



THE COUNTY COURT OF THE  
**FIFTEENTH JUDICIAL CIRCUIT**  
OF FLORIDA

CHAMBERS OF  
**AUGUST A. BONAVIDA**  
COUNTY COURT JUDGE

PALM BEACH COUNTY COURTHOUSE  
205 NORTH DIXIE HIGHWAY  
WEST PALM BEACH, FLORIDA 33401  
561/355-7881

April 15<sup>th</sup>, 2013

Mayor Steven Abrams  
Members of the Palm Beach County Board of Commissioners  
301 North Olive Avenue., Suite 1201  
West Palm Beach, FL 33401

Dear Mayor Abrams:

I am pleased to provide you along with the other members of the Board of Commissioners the Monitoring Study of Misdemeanor Probation Services in Palm Beach County for FY 2010-2011.

The report was approved by the Probation Advisory Board (PAB) on February 13<sup>th</sup>, 2013 and thereafter by the Criminal Justice Commission (CJC) at its February 25<sup>th</sup>, 2013 full commission meeting.

Please feel free to contact me should you have any questions.

Very truly yours,

A handwritten signature in blue ink, appearing to read "August A. Bonavita".

August A. Bonavita  
Chair, Probation Advisory Board

Attachment

c.: Robert Weisman, County Administrator  
Vince Bonvento, Assistant County Administrator

AAB/ccv

**Monitoring Study of Misdemeanor Probation  
Services in Palm Beach County  
October 1, 2010 to September 30, 2011**

**As approved by the  
Criminal Justice Commission**

**By  
Candee C. Villapando  
Criminal Justice Analyst  
Criminal Justice Commission**

**For the  
Probation Advisory Board**

**February 25, 2013**

**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.**

## **Acknowledgements**

Criminal Justice Commission staff would like to thank Maureen Brickous, Wanda Joiner, Madie Berry, Terry Bell, Glenny Cueto, Dolores Pavlic, and all of the helpful staff at Pride Integrated Services, Inc. This study would not have been possible without their full cooperation and kind assistance throughout the course of the review. Appreciation also goes to Damir Kukec, Research and Planning Manager, for his technical assistance and guidance throughout the study. Thank you.

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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. for the Fiscal Year 2010-11. The purpose of the report is to review 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, 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, intake procedures, client supervision, and staffing and administration requirements.

This review collected information for all misdemeanor probation and pretrial intervention (PTI) cases terminated between October 1, 2010 and September 30, 2011. The review included electronic data for 4,790 terminated clients and 5,040 terminated cases in FY 2010-11 obtained from Pride's case management system; and a review of 479 hard copy files randomly selected from the census population.

Pride operated three regular office locations in Palm Beach County (and met with clients at a fourth location on a limited basis). Majority of the terminated cases supervised by Pride were located at the West Palm Beach office. Approximately three-fourths of Pride's clients were misdemeanant probationers, and the remaining one-fourth were PTI cases. By offense category, majority of the charges were DUI related.

Personal information collected on clients showed that about three-fourths of the offenders were male; majority were white; about half were single; a little less than half possessed higher than 12<sup>th</sup> grade education; a little over half were employed; more than half earned an annual income of \$10,000 or greater; the average age of the clients at sentencing was 35 years; a little more than half had been arrested at least once; and a little less than half violated their probation. Review of the completed Needs Assessment forms and referrals revealed that the greatest need or area of concern expressed by majority of clients was being unemployed and getting help in finding employment.

Pride was found to be in general compliance with the service contract and scope of work requirements reviewed in this report, e.g., the maintenance of appropriate insurance, licenses, and permits; 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); collecting restitution payments from offenders and mailing them to victims within the required 14 days; and staffing and administration requirements (e.g. verifying staff eligibility and criminal background check of new hires, providing on-going staff training, submitting required reports, etc.).

