an alternative format. Please contact the Palm Beach County Criminal Justice Commission (561) 355-4943.**

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## **Executive Summary**

This report presents the findings of the annual review of misdemeanor probation cases supervised by Pride Integrated Services, Inc. (Pride) for the fiscal year 2007-2008. The purpose of the review is to monitor Pride's level of compliance with the Service Contract and Scope of Work entered with the Palm Beach County Board of County Commissioners. The annual monitoring review is led by the Probation Advisory Board (PAB), a subcommittee of the Criminal Justice Commission, and the actual study is completed by the Criminal Justice Commission Research and Planning Unit staff.

The framework for this review was guided primarily by the requirements stipulated in the Service Contract and Scope of Work. Specifically, the review examined Pride's fulfillment of Contract requirements such as maintenance of appropriate insurance, licenses, and permits. Further, the review looked at the Scope of Work requirements such as service coverage (office locations and clients supervised), intake procedures (e.g. collecting client personal information and maintaining case files, conducting criminal record check, and conducting client need assessment and referrals), client supervision (e.g. rate of violation of probation and successful completion of supervision), and staffing and administration requirements (e.g. staff eligibility and criminal background checks, staff training and caseload, and reporting requirements).

The review studied misdemeanor probation and pretrial intervention (PTI) cases terminated between October 1, 2007 and September 30, 2008. The analysis included a study of electronic data for all 5,487 terminated clients during the review period, obtained from Pride's case management system; and a review of 544 hard copy files randomly selected from the census population.

Pride operates three regular office locations in Palm Beach County (and meets with clients at a fourth location on a limited basis). Most of the terminated cases supervised by Pride were located at the West Palm Beach office. Approximately two-thirds of Pride's clients were misdemeanant probationers, and the remaining one-third were PTI cases. Majority of the terminated cases involved DUI charges as the most serious offense.

Personal information collected on clients showed that majority of the offenders were male; majority were white; a little over half were single; about two-thirds possessed 12<sup>th</sup> grade education or higher; about two-thirds were employed; about two-thirds had an annual income of \$10,000 or greater; and the average age of the clients at sentencing was 33 years. Review of the completed Needs Assessment forms and referrals revealed that the greatest need or area of concern expressed by majority of clients was finding gainful employment. Cross-tabulation of the clients' personal characteristics with success outcomes indicated that clients who did not have any previous violations had the highest success rate of completion of their supervision, followed by clients who were married, or were 55 years and older, and then clients who had at least 12<sup>th</sup> grade education.

Based on the results of the study, this review finds Pride in general compliance with the provisions outlined in the Service Contract and Scope of Work. The review found that Pride fulfilled the Contract requirements such as maintenance of appropriate insurance, licenses, and permits. The review also found that Pride met the Scope of Work requirements in terms of service coverage (by operating three office locations); intake procedures (e.g., by collecting client personal information and maintaining case files, conducting criminal record check, and conducting client need assessment and referrals); client supervision (e.g. reporting violation of probation and monitoring successful completion of supervision); and staffing and administration requirements (e.g. verifying staff eligibility and criminal background checks of new hires, providing on-going staff training, submitting required reports, etc.).

It is worth noting that Pride's contract was renewed by the Board of County Commissioners for another three years effective from the 6<sup>th</sup> day of December 2008 through the 5<sup>th</sup> day of December 2011. As such the scope of the upcoming review may be somewhat different.

## **Introduction**

This report presents the findings of the annual monitoring study of misdemeanor probation services in Palm Beach County for the period of October 1, 2007 to September 30, 2008, as administered by Pride Integrated Services, Inc. (Pride), the sole provider of misdemeanor probation services in the county. The professional service contract with Pride is monitored by the Probation Advisory Board (PAB), created by the Board of County Commissioners (BCC) in accordance with F.S. 948.15, to ensure that terms of the contract are adhered to in the delivery of misdemeanor probation services in Palm Beach County. PAB directs the Criminal Justice Commission to conduct an annual program audit of Pride and report the findings to the BCC.

The complete list of PAB members are:

Judge Sandra Bosso-Pardo, County Criminal Court Administrative Judge (Chair)  
Rosalyn Baker, Florida Department of Corrections  
Virginia Cataldo, U.S. Probation  
Steven Cohen, Criminal Defense Lawyers Association  
Kay Oglesby, Ex-Offender Reentry Program  
Elizabeth Parker, State Attorney's Office  
John Rivera, Public Defender's Office  
Louis Tomeo, Clerk & Comptroller's Office

Specifically, the review examined Pride's compliance with the requirements specified in (a) the Service Contract, such as payment to the county, insurance, access to records and audits, and authority to practice; and (b) the Scope of Work, such as intake procedures, client supervision, staffing, and administration, among others.

