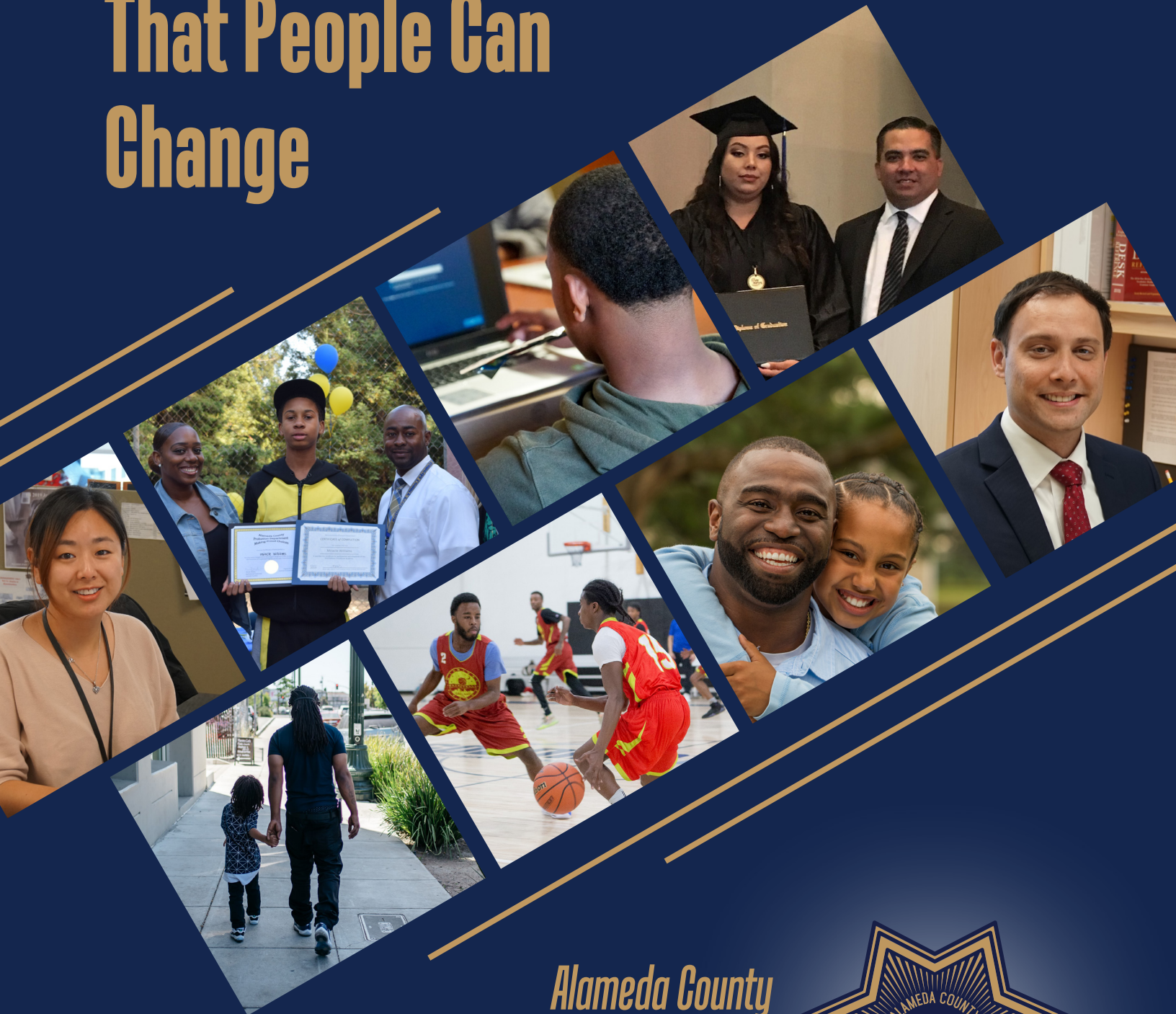


# Honoring The Belief That People Can Change



*Alameda County  
Probation Department  
Fiscal Year 2019-20 Report*









We are advocates...  
We are humanitarians...  
We are visionaries...  
We are partners...  
We are **YOU**...





# MESSAGE FROM THE CHIEF



## WENDY STILL, MAS Chief Probation Officer

Welcome to the Alameda County Probation Department's Fiscal Year 2019-20 report, *Honoring The Belief That People Can Change*. I am proud to highlight the incredible work our staff has undertaken over the past year, in spite of the COVID-19 pandemic and in partnership with a robust network of community-based providers and advocates who are committed to improving outcomes for our clients and their communities. The accomplishments outlined in this report are also a reflection of our strong partnerships with the Alameda County Board of Supervisors, County Administrator's Office, Sheriff's Office, District Attorney's Office, Public Defender's Office, Alameda County Social Services Agency, and Health and Human Services Agency. We recognize that no one entity can do this work alone, and we are immensely grateful for the dedication of all our partners.