Collection rates were calculated for Cost of Supervision (COS) and Fines and Court Costs (FCC) for the terminated cases during the review period. Collection rate for COS was 61%. Collection rate for FCC was a little higher at 71% (79% of which were total payments collected and 21% was paid in the form of credit for community service hours).

## **Introduction**

This report presents the findings of the annual monitoring study of misdemeanor probation services in Palm Beach County for fiscal year 2010-11 from October 1, 2010 to September 30, 2011 as provided by Pride Integrated Services, Inc. The professional service contract of misdemeanor probation is monitored by the Probation Advisory Board, created by the Board of County Commissioners 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. The PAB directs the Criminal Justice Commission to conduct an annual program audit of misdemeanor probation services and report the findings to the Board of County Commissioners. The complete list of PAB members were:

Judge August Bonavita, County Criminal Court Administrative Judge (Chair)  
Rosalyn Baker, Florida Department of Corrections  
Virginia Cataldo, U.S. Probation  
Steven Cohen, Criminal Defense Lawyers Association  
Daniel Eisinger, Public Defender's Office  
Kay Oglesby, Ex-Offender Reentry Program  
Louis Tomeo, Clerk & Comptroller's Office  
Dahlia Weiss, State Attorney's Office

Specifically, the review examined Pride's compliance with the requirements specified in the Service Contract, such as payment to the county, insurance, access to records and audits, and authority to practice; and the Scope of Work, such as intake procedures, client supervision, staffing, and administration, among others. 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, and most important, ensure that Pride complies with the service contract.



## **Methodology and Data Collection**

The audit examined terminated misdemeanor probation and pretrial intervention cases for fiscal year 2010-11 (October 1, 2010 to September 30, 2011). The review involved: (1) a census of 5,040 terminated cases in Pride's electronic database; (2) 4,790 terminated clients; and (3) a random sample of 479 physical case files (10% of all clients). The audit of randomly selected physical case files was performed to collect data that were not available in the electronic database, reviewable only from the hard copy files.

The sample group was obtained from the complete list of the unduplicated 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 analyses were performed using Excel and SPSS.

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 identification numbers of the randomly selected cases; the file folders from all Pride offices were then collected by Pride staff and sent to the West Palm Beach office where they were reviewed.

## **Findings**

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 2006 and through the 5<sup>th</sup> day of December 2011) 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.

### ***Office Locations***

The scope of work requires the misdemeanor probation provider to maintain at least three offices within Palm Beach County to ensure efficient service to their clientele. One office shall be maintained in the West Palm Beach area, one in the Delray Beach area, and one in the Belle Glade area. Pride operated offices in all of the three required locations. Additionally, 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. Table 1 shows the total number of terminated cases and clients supervised in each office location; majority of Prides clients (about three-fourths) were supervised in West Palm Beach; a little less than one-fourth were located in Delray Beach; and a very small percentage were supervised in Belle Glade.

Table 1. Number of Clients, Cases, and Files Reviewed by Location, FY 2010-11.

Location	All Cases		All Clients		Sample	
	N	Col %	N	Col %	n	Col %
West Palm Beach <sup>1</sup>	3,801	75.4 %	3,601	75.2 %	344	71.7 %
Delray Beach	1,074	21.3 %	1,038	21.7 %	107	22.3 %
Belle Glade	165	3.3 %	151	3.2 %	29	6.0 %
Total	5,040	100 %	4,790	100 %	479	100 %

Source: Electronic data for all terminated cases were obtained from Pride’s client management system database; sample data were obtained from physical files that were randomly selected using SPSS.

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

Pride supervises misdemeanor probationers in Palm Beach County and defendants referred to pretrial intervention (PTI) by the State Attorney’s Office through a deferred prosecution agreement. Table 2a shows the breakdown of the cases and clients by classification. The table indicates that about three-fourths of the terminated cases included in this study were on probation and about one-fourth served deferred prosecution agreements or PTI. For the cases under probation, Table 2b shows the case type according to level 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 (approximately 92%) of the misdemeanor probationers. The rest of the cases were mail-in cases, regular clients authorized to report by mail; and almost negligible maximum supervision cases, clients under enhanced supervision with home visits. And by type of offense committed, Table 3 shows that majority of the cases were DUI related.