As part of the monitoring study, Pride was given the opportunity to review the draft and provide general or specific comments, and respond to the findings and recommendations contained in the report. Pride's comments and suggestions were taken into consideration and incorporated into the report, after which the final paper was presented to PAB, and then the Criminal Justice Commission for approval. Once approved, the final report is submitted to the BCC for consideration. The annual monitoring of Pride is essential because it provides an opportunity to identify issues or challenges faced by Pride and ultimately find solutions to these issues. It also provides PAB an opportunity to give direction to Pride in terms of helping improve its efficiency and effectiveness, while reducing costs, in delivering misdemeanor probation services in the county.

## Methodology and Data Collection

While Pride primarily supervises misdemeanor probationers in Palm Beach County, its clientele also include defendants referred to PTI by the State Attorney's Office through a deferred prosecution agreement. Approximately two-thirds (70.2%) of the terminated cases were on misdemeanor probation, while the remaining one-third (29.8%) were under PTI supervision.

The audit examined terminated misdemeanor probation and Pre-Trial Intervention (PTI) cases from October 1, 2007 to September 30, 2008: (1) a census of all 5,487 terminated cases in Pride's electronic database; and (2) a random sample of 544 physical case files (approximately 10% of all cases), as shown in Table 1 below. The audit of randomly selected physical case files was performed because some of the data that were collected were recorded in the hard copy files only. The sample group was obtained from the complete list of the identification numbers of all clients terminated during the review period using a simple random sampling technique in SPSS (Statistical Package for the Social Sciences). A database file was developed in MS Access where information from the hard copy file reviews were entered and stored, and data summary and analysis were performed using SPSS.

Table 1. Number of Clients and Files Studied, by Location.

Location	All Clients		Sample	
	N	Col %	N	Col %
West Palm Beach <sup>1</sup>	4,019	73.2	391	71.9
Delray Beach	1,295	23.6	119	21.9
Belle Glade	173	3.2	34	6.3
Total	5,487	100	544*	100

Source: Electronic data for all 5,487 terminated cases between October 1, 2007 and September 30, 2008 were obtained from Pride's client management system database; sample data were obtained from 544 physical files that were randomly selected using SPSS. The original random sample size of 549 cases (10% of census population of 5,487) was reduced to 544 due to five files that were missing at the time of the review.

Pride provided the reviewer with an electronic file (in Excel) containing the data for the all the terminated cases, along with other documents or materials related to the cases. For the physical review of the sample case files, the reviewer sent Pride staff a list of the client Id numbers of the randomly selected cases, and then the file folders from all Pride offices were collected and then sent to the West Palm Beach office where they were reviewed.

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<sup>1</sup>West Palm Beach cases also included clients that reported at the North County (Jupiter) location; likewise, the case folders of these clients were maintained at the West Palm Beach Office.

## **Findings and Discussions**

Pride's delivery of misdemeanor probation services was reviewed in accordance with the Service Contract (effective on the 6<sup>th</sup> day of December 2005 and through the 5<sup>th</sup> day of December 2008) and Scope of Work. While this audit reviewed salient aspects of the Service Contract and Scope of Work, it is by no means an exhaustive review of each and every requirement specified in the Service Contract and Scope of Work. It is worth noting that Pride's contract was renewed by the Board of County Commissioners for another three years effective from the 6<sup>th</sup> day of December 2008 through the 5<sup>th</sup> day of December 2011. This will impact the scope of the review next year, as some of the requirements have changed.

### ***General Characteristics of Clients***

As mentioned earlier, majority of the terminated cases included in this study were on probation (3,850 or 70.2%), and about one-third (1,637 or 29.8%) served deferred prosecution agreements or PTI. Table 2a below shows the breakdown of the clients by case type, based on the level of supervision<sup>2</sup>. Standard supervision cases were regular probation clients required to report in person on a monthly basis which made up the bulk (90%) of the misdemeanor probationers. Mail-in cases were regular probationers authorized to report by mail, and clients under maximum supervision were under enhanced supervision with home visits.

Table 2a. Number of Clients, by Case Type.

