



# COUNTY OF YOLO

Office of the County Administrator

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County Administrator

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To: Honorable Judge Paul Richardson  
Superior Court of California, County of Yolo  
725 Court Street  
Woodland, CA 95695

August 24, 2015

To: Yolo County Grand Jury  
P.O. Box 2142  
Woodland, CA 95776

via e-mail: [grand-jury@sbcglobal.net](mailto:grand-jury@sbcglobal.net)

RE: 2014-15 Yolo County Grand Jury Report – Collections and Probation: The System is Broken

Honorable Judge Richardson:

The following is the response to the findings and recommendations in the 2014-2015 Yolo County Grand Jury Report titled, "Collections and Probation: The System is Broken" from the Yolo County Chief Financial Officer, Chief Probation Officer, Director of Human Resources and County Administrator. For purposes of readability, we have included the Grand Jury's recommendations in **bold**.

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**F1 The monthly billing statements sent to probationers are difficult to understand.**

County response: We agree with the finding.

**F2 Billing and collection procedures of YCCS in the lifecycle of probation are not thoroughly understood by its staff, the Probation Department, or probationers.**

County response: We agree with the finding.

**F3 Due to attrition of experienced staff, the present employees at YCCS and the Probation Department are less knowledgeable about collection of probation fees.**

County response: We agree with the finding.

- F4 A significant issue in YCCS's collection of payments is the amount of returned mail leading to increasing backlogs. YCCS has limited resources to determine correct addresses for billing statements that are returned as undeliverable mail.**

County response: We agree with the finding.

- F5 YCCS has minimal communication with the Probation Department to find the updated information on the whereabouts of the probationer.**

County response: We agree partially with the finding. Yolo County Collection Services staff and Probation staff regularly communicate to help clarify charges, but not to update information on the whereabouts of probationers. This deficiency in communications is being addressed.

- F6 Software programs that are not integrated aggravate the problems in fee collection. The RevQ software currently being used in YCCS is inadequately supported and needs to be upgraded or replaced.**

County response: We disagree wholly with the finding. While some staff appear to incorrectly or inadequately use the software, new instructions have been issued to staff using the software to address these problems. The software programs are integrated and, with additional instruction to staff, replacement is not warranted.

- F7 Out of date manuals for key collection procedures make staff training difficult.**

County response: We agree with the finding.

- R1 By December 31, 2015, the Chief Financial Officer, in coordination with the Chief Probation Officer, shall modify the probationer monthly billing statement so that fees are identified and fully explained, including: initial fees, date, balance carried forward, new charges, adjustments, payments and current balance due by type of fees.**

Chief Financial Officer and Chief Probation Officer response: This recommendation will be implemented by December 31, 2015.

- R2 By September 30, 2015, the Chief Financial Officer, and the Chief Probation Officer, in coordination with the County Administrator, shall create a unified business process diagram of the probation fee generation and collection process. This diagram shall include the probationer's first contact with probation, case closure, and all processes in between. The diagram shall be designed to be used for process improvement, training and orientation of staff, and as a blueprint for new software if that becomes appropriate.**

Chief Financial Officer, Chief Probation Officer and County Administrator response:  
This recommendation has been implemented (business process diagram attached).

- R3 By September 30, 2015, the Chief Financial Officer and the Chief Probation Officer shall establish protocols for improved communication between YCCS and Probation. These protocols shall include regular meetings, joint training, shared and updated manuals, clearly identified responsibilities, and shared access to information including probationers' account status and current contact information.**

Chief Financial Officer and Chief Probation Officer response: This recommendation is in the process of being implemented. The departments have begun meeting monthly to update manuals and define responsibilities with an expected completion by the end of December 2015. Once complete, the departments will continue meeting quarterly to maintain improved communications.

- R4 By September 30, 2015 the Chief Financial Officer shall create and publish quarterly reports indicating fees billed, fees collected, outstanding balances (accounts receivable) and amounts in delinquency (aging reports).**

Chief Financial Officer response: This recommendation will be implemented by September 30, 2015.