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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.

<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 2a. Number of Cases, Clients, and Sample Files Reviewed, by Classification, All Cases, FY 2010-11.

Case Type	All Cases		All Clients		Sample	
	N	Col %	N	Col %	n	Col %
Probation	3,813	75.7 %	3,622	75.6 %	364	76.0 %
PTI	1,227	24.3 %	1,168	24.4 %	115	24.0 %
Total	5,040	100.0%	4,790	100.0%	479	100.0 %

Source: Electronic data for all terminated cases were obtained from Pride’s client management system database; sample data were obtained from physical files that were randomly selected using SPSS.

Table 2b. Number of Probation Cases, Clients, and Sample Files Reviewed, by Case Type (Level of Supervision), Probation Cases, FY 2010-11.

Case Type	All Cases		All Clients		Sample	
	N	Col %	N	Col %	n	Col %
Standard	3,493	91.6 %	3,309	91.4 %	330	90.7 %
Mail In	317	8.3 %	310	8.5 %	34	10.3 %
Maximum	3	0.1%	3	0.1 %	0	0.0 %
Total	3,813	100.0%	3,622	100.0%	364	100.0 %

Source: Electronic data for all terminated cases were obtained from Pride’s client management system database; sample data were obtained from physical files that were randomly selected using SPSS.

Table 3. Number of Reported Offenses, Grouped by Major Offense Type, All Cases, FY 2010-11.

Offense Type	N	Pct	Valid Pct
DUI Offenses	2,482	49.2 %	49.3 %
Drug Offenses	178	3.5 %	3.5 %
Vice Offenses	86	1.7 %	1.7 %
Crimes Against Persons	711	14.1 %	14.1 %
Crimes Against Property	822	16.3 %	16.3 %
Traffic Offenses	585	11.6 %	11.6 %
Weapons Offenses	41	0.8 %	0.8 %
Public Order Offenses	100	2.0 %	2.0 %
Other	36	0.7 %	0.7 %
Total	5,039	100.0 %	100.0%
Missing System	1	0.0 %	
Grand Total	5,040	100.0%	

Source: Offense data associated with all terminated cases were obtained from Pride’s client management system database.

### ***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 current year of the contract, in this case specifically the 6<sup>th</sup> of June 2011 and the 5<sup>th</sup> of December 2011. 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, including the review conducted for the restitution payments.

**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*

As mentioned earlier, the Scope of Work specifies that Pride shall maintain at least three offices within Palm Beach County to ensure efficient service to their clientele which Pride satisfied by operating three offices within Palm Beach County located at in West Palm Beach, Delray Beach, and Belle Glade.

*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 for all clients and that search results were recorded in their client management system database. According to the data, only one client was a registered sexual predator or offender with FDLE among all clients; and none of the sample group was a registered offender (Table 4). Review of the physical case files of the sample cases revealed that all the case files (100%) contained documentation of the FDLE search in the form of a print-out of the search results.

Table 4. Registered Sexual Predator or Offender with FDLE, All Clients, FY 2010-11.

Registered Offender	All Clients		Sample	
	N	Pct	n	Pct
No	4,740	99.0 %	477	99.6 %
Yes*	1	0.0 %	0	0.0 %
Unknown	49	1.0%	2	0.4 %
Total	4,790	100.0%	479	100.0%

Source: Electronic data for all terminated cases were obtained from Pride’s client management system database. \*Note that Pride’s records indicate that this client was sentenced prior to 2005 when sexual offender checks were not required.

### ***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, and other related documentation. In the physical review of the sample case files, documentation were found in the printed copy of the client notes in the database system and the requirement checklist contained in every case file.