Case Type	All Clients	
	N	Col %
Standard	3,464	63.1
Mail In	374	6.8
Maximum	12	0.2
PTI	1,637	29.8
Total	5,487	100

Source: Daily Monitor Pride Client Management System. Census data based on all terminated cases between October 1, 2007 and September 30, 2008.

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<sup>2</sup> Some clients might have changed classification at some point during their entire supervision period; classification of clients reported in this review was their classification at the time of termination.

Table 2b breaks down Pride cases by the type of offense committed. The statistics show that approximately one-third (30.3%) of the cases were DUI related.

Table 2b. Number of Reported Offenses, Grouped by Major Offense Type, All Clients.

Offense Type	N	Pct	Valid Pct
DUI Offenses	2,079	30.3%	30.3%
Drug Offenses	711	10.4%	10.4%
Vice Offenses	134	2.0%	2.0%
Crimes Against Persons	1,331	19.4%	19.4%
Crimes Against Property	1,057	15.4%	15.4%
Traffic Offenses	1,198	17.5%	17.5%
Weapons Offenses	101	1.5%	1.5%
Public Order Offenses	131	1.9%	1.9%
Other Offenses	111	1.6%	1.6%
Total	6,853	99.9%	100.0%
Data Missing	9	0.1%	
Grand Total	6,862*	100.0%	

Source: Offense data associated with all terminated cases between October 1, 2007 and September 30, 2008 were obtained from Pride's client management system database. The Criminal Justice Commission Research and Planning Unit's offense research database (SPSS database) was used to generate this cross tabulation. \*There were more offenses than clients as one client may have more than one reported offense.

## ***Service Contract***

### **Payments to the County**

The Service Contract specifies that Pride should pay equal payments of two thousand five hundred dollars (\$2,500) before the end of the last workday of each sixth month period of the Contract (i.e., the 6<sup>th</sup> of June 2008 and the 5<sup>th</sup> of December 2008, respectively). Records obtained from the Criminal Justice Commission Financial Analyst confirmed that Pride made the two payments on time.

### **Insurance**

The Service Contract requires Pride to maintain necessary insurance coverage for the life of the Contract. The audit revealed that Pride conformed to this requirement as evidenced by a copy of the *Certificate of Liability Insurance* on file.

## **Access and Audits**

The Service Contract states that Pride shall maintain adequate records and related documentation relevant to client records and provide access to such records and documentations for the purpose of inspection and audit. Pride administration was very helpful and provided full cooperation in terms of providing professional assistance to the reviewer in facilitating the audit.

## **Authority to Practice**

The Service Contract stipulates that Pride shall continue to maintain all its licenses and approvals required to conduct its business activities. Pride submitted a copy of the occupational licenses required to operate in West Palm Beach, Delray Beach, Belle Glade, and North County (Jupiter) upon request of reviewer.

## ***Scope of Work***

### **Service Coverage**

The Scope of Work specifies that Pride shall maintain at least three offices within Palm Beach County to ensure efficient service to their clientele. Historically, Pride has always maintained at least three offices within Palm Beach County which include offices in West Palm Beach (which also serves as the main office), Delray Beach, and Belle Glade. And as mentioned earlier, Pride also supervised clients in North County on a limited basis at a Palm Beach County Sheriff's Office substation in Jupiter, to expand their area coverage further.

### **Sexual Predators and Sexual Offenders**

When the court places a defendant on misdemeanor probation, pursuant to F.S. 948.01 and 948.15, the probation officers are required to conduct an internet search of the probationer's name or other identifying information against registration information on sexual predators and sexual offenders maintained by the Florida Department of Law Enforcement (FDLE) under s. 943.043. Electronic data obtained from Pride indicated that Pride probation officers performed this online search and that search results were recorded in their client management system database. According to the data, only four clients (0.1%) were registered sexual predators or offenders with FDLE (Table 3a). And review of the physical case files of the sample 544 cases revealed that 520 files (96%) contained documentation of the FDLE search in the form of a print-out of the search results (Table 3b).

Table 3a. Registered Sexual Predator or Offender with FDLE.

	All Clients		Sample	
	N	Col %	N	Col %
No	5,483	99.9	544	100.0
Yes	4	0.1	0	0.0
Total	5,487	100.0	544	100.0

Source: Electronic data for all 5,487 terminated cases between October 1, 2007 and September 30, 2008 were obtained from Pride's client management system database; sample data were obtained from 544 physical case files that were randomly selected using SPSS.