During Fiscal Year 2019-20, the Alameda County Probation Department continued to implement and strengthen programs and service approaches that research has shown to be effective for our clients. The Probation Department's commitment to evidence-based practices has resulted in the enhancement of the re-entry process for adults returning to Alameda County from state prison and county jail, the implementation of a practice model for youth in Juvenile Hall and Camp Wilmont Sweeney that is geared towards increasing positive youth and family experiences and outcomes, the expansion of technological solutions in Juvenile Operations to enhance efficiency and outcomes, and many other efforts that are highlighted throughout the pages of this report.

We recognize that in order to successfully initiate and maintain evidence-based programs, staff must be properly trained and supported. To that end, the Probation Department provides training opportunities to staff in a variety of topics, including trauma-informed care, suicide prevention and gender-responsive practices. Many of these training opportunities are offered not only to staff who interact directly with clients, but to administrative staff and service providers who support our efforts as well.

This year has been one of transformation and growth, and we look forward to continuing the work of integrating effective practices into the fabric of the Probation Department. As we turn the page to a new fiscal year, I am excited to lead a team of incredibly dedicated individuals who, at every level, go above and beyond to make a difference in the lives of those we serve. I am also thankful to our partners for their commitment to collaboration and transparency as we work together to transform our justice system from one of incarceration and punishment to one focused on support and compassionate accountability.

In Alameda County, we honor the belief that people can change. As Chief Probation Officer, it is my goal to infuse this value into everything we undertake as an organization. I look forward to continuing to build upon our collaborative successes and continuing to achieve greater benefits for the clients and communities we are privileged to serve.



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# OUR PLEDGE

## OUR VISION

The Alameda County Probation Department is committed to making our communities the safest in the nation.

## OUR MISSION

To support and restore communities by providing compassionate supervision and accountability to justice-involved youth and adults and provide preventive and rehabilitative services through evidence-based practices and collaborative partnerships.

## OUR GUIDING PRINCIPLES

We are committed to being an organization that:

Empowers staff and promotes respectful, forthright communication

Engages collaboratively with our stakeholders and the community

Promotes diversity and cultural awareness

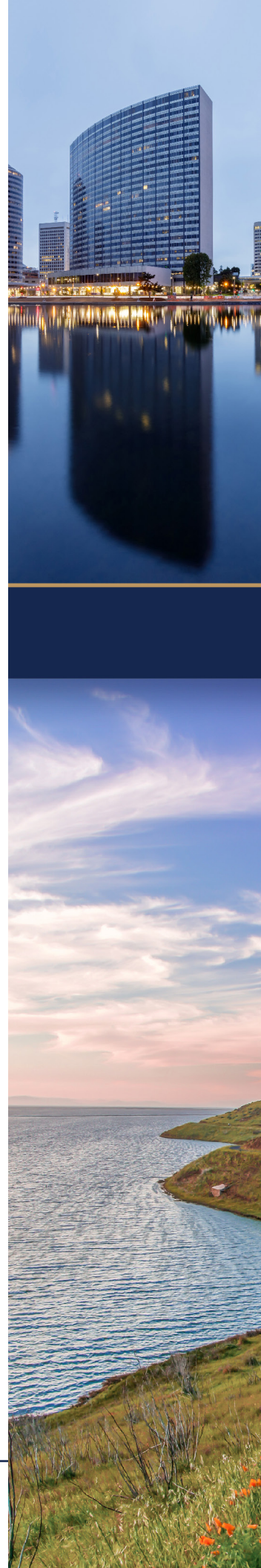
Embodies integrity and ethical conduct

Uses research and data to inform practice

Provides gender-responsive and trauma-informed care

Strives for continuous process improvements through innovation driven by performance-based operations