**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 and the initial appointment, 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 names, primary residence, physical features, employment, education, marital status and family, health, criminal history, etc. Table 5 presents selected criminal background information and personal characteristics of the clients.

**Initial 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. Review of the clients' case file folders indicated that a local criminal record check was conducted on 100% of the clients.

**Related Court Documents.** Court documents verified from hard copy files in this report include the Court Event Form and the Court Order placing the offender on probation, or the PTI Agreement (whichever the case may be). The review revealed that all (100%) of the case files contained a copy of both the Court Event Form and the Court Order/PTI Agreement.

**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. As a follow up to PAB's recommendation from the previous year's report, PAB reviewed and revised its framework by developing specific monitoring criteria (i.e., level of compliance) and checklist. PAB members agreed to require a 100% level of compliance

with the contract or scope of work items reviewed in the report, except for address and employment verification where a two-tiered level will be followed. This means that in verifying address and employment, the probation officers are required to request for address and employment information and verification, but will not be held accountable whether or not the clients provide the requested information. Results of the review showed that probation officers requested for address and employment information at intake as indicated in the Notice to Report form and at the initial interview as indicated in the Client Notes. Review of the physical files showed 74.5% of the defendants provided proof of address, and 79.8% of those employed provided proof of employment.

Table 5. Selected Personal Characteristics, All Clients, FY 2010-11.

Characteristic	Value	Column Percent	
		All	Sample
Sex	Male	70.7 %	69.3 %
	Female	29.3 %	30.7 %
Race	White	80.8 %	81.6 %
	Black	18.3 %	16.7 %
	Other	0.9 %	1.7 %
Marital Status	Single	55.0 %	50.3 %
	Married	18.0 %	17.3 %
	Divorced/Separated	15.4 %	20.0 %
	Other	11.6 %	11.9 %
Educational Level	< High School	24.5 %	25.7 %
	High School/GED	25.7 %	24.8 %
	> High School	49.7 %	49.6 %
Employment Status	Employed	58.5 %	57.3 %
	Unemployed	28.9 %	29.4 %
	Other	12.7 %	13.3 %
Annual Income	<\$10,000	41.4 %	39.5 %
	\$10,000-\$19,000	16.4 %	17.4 %
	\$20,000-\$29,000	14.3 %	14.0 %
	\$30,000-\$39,000	12.2 %	11.7 %
	\$40,000+	15.7 %	17.4 %
Age Group (at Sentencing)	17 years and under	0.5 %	0.2 %
	18 to 24 years	26.8 %	28.8 %
	25 to 34 years	29.4 %	25.5 %
	35 to 44 years	17.7 %	19.2 %
	45 to 54 years	16.9 %	15.7 %
	55+ years	8.7 %	10.6 %
Ave. Age (at Sentencing)		35 yrs	35 yrs
Previous Arrest	None	47.0 %	50.9 %
	One	25.1 %	21.8 %
	Two or more	27.9 %	27.3 %
Violation of Probation*	No	58.1 %	59.6 %
	Yes	41.9 %	40.4 %
Needs Assessment	Completed form	n/a	92.7 %
	Did not complete form	n/a	7.3 %
Identified Need(s)	No	n/a	66.4 %
	Yes	n/a	33.5 %

Source: Electronic data for all terminated cases were obtained from Pride's client management system database; sample data were obtained from physical files that were randomly selected using SPSS. \*For probation cases only (n=3,622).



**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 (NA) 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 sample case files reviewed, 444 (92.7%) clients completed a Needs Assessment form (Table 6a). Among the 35 clients that did complete a Need Assessment form, a little over half (56.1%) were revoked (probation) or rejected (PTI) cases where the client did not show up to the initial appointment; and a little over one-third (39%) were either mail-in or “Plea and Revoke” cases (revoked in court the same day) where the clients did not report in person for an appointment. And among the clients that completed a Needs Assessment form, about two-thirds (66.4%) did not indicate a need for assistance (did not check any area of need from the list), while about one-third (33.5%) indicated at least one need or area of concern.