Table 3b. Record of Registered Sexual Predator or Offender search on file.

	Sample	
	N	Col %
Yes	520	96
No	24	4
Total	544	100

Source: Sample data were obtained from physical case files that were randomly selected from the census population of all terminated cases between October 1, 2007 and September 30, 2008.

### **Intake Requirements and Initial Interview (Orientation Interview)**

The Scope of Work specifies a list of requirements that need to be performed by Pride for new clients when the case is initiated. These include: conduct an intake interview and set up an appointment for the client's initial interview with an assigned probation officer at the probation office (orientation interview); collect personal and general information from the new client during the initial interview, such as identifying information, offense information, prior arrest information, and address and employment information; maintain complete personal history on each defendant in a case file which is updated on a regular basis; construct an overview of the client's lifestyle to create a risk/needs assessment; maintain a case file on each client containing other relevant information such as local criminal records check, court order placing offender on misdemeanor probation or PTI agreement, Court Event From, and other related documentation.

### ***Identifying Personal Information***

Pride's daily case management system database and physical review of the random case files selected indicated that Pride collected identifying personal information on the offenders as required in the Scope of Work. During intake, Pride probation officers collected comprehensive and detailed personal information from the clients which were recorded in Pride's Client Information and History Summary, such as the client's first and last name, primary residence, physical features, employment, education, marital status and family, health, criminal history, etc. Table 4 presents selected personal characteristics of the clients.

### ***Address and Employment Verification***

The Scope of Work states that probation officers shall verify residence and employment of the probationers and copies of the address and employment verification shall be placed in each probationer's file. The review of the individual case files showed that among the sample cases, 63.4% contained documentation indicating the client's current address (e.g., rental/lease agreement, utility bills addressed to probationer, etc.), and 72.8% of the files of the clients who claimed they were employed contained proof of employment (usually a pay stub, etc.). The lower percentage of case files that contained proof of address verification was interesting because the detailed Case Notes on the clients clearly indicated that the probation officers did collect the home address and employment information from the probationers at the orientation interview, and requested that the probationers bring proof of such at their subsequent visits. It seemed, however, that some of the probationers were unable to provide proof of their address for whatever reason.

### ***Criminal Record Check***

The Scope of Work requires Pride to conduct a local criminal history check at the beginning of the probation period to establish criminal record history. Pride probation officers searched for offenders' local criminal records using the Palm Beach County Clerk and Comptroller's Office Banner, and/or the Sheriff's Office Booking Blotter, and documentation of the record check was usually in the form of a computer print-out resulting from the internet search performed by the probation officer. Review of the clients' case file folders indicated that a local criminal record check was conducted on all the clients (100%) and 97.6% of the hard copy files contained documentation of the record check.

### ***Related Court Documents***

The review of hard copy files also examined whether important court-related documentation were completed and kept in the file, in this case the most important being, the Court Order placing the offender on probation, or the PTI Agreement, whichever the case may be. The review revealed that 98.3% of case files contained a copy of the Court Order or PTI Agreement, and 95% contained a copy of the Court Event Form.

Table 4. Selected Personal Characteristics of Clients.

Characteristic	Values	Col %	
		All Clients	Sample
Sex	Male	73.5%	73.7%
	Female	26.5%	26.3%
Race	White	78.5%	79.4%
	Black	20.6%	19.1%
	Other	0.9%	1.5%
Marital Status	Single	57.4%	57.3%
	Married	18.2%	19.3%
	Divorced/Separated	12.1%	12.6%
	Other	12.3%	10.8%
Educational Level	<12th Grade	28.8%	29.0%
	12th Grade/GED	30.1%	29.4%
	>12th Grade	38.5%	37.7%
	Technical School	2.6%	2.8%
Employment Status	Employed	65.0%	66.5%
	Unemployed	25.8%	25.8%
	Other	9.2%	7.7%
Annual Income	Under \$10,000	37.1%	37.4%
	\$10,000-\$19,000	18.3%	18.2%
	\$20,000-\$29,000	16.7%	15.8%
	\$30,000-\$39,000	27.9%	28.6%
Age Group (at Sent.)	17 years and under	1.5%	1.5%
	18 to 24 years	34.0%	31.6%
	25 to 34 years	24.8%	27.0%
	35 to 44 years	19.4%	22.2%
	45 to 54 years	13.9%	11.6%
	55+ years	6.4%	6.1%
Average Age (at Sent.)		33 yrs	33 yrs
Previous Arrest	None	53.5%	25.5%
	One	21.7%	31.8%
	Two or more	24.8%	49.3%
Number of Violations <sup>a</sup>	None	69.5%	67.3%
	One	20.7%	21.7%
	Two or more	9.8%	11.0%
Needs Identified <sup>b</sup>	Did not complete form	n/a	25.7%
	None	n/a	49.6%
	One	n/a	11.2%
	Two or more	n/a	13.4%