- R5 By December 31, 2015, the Chief Financial Officer, in coordination with the Director of Human Resources, shall determine if additional staffing or funding is needed to efficiently process returned mail.**

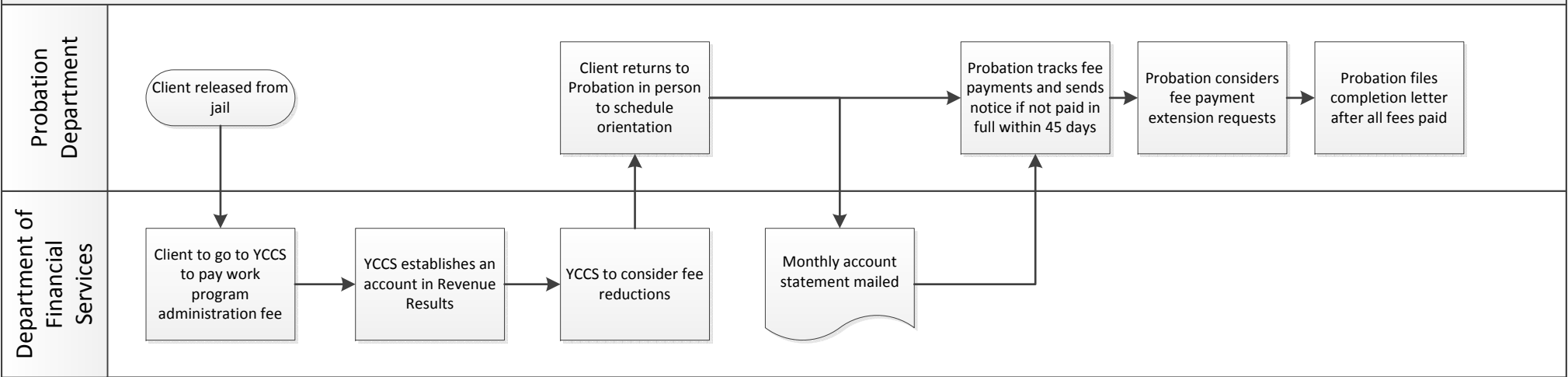
Chief Financial Officer and Director of Human Resources response: This recommendation will be implemented by December 31, 2015.

- R6 By October 31, 2016, the Chief Financial Officer, in coordination with the Chief Probation Officer, shall implement a single accounting and collection software system to facilitate interdepartmental sharing of the probationer's individual financial account information and probationers' addresses updated in real time.**

Chief Financial Officer and Chief Probation Officer response: This recommendation will not be implemented because it is not warranted. Probation is already in the process of improving its case management system to better track address information. This is expected to improve interdepartmental sharing of information beginning in early 2016.

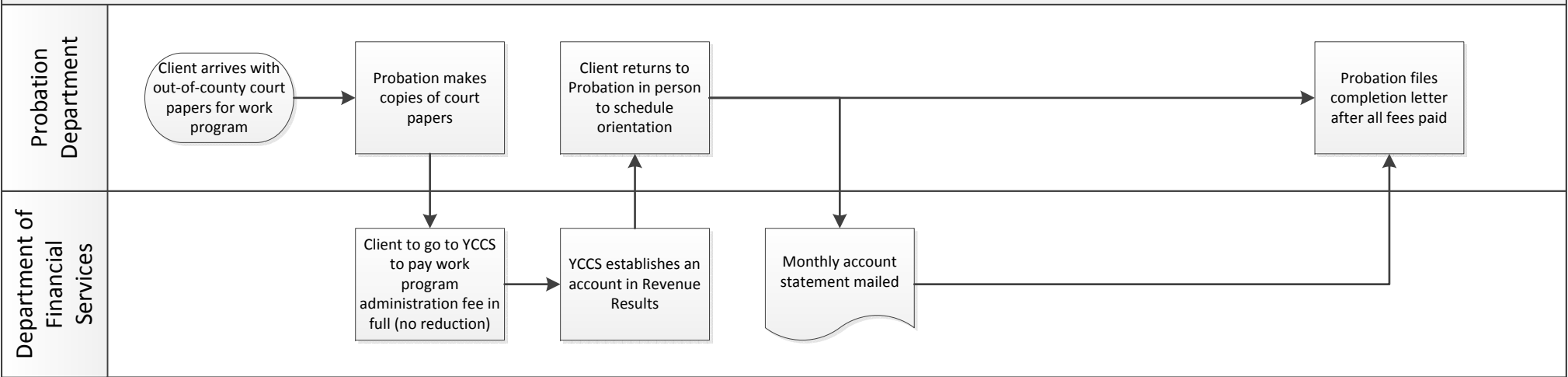
# Adult Probation Fee Collection Process – Work Program Fee (In-County)

August 2015



# Adult Probation Fee Collection Process – Work Program Fee (Out-of-County)

August 2015



# Adult Probation Fee Collection Process – Adult Supervision Fee

August 2015