Table 6a. Number of Needs Identified by Clients that Completed the Needs Assessment Form, FY 2010-11.

No. of Needs Checked	No. of Clients	Col %
None	295	66.4 %
One	80	18.0 %
Two or more	69	15.5 %
Total	444	100.0 %

Source: Sample data were obtained from physical files that were randomly selected from the census population of all terminated cases.

The area of need or concern indicated the most by clients is related to being unemployed and needing a job, indicated by 81 individuals (18.2%), and the least area of concern was gambling problems, indicated by only one individual (Table 6b). Clients that requested for assistance received a referral (69%); they 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. Majority (31%) of the remaining clients did not receive a referral expressed that they do not need assistance at the time, or their need would already be met by one or more of the conditions of probation.

Table 6b. Area of Need or Concern as Indicated by Clients on the Needs Assessment Form, FY 2010-11.

Area of Need/Concern	No. of Clients	Percent
Home or safe shelter	5	1.1 %
Food	11	2.5 %
Gambling problems	1	0.2 %
Alcohol or drug problems	5	0.8 %
Medical problems	28	6.3 %
Abuse (physical or emotional)	3	0.7 %
Control of anger or temper	12	2.7 %
Depression or anxiety	30	6.7 %
Professional counseling about problems	17	3.8 %
Obtain high school diploma or GED	24	5.4 %
Unemployed and need a job	81	18.2 %
Financial assist. due to inability to work	16	3.6 %
Reinstating driver's license	42	9.4 %
Other	16	3.6 %

Source: Sample data were obtained from physical files that were randomly selected from the census population of all terminated cases.

## *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.

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.

Table 7 shows that the majority of the activities or contacts between a Pride probation officer and a client under supervision were office visits (scheduled probation or PTI appointments).

Table 7. Probation Officer/Client Contact, by Type of Activity, All Clients FY 2010-11.

Type of Contact	Frequency	Col %
Mail-In	4,721	7.5 %
Office Visit	40,599	64.3 %
Phone	6,443	10.2 %
Court	6,520	10.3 %
Payment Only	4,465	7.1 %
Testing Only	397	0.6 %
Total	63,145	100.0%

Source: Electronic data for all terminated cases obtained from Pride's client management system database.

**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 for the 3,622 clients that were under probation revealed 1,517 clients or a little less than half (41.9%) violated their probation (Table 8a). Slightly less than one-third (29.1%) violated once; and only a small number of clients (12.8%) violated more than once. Table 8b lists the reason for violation, with approximately half attributed to failure to comply. A review of the sample group who were on probation revealed that only 147 individuals (40.4%) violated their condition of probation, with all the case files (100%) containing the necessary paperwork reporting the violations.

Table 8a. Violation of Probation (VOP), All Probation Clients, FY 2010-11.

No. of VOPs	Number of Clients	Col %
None	2,105	58.1 %
One	1,053	29.1 %
Two	353	9.7 %
Three to ten	111	3.1 %
Total	3,622	100.0 %

Source: Electronic data for all terminated cases obtained from Pride’s client management system database.

Table 8b. Reason for Violation of Probation, FY 2010-11\*.

Reason	Number of Violations	Col %
Failure to Comply	1,101	50.9 %
Additional Arrest	577	26.7 %
No Show	480	22.2 %
Failure to Enroll	5	0.2 %
Total	2,163	100.0 %

Source: Electronic data for all terminated cases obtained from Pride’s client management system database.

\*Note: 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 within 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 randomly selected cases that successfully terminated indicated that a final record check was performed for all of the cases. Review of the recorded dates of the final record check showed that the record check was completed within 10 days for the majority (75.4%) of the cases (Table 9).

Table 9. Timeframe for Final Record Check for Successfully Terminated Clients, FY 2010-11.