Source: Electronic data for all 5,487 terminated cases between October 1, 2007 and September 30, 2008 were obtained from Pride's client management system database; sample data were obtained from 544 randomly selected physical case files. <sup>a</sup>Data on the number of violations was reviewed for misdemeanor probation cases only. <sup>b</sup>Needs Identified was based on the sample population only.

### ***Needs Assessment and Referrals***

According to the Scope of Work, Pride shall construct an overview of the probationer's life style to create a risk/needs assessment. For this purpose, as part of the intake process, the probation officer provides the client a brief Needs Assessment form to determine whether the client is currently in need of assistance or referral to programs not included in his or her conditions of supervision. The Needs Assessment form listed 13 areas of concern for the client for which they might want assistance.

Briefly, the areas listed in the Needs Assessment survey ranged from basic, every day needs such as a need for shelter and/or food; educational and employment needs such as obtaining a high school diploma or GED, and finding a job; financial assistance because the client is unable to work due to physical disability; medical problems left unattended due to lack of insurance or money to pay for the services; emotional or psychological assistance, resulting from depression, anger, abuse by another person (physically or emotionally), or wanting to see a professional counselor; addiction problems such as gambling, alcohol, or drugs; and other needs that had to be met so the client could function in their everyday lives normally, such as having their Driver's License reinstated. In addition, the form provides a space at the bottom of the list where the client can write down other specific needs that were not covered in the list.

Of the 544 sample case files reviewed, 404 clients (74.3%) completed a Needs Assessment form, and all of these cases (100%) contained a copy of the Needs Assessment Form in their case file folders. Of the clients that completed a Needs Assessment form, 270 individuals or about two-thirds (66.8%) did not indicate a need (did not check any area of need from the list), and 134 clients, about one-third (33.2%), indicated at least one need or area of concern (Table 5a).

Table 5a. Number of Needs Identified by Clients that Completed the Needs Assessment Form.

No. of Needs Checked	No. of Clients	Col %
0	270	66.8%
1	61	15.1%
2 or more	73	18.1%
Total	404	100.0%

Source: Sample data were obtained from 544 physical files that were randomly selected from the census population of all terminated cases between October 1, 2007 and September 30, 2008.

The area of need or concern indicated the most by clients is related to being unemployed and needing a job, indicated by 63 individuals (15.6%); and the least area of concern was gambling problems, indicated by only one person (Table 5b). Among the 134 clients that specified a need for assistance, 107 individuals (80%) received referrals to services as indicated in the Client Notes and/or by the referral forms contained in the clients' case folders (unless they were otherwise already receiving related treatment as a condition of their probation). Clients were provided the 2-1-1 information sheet for most social services; referred to Workforce Development Center or Justice Service Center for employment; referred to the hospital if needing immediate medical assistance, etc.

Table 5b. Area of Need or Concern as Indicated by Clients on the Needs Assessment Form.

Area of Need/Concern	No. of Clients	Percent (%)
Home or safe shelter	8	2.0%
Food	27	6.7%
Gambling problems	1	0.2%
Alcohol or drug problems	4	1.0%
Medical problems	33	8.2%
Abuse (physical or emotional)	6	1.5%
Control of anger or temper	14	3.5%
Depression or anxiety	33	8.2%
Professional counseling about problems	16	4.0%
Obtain high school diploma or GED	21	5.2%
Unemployed and need a job	63	15.6%
Financial assistance due to inability to work	13	3.2%
Reinstating driver's license	38	9.4%
Other	20	5.0%

Source: Sample data were obtained from physical case files that were randomly selected from the census population of all terminated cases between October 1, 2007 and September 30, 2008.