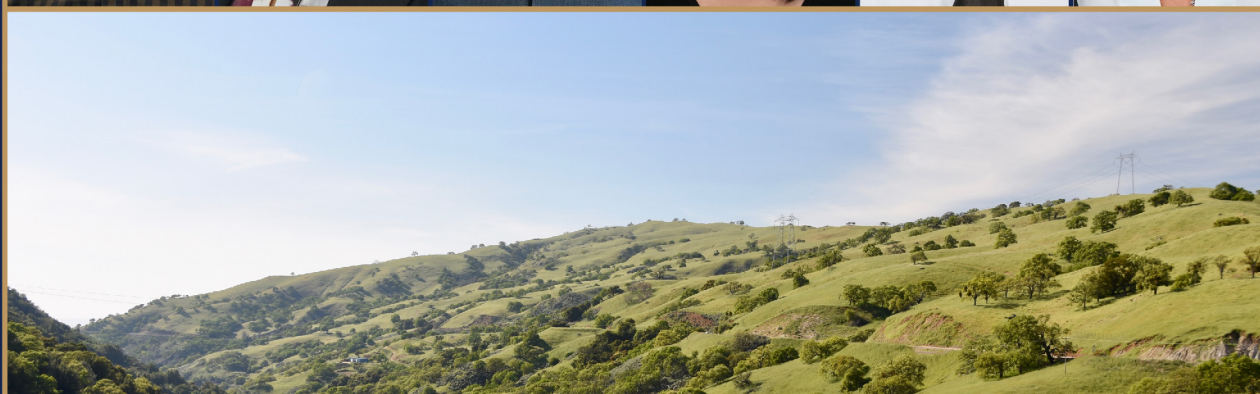
Honors the belief that people can change







# MAKING OUR COMMUNITIES BETTER TOGETHER



# EXECUTIVE LEADERSHIP



**MARCUS DAWAL**

**Assistant Chief Probation Officer - Adult Operations**

*"We strive to ensure our clients are not only aware of the opportunities available to them, but just as importantly, that they have access to them."*



**BRIAN FORD**

**Assistant Chief Probation Officer - Juvenile Operations**

*"Our clients must be afforded the opportunity to surpass all expectations, to grow and to attain excellence in all they strive to achieve."*



**KAREN BAKER**

**Assistant Chief Probation Officer - Administration**

*"We strengthen the well-being of our communities when we work together to improve outcomes."*





***Artwork created by youth at the Alameda County Juvenile Justice Center and Camp Wilmont Sweeney through the Creative Arts Program presented by the Alameda County Arts Commission.***

# ADMINISTRATIVE & EXECUTIVE MANAGEMENT

## OFFICE OF THE CHIEF - EXECUTIVE STAFF



**CHRIS PEDROTTI**

Director  
Professional Standards Unit



**FINA PEREZ**

Executive Program  
Coordinator



**TAMIKA COTRIGHT**

Administrative  
Secretary

## ADMINISTRATION EXECUTIVE MANAGEMENT TEAM



**KATHY McGRATH**

Deputy Chief Probation Officer  
Community Programs



**LAURA AGNICH**

Chief  
Research and Evaluation Unit



**BINH CAO**

Director  
Finance and Contracts



**DANTE CERCONE**

Chief  
Policy and Standards  
Compliance Unit



**SHAUNA CONNER**

Director  
Community Re-entry & Outreach  
Unit & Pretrial Services Division



**SHEREEN KHAN**

Manager  
Staff Development  
& Training Unit



**SHARLENE SHIKHMURADOVA**

Chief Departmental  
Human Resources Administrator  
Human Resources & Payroll Unit



**HALEH SOLTANI**

Manager  
Information Technology Unit



## ADULT OPERATIONS EXECUTIVE MANAGEMENT TEAM



**KELLY MITCHELL**

Deputy Chief Probation Officer  
Adult Operations



**DENNIS BRADSHAW**

Director  
General Supervision South,  
Domestic Violence, Sex Offender  
& Interstate Compact Units



**DELEAN CARSON-WALKER**

Director  
Pretrial Services Division



**CRAIG EMMONS**

Director  
Adult Investigations &  
Court Officer Units



**CHRISTY HENZI**

Director  
Post-Release Community  
Supervision, Mandatory  
Supervision & Task Force Units

## JUVENILE OPERATIONS EXECUTIVE MANAGEMENT TEAM



**IAN LONG**

Deputy Chief Probation Officer  
Juvenile Operations



**JENIFER BROWN**

Director  
Juvenile Community  
Supervision & Title IV-E Units



**ADRIENNE CHAMBERS**

Director  
Placement and Extended  
Foster Care Units



**JESSICA FORT**

Superintendent  
Camp Wilmont Sweeney



**JULIE MARQUES**

Assistant Superintendent  
Juvenile Hall



**RYAN McCREARY**

Director  
Intake, Juvenile Investigations  
& Court Officer Units



**ALICIA MITCHELL**

Director  
Transitional Age Youth  
Program



**JAMES RIVERS**

Superintendent  
Juvenile Hall





# PROLOGUE

At the Alameda County Probation Department, we believe in second chances. We believe in the intrinsic worth and humanity of every person, and we believe that people can change. People make mistakes, especially individuals who have experienced extreme adversity, crisis and trauma in their lives. Within the Probation Department, we have a responsibility to avoid defining our clients by their mistakes, and instead we support them in their journey towards rehabilitation and redemption. We are committed to providing compassionate supervision and accountability that focuses on client strengths and incentivizes positive behavior rather than punishing mistakes. We take these responsibilities very seriously and understand that if we get it right, the benefits will extend beyond our clients and their families – they will create a safer and healthier Alameda County.