Time of Final Record Check	n*	Pct
Same day	220	66.1 %
1 to 10 days prior to case termination	31	9.3 %
11 to 30 days prior to case termination	66	19.8 %
Other	16	4.8 %
Total	333	100.0 %

Source: Sample data were obtained from physical case files that were randomly selected from the census population of all terminated 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 (66.7%) 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 (33.0% and 0.3%, respectively). This proportion is almost identical to the sample cases analyzed (Table 10a).

Table 10a. Number of Offenders by Termination Type, FY 2010-11.

Outcome	N	Pct
Successful	3,197	66.7%
Unsuccessful	1,579	33.0 %
Transferred Out/Vacated	14	0.3 %
Total	4,790	100.0 %

Source: Electronic data for all terminated cases were obtained from Pride’s client management system database.

Table 10b 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 10b. Success Rate of Completion of Supervision, by Selected Offender Characteristics, FY 2010-11.

Characteristic	Value	Row %	
		Successful	Unsuccessful
Sex	Male	65 %	34 %
	Female	70 %	30 %
Race	White	70 %	29 %
	Black	50 %	50 %
	Other	80 %	20 %
Marital Status	Single	64 %	35 %
	Married	80 %	20 %
	Divorced/Separated	74 %	26 %
Educational Level	< High School	58 %	42 %
	High School/GED	64 %	36 %
	> High School	78 %	22 %
Employment Status	Employed	79 %	21 %
	Unemployed	52 %	48 %
Annual Income	<\$10,000	56 %	43 %
	\$10,000-\$19,000	72 %	28 %
	\$20,000-\$29,000	77 %	23 %
	\$30,000-\$39,000	82 %	18 %
	\$40,000+	88 %	12 %
Age Group	17 years and younger	65 %	35 %
	18 to 24 years	59 %	41 %
	25 to 34 years	65 %	35 %
	35 to 44 years	70 %	30 %
	45 to 54 years	71 %	28 %
	55+ years	82 %	18 %
Previous Arrest	None	81 %	19 %
	One	38 %	32 %
	Two or more	51 %	49 %
Case Type	Probation	66 %	34 %
	PTI	71 %	29 %
Violation of Probation*	No	92 %	7 %
	Yes	28 %	72 %
No. of Needs Identified**	None	83 %	17 %
	One	61 %	39 %
	Two or more	44 %	55 %

Source: Electronic data for all terminated cases were obtained from Pride's client management system database; sample data were obtained from physical files that were randomly selected using SPSS. Note: \*Probation clients only; \*\*Sample group only.

Briefly, the statistics may reflect that: males and females had about the same amount of success; whites and other races have higher success rate than blacks; married individuals were the most successful by marital status; the higher the educational status, the higher the success rate; employed individuals are more successful than unemployed individuals; the higher income groups had higher success rates; the older the client, the greater the success rate; clients that have no previous arrests have greater success rates; PTI clients have slightly higher success rate; clients that did not violate their probation had significantly much higher success rate; and for clients that completed a needs assessment form, those that did not indicate a need for assistance had greater success rate. Success rate for all clients was 67%.

### *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. Seven (7) probation officers were hired during the review period. The file review revealed that all probation officers possessed the appropriate four-year degree from an accredited college or university. The personnel file review also showed documentation that criminal background checks were performed on all the new hires revealing no previous criminal histories prior to hiring.

**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. 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., Sheriff's Office), usually targeted towards probation officers. The trainings or workshops covered a wide range of subjects including a workshop on Veterans Court, Gang Violence, motivating interviewing, HOPE/DARE, etc. Most of the Pride staff also attended the Florida Association of Community Corrections annual training held in Palm Beach Gardens in July 2011 wherein everyone attended at least one day of training. Additionally, the probation department consistently held staff meetings/workshops in addition to individual and team reviews of protocol/procedures.