### Client Supervision

The Scope of Work specifies that following the orientation interview, Pride probation officer will closely monitor the activities of the offender to ensure compliance with all special conditions of the supervision plan. The probation officers are likewise required to maintain records of these activities, as well as all notations made about the case. The study verified information relating to the supervision of and interaction with each client via the contact data maintained in Pride's electronic database, as well as the probation officers' written notes in the case folders, especially from the printed copy of the Client

Notes. Probation officers are also required to report violations of probation to the sentencing judge, which is discussed in this section.

The review revealed that Pride probation officers actively supervised the misdemeanor probationers and PTI clients, based on the review of data on the type and frequency of contact between the Pride probation officers and the supervised offenders contained in the electronic database, and the physical data obtained from the case file notes. Pride's case management system recorded the different types of contacts between Pride and the clients, such as face-to-face contacts in the initial interview; follow-up office visits for probation appointments; office visits made for payments and testing, etc.; and other type of contact, e.g., by phone or by mail. Pride's case management system also captured other activities by the probation officer relating to the client supervision and/or case management, e.g., file review and status change notation.

Table 6 shows that the majority (67.9%) of the activities or contacts between a Pride probation officer and a client under supervision were office visits (scheduled probation or PTI appointments).

Table 6. Probation Officer/Client Contact, by Type of Activity.\*

Type of Contact	All Clients	
	N	Col %
Mail-In	4,109	8.1%
Office Visit	34,476	67.9%
Phone	3,242	6.4%
Behalf of Client	41	0.1%
Court	6,718	13.2%
Payment Only	1,789	3.5%
Site Visit	209	0.4%
Testing Only	192	0.4%
Total	50,776	100.0%

Source: Electronic data for all 5,487 terminated cases between October 1, 2007 and September 30, 2008 were obtained from Pride's client management system database.

\*Data included multiple contacts for each terminated client during their entire supervision period, which also included contacts outside the range of the review period.

### ***Violation of Probation***

The Scope of Work stipulates that Pride shall report all violations of probation to the sentencing judge for appropriate disposition. A review of the electronic data on all probation cases that terminated during the review period showed that all violations of probation (100%) were recorded in Pride's client data management system. The data reviewed showed that of the 3,850 probation cases 1,666 individuals or a little less than half (43.3%) were reported to have violated condition of their probation (see Table 7 for

the reasons for violation). For the sample group, review of the case files found that 176 individuals violated their condition of probation, with all the case files (100%) containing the necessary paperwork reporting the violations.

Table 7. Reason for Violation of Probation.

Reason	All Clients	
	N	Col %
Failure to Comply	968	38.7%
Additional Arrest	633	25.4%
No Show	890	35.5%
Failure to Enroll	13	0.5%
Total	2,504*	100.0%

Source: Electronic data for all 5,487 terminated cases between October 1, 2007 and September 30, 2008 were obtained from Pride's client management system database.

\*The total number of violations in this table exceeds the total count of clients that violated as some individuals violated more than once during their period of supervision.

### ***Criminal Record Check Prior to Termination***

The Scope of Work requires Pride to conduct a Clerk's record check at least ten days prior to termination to ensure that the client had completed all the terms of their probation, and that the client did not have any new charges. Review of the physical files of the 366 randomly selected cases that successfully terminated (Table 9a) indicated that a final record check was performed for almost all (99.5%) of the cases as indicated by the recorded date when the final record check was made, and that the final record check was completed within 10 days for the majority (81.5%) of the cases, and no more than 30 days for all cases<sup>3</sup> (Table 8).

Table 8. Timeframe for Final Record Check for Successfully Terminated Clients.

Time of Final Record Check	N*	Valid Pct	Cum Pct
Same day	200	69.7%	69.7%
1 to 10 days prior to case term	34	11.8%	81.5%
11 to 30 days prior to case term	53	18.5%	100.0%
Total	287	100.0%	

Source: Sample data were obtained from physical case files that were randomly selected from the census population of all terminated cases between October 1, 2007 and September 30, 2008.

\*Data did not include cases that violated.

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<sup>3</sup> Not including violated cases.

### ***Outcomes of Supervision***

The review also examined the rate of successful completion by the clients. For all the clients in Pride's case management system that terminated during the review period, about two-thirds (66.5%) of the clients completed their term of probation or PTI agreement successfully, while the remaining one-third were terminated unsuccessfully or were transferred out/vacated (33.1% and 0.4%, respectively). This proportion is almost identical to the sample cases analyzed (Table 9a).

Table 9a. Number of Offenders by Termination Type.

Outcome	All Clients		Sample	
	N	Col %	N	Col %
Successful	3,650	66.5%	366	67.3%
Unsuccessful	1,816	33.1%	175	32.2%
Transferred Out/Vacated	21	0.4%	3	0.6%
Total	5,487	100.0%	544	100.0%

Source: Electronic data for all 5,487 terminated cases between October 1, 2007 and September 30, 2008 were obtained from Pride's client management system database; sample data were obtained from 544 randomly selected physical case files.

Table 9b reflects which clients were more likely to successfully complete their period of supervision, according to selected personal and general characteristics; i.e. what type of clients had higher rates of successful completion based on specific personal characteristics.

Table 9b. Success Rate of Completion of Supervision, by Selected Offender Characteristics.

Characteristic	Values	Outcome	
		Successful	Unsuccessful
		Row %	Row %
Sex	Male	64%	35%
	Female	73%	27%
Race	White	71%	29%
	Black	51%	48%
	Other	69%	29%
Marital Status	Single	65%	34%
	Married	81%	19%
	Divorced/Separated	72%	28%
Educational Level	<12th Grade	61%	39%
	12th Grade/GED	63%	36%
	>12th Grade	80%	20%
Employment Status	Employed	74%	25%
	Unemployed	56%	43%
Annual Income	<\$10,000	58%	42%
	\$10,000-\$19,000	70%	30%
	\$20,000-\$29,000	76%	24%
	\$30,000-\$39,000	83%	17%
Age Group	17 years and under	73%	27%
	18 to 24 years	61%	39%
	25 to 34 years	66%	34%
	35 to 44 years	66%	33%
	45 to 54 years	74%	26%
	55+ years	81%	19%
Previous Arrest	None	75%	26%
	One	68%	32%
	Two or more	50%	49%
Number of Violations*	None	93%	7%
	One	32%	68%
	Two or more	19%	81%
Needs Identified	Did not complete form	61%	37%
	None	75%	26%
	One	66%	34%
	Two or more	51%	48%

Source: Census data based on all terminated cases (5,487) between October 1, 2007 and September 30, 2008, except for Needs Identified which was based on the sample population (544 cases). \*Data on the number of violations was reviewed for misdemeanor probation cases only.

## **Staffing and Administration**

### ***Staff Eligibility and Criminal Background Check***

The study reviewed personnel files for eligibility in terms of required educational qualifications and criminal backgrounds of new hires. The file review revealed that all probation officers possessed the appropriate four-year degree from an accredited college or university; or a work history that included related experience, training, or college credits providing a level of achievement equivalent to a bachelor's degree. One probation officer did not have a college degree but was rehired based on PAB's previous approval considering the individual's prior work experience with Pride. The personnel file review also showed documentation that criminal background checks were performed on all the new hires (probation officers and clerical staff) revealing no prior criminal histories.

### ***Staff Training***

Pride provided on-going training opportunities to staff to assure continuous improvement in agency's delivery of supervision services, as required by the Scope of Work. The reviewer examined extensive training documentation provided by Pride staff showing relevant information such as the type of training activity, date and location, name of the facilitator, and the list of attendees. Training documentation also included attendance/sign-up rosters starting February 2008.

Most of the trainings were conducted in-house, facilitated by Pride training coordinator or senior staff, or occasionally in collaboration with an outside agency (e.g., PBSO) and targeted towards probation officers. The trainings or workshops covered a wide range of subjects including intake requirements and initial interview procedures, needs assessment procedures, case follow-up and updates, court procedures, violation of probation procedures, proper file documentation and maintenance, DUI training, etc.

### ***Staff Case Load***

The current Contract and Scope of Work requires Pride to meet specific levels of staff-to-caseload ratio in terms of the number of clients per officer, regardless of the number of cases. Information on the client count and staffing requirements by case type was included in Pride's quarterly reports and indicated that Pride was in compliance with the staffing requirements, i.e., the number of clients per probation officer did not exceed the total number of clients per officer<sup>4</sup>. The required PTI caseload ratio was not included in the current Scope of Work, but is included in the new Contract, commencing December 6, 2008.

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<sup>4</sup> Required number of clients per officer shall not exceed: 60 for maximum supervision clients; 200 for minimum supervision clients; and 400 for mail-in clients.