**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 or team, 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 or team did not exceed the required ratio of total number of clients per officer<sup>3</sup>.

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<sup>3</sup> Required number of clients per officer or team shall not exceed: 100 for maximum, 225 for standard, 225 for mail in, 225 for administrative, and 225 for pretrial intervention supervision 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 for both review periods.

**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). This information has been provided by Pride along with the required quarterly reports submitted to the Chief Judge, PAB Chair, and Criminal Justice Commission staff. In addition, for the purpose of the annual reviews, Pride provided to CJC staff an electronic file which included the dates when the payments were collected from the offenders and the dates when the restitution money was mailed to the victims.

Table 11 shows the processing time and the average number of days within which restitution payments are collected from the time it was collected from the clients to the time they are mailed to the victims for fiscal year 2010-11. The numbers show that all restitution payments to victims were made in 14 days or less, with an average of 9 days of mailing time.

Table 11. Processing/Mailing Time (Number of Days) of Restitution Payments, FY 2010-11.

Number of Days Mailed	N	Col %
1 to 7 days	339	21 %
8 to 14 days	1268	79 %
Min. no. of days	5 days	
Max. no. of days	14 days	
Ave. no. of days	9 days	

Source: Data obtained from electronic file (Excel spreadsheet) provided by Pride staff for restitution payments collected between October 1, 2010 and September 30, 2011.



To verify whether restitution checks were mailed to victims within 14 days of receipt of the client's payment, as specified in the Scope of Work, CJC staff randomly sampled 165 clients (10%) that were required to make restitution and reviewed their payment information. For this exercise, Pride provided the reviewer a copy of their check register and bank statements which reflected the names of the clients and the victims; the check numbers, amounts, date paid, date mailed (and date cashed, if applicable). The objective of this review was to verify the electronic data provided by Pride. Pride provided a copy of their check registers from October 1, 2010 to September 30, 2011 and corresponding bank statements. Review of Pride's check register confirmed that the checks were dated and mailed to the proper victim on the Friday immediately following the previous week when the payment from the client was collected, which was well before the 14 day expiration time, and review of the bank statements showed that all the checks had been cashed.

### *Collection Rates*

Pride provided electronic data for Cost of Supervision (COS) and Fines and Court Costs (FCC) for the terminated cases during the review period. Collection rate for COS was 61% and was derived by dividing the total amount of COS fees paid to date by the total amount of the original COS assessed (and then multiplying it by 100 to get the percent rate).

The collection rate for the FCC was 71% and was derived by dividing the total amount collected from total FCC payments and total credit for community service hours by the total FCC due (and then multiplying it by 100 to get the percent rate). Total FCC payments accounted for 79% of the total payments collected, while credit for community service hours accounted for 21% of the total payments collected.

## **Discussion**

This review found Pride to be in general compliance with the service contract for this monitoring period. Although the previous monitoring review (October 1, 2008 to September 30, 2010), found Pride to be non-compliant with the timely disbursement of restitution payments, evidence from this review revealed that Pride issued restitution checks to the victims well before the required 14 day period and was in full compliance with this provision of the service contract.

As a follow up to PAB's recommendation from the previous year's report, PAB reviewed and revised its framework by developing specific monitoring criteria and checklist. PAB members agreed to require a 100% the level of compliance with the contract requirements or scope of work reviewed in the report, except for address and employment verification where a two-tiered scale will be followed. This means that in verifying address and employment, the probation officers are required to request for address and employment information and verification, but will not be held accountable whether or not the clients provide the requested information.

In terms of the other contract and scope of work issues that were discussed in the report, Pride was found to be in 100% compliance, e.g., in the maintenance of appropriate insurance, licenses, and permits, and the scope of work criteria 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.).

## **Response from Service Provider**

Pride would like to thank Candee Villapando and the CJC for completing this comprehensive audit. We are pleased with the findings and feel that the audit demonstrates Pride's commitment to the provision of quality probation supervision services.