### ***Reporting***

The review found that Pride complied with the administrative reporting requirements outlined in the Scope of Work. Pride submitted a copy of the required quarterly reports to the Chief Judge, PAB Chair, and Criminal Justice Commission staff and completed the required financial report audited and certified by a licensed Independent Certified Public Accountant. A copy of the financial report was submitted to PAB/Criminal Justice Commission staff before the 120 day limit after the close of the Agency's fiscal year.

### ***Restitution Payments***

The Scope of Work requires Pride to make restitution payments to victims within 14 days of receipt and provide the Clerk of the Court and the County with a quarterly report containing the offender's name, case number, the victim's identification, total restitution ordered, amount paid to date, and balance left to be paid by the offender (if any). Pride submitted the required quarterly report to the Clerk's office and the County; and electronic data provided by Pride to CJC staff that included dates when the payments were collected from the offender and the dates when the restitution was paid to the victims showed that Pride made 98% of the restitution payments within 14 days of receipt.

## **Conclusions and Recommendations**

Findings from the review for fiscal year 2007-2008 showed Pride to be generally in compliance with the requirements outlined in the Service Contract and Scope of Work, and in some instances, even exceeded the requirements (e.g. supervising clients at a fourth location without a regular office). The review also found that Pride continued to enhance their supervision and administrative procedures (for example, improving data collection on restitution payments).

Data from Pride's Needs Assessment survey identified finding a job as the clients' strongest area of need or concern. This is not part of the court-ordered sanctions or treatments, but is one area where Pride could really impact their clients' lives, and therefore should continue enhancing referral procedures to employment opportunities or agencies, with follow up at subsequent visits, if any.

In terms of data collection, it is recommended that Pride consider including a field in their database for the numeric codes that correspond to the description of the offense charges (consistent with the National Crime Information Center and Florida Department of Law Enforcement). This will enable better comparisons of Pride's data with data from other sources.

The review found Pride to be consistent in collecting, verifying, and documenting personal and general information of their clients. An area that had presented a greater challenge for probation officers this year, however, was in getting address verification, perhaps a result of the increasingly transitory nature of some clients (possibly due to the declining economic conditions and problems in home ownership forcing individuals and families out of their homes). This is an area where Pride probation officers should continue to be more diligent and creative, in terms of securing alternative documentations for the clients' place of residence.

Pride continued to find ways to improve their delivery of misdemeanor services to clients, including evaluating their current practices and procedures, providing on-going staff training, involvement in relevant inter-agency meetings and conferences, seeking outside technical assistance, etc. But like with many agencies nowadays in this difficult economic climate, Pride's greatest challenge, especially as a not-for-profit agency, is securing the financial resources to help them carry out their mission and goals satisfactorily. And where there is a dearth of financial support, it is more critical than ever that PAB and Pride work closely together, in finding greater efficiencies in their system (perhaps even modify some of their current procedures), tap more into partnerships/relationships with service providers or other relevant agencies, and find new and creative ways to make the most of whatever resources are available right now.

## **Response from Service Provider**

Pride supports the conclusion and recommendations of the October 1, 2007 to September 30, 2008 audit.

Pride continues to strive to improve its utilization of the Needs Assessment and referral process. Pride is in agreement with the audit's conclusion that this is an area where probation services can have a positive impact on the probationer's life condition. As a result, the probationer will be more likely to successfully complete their probationary period as well as less likely to re-offend. In August of 2009, Pride voluntarily requested and received on-site technical assistance from the National Institute of Corrections regarding the utilization of risk/needs assessments and subsequent referrals. As a result of this technical assistance from the NIC as well as funding from the Criminal Justice Commission, Pride has developed a Community Referral Program that will be staffed by a full-time Program Manager. In addition, Pride is updating its case management data base to be able to record and track probationer referrals and outcomes. Pride maintains this program will assist us with our goal of having a reliable network of community resource agencies and enable us to track the progress and outcomes of referrals. Pride will continue to sponsor the Probation Community Services Advisory Board (PCSAB) to provide an opportunity to share information regarding services that are being provided and identify areas that are in need of additional services.

Pride would like to thank Michael Rodriguez, Damir Kukec, Candee Villapando, and other members of the CJC staff that are consistently helpful and supportive to our mission. Pride would also like to thank Judge Bosso-Pardo and all of the members of the Probation Advisory Board (PAB). The support and expertise that is made available to Pride through the PAB is essential in assisting us with program development and meeting the needs of the various facets of the criminal justice system we work with on a daily basis. We look forward to our continued work together in serving our courts, our clients and our community.