This report, *Honoring The Belief That People Can Change*, highlights the collective efforts of the many partners that have come together to support adults and youth on probation in Alameda County. Those partners include client families, advocates, service providers, law enforcement agencies, and others who are eager to see our clients succeed. We recognize that together we can significantly improve the lives of our clients, who are also our neighbors, friends, coworkers, and family members. Regardless of prior circumstances or decisions, everyone deserves a second chance. At the Alameda County Probation Department, we are committed to providing these opportunities to our clients.

**“We honor the belief that people can change.”**



01

# OVERVIEW







**Lake Merritt, Oakland**



# INTRODUCTION

In this country, there are more people serving criminal sentences or periods of supervision in the community than in prison or jail. While in the community, these individuals are provided access to programs and services designed to encourage and facilitate law-abiding behavior. This field is known as community corrections and encompasses the supervision of individuals by:

county probation departments charged with supervising misdemeanor and felony probationers, post-release community supervision and mandatory supervision cases<sup>1</sup>

the Division of Adult Parole Operations within state government, charged with supervising state parolees

the United States Probation Office charged with supervising federal probationers or supervised release cases

In Alameda County, the period of community supervision is typically three to five years, as determined by the court. During that period, the person can live as a part of their community while being supervised by a county or federal probation officer or state parole agent. A community supervision term is used as an alternative to incarceration or as part of a sentence following a period in prison or jail. In Alameda County, misdemeanants, felony probationers, post-release community supervision cases and mandatory supervision cases are supervised by the Probation Department.

During the community supervision period, the individual is expected to comply with the conditions of release set by the Alameda County Superior Court or other superior court jurisdiction. For example, a client convicted of a drug offense might be required to complete a drug treatment program and submit to regular urinalysis testing to ensure he or she remains drug-free. Similarly, a client sentenced for domestic violence may be required to complete a batterer's treatment program. In addition, most clients are required to check in regularly with their assigned probation officer.

If the requirements of supervision are met, the person will remain in the community. However, if the individual does not meet the court's mandated requirements, a judge may revoke the individual's supervision. If revoked, he or she may be required to serve a sentence in the county jail or state prison.

— “ —  
**We recognize  
that change  
takes time,  
patience, and  
compassion.**

<sup>1</sup> Post-release community supervision cases are individuals released from state prison to the jurisdiction of the county pursuant to Penal Code Section 3451. Mandatory supervision cases are individuals serving their sentence in a county jail, rather than state prison, and released to the supervision of the county pursuant to Penal Code Section 1170(h). Formal supervision consists of those individuals placed on probation supervision by the superior court.

## THE ROLE OF THE ALAMEDA COUNTY PROBATION DEPARTMENT

The core responsibility of the Alameda County Probation Department is the long-term successful reintegration of youth and adults under its jurisdiction. While clients are under the Probation Department's care, they are supported in addressing their pressing needs, developing new life skills, and in maintaining a stable and productive lifestyle. This is a complex role and one that is best accomplished in partnership with the Alameda County Board of Supervisors, other county agencies, community advocates, local leaders, service providers, and many others.

Over the past decade, the fields of adult and juvenile probation have benefited greatly from research on practices that are most effective in achieving positive outcomes for justice-involved individuals and their communities. The Probation Department has enhanced its service delivery model by enthusiastically embracing evidence-based practices that equip clients with the skills, resources and support systems needed to promote productive, crime-free lives.



Left to right: Juvenile Institutional Officer II Monique Woods, Institutional Supervisor II Gabriel Zamora, Deputy Probation Officer III Bianca Parker, Deputy Probation Officer III Katherine Nee, Supervising Administrative Specialist Robert Van Leeuwen, Supervising Clerk II Robert Walton

## TARGETING THE CAUSES OF CRIMINAL BEHAVIOR THROUGH EVIDENCE-BASED REHABILITATIVE PROGRAMMING

The Probation Department invests heavily in evidence-based services that support clients in achieving their rehabilitative goals. Currently, the Probation Department funds community-based providers and other county agencies who deliver services to juvenile and adult clients in the following areas: education, coping and life skills, cognitive behavioral treatment, alcohol and substance use, employment, community transition, gender-responsive services, trauma-informed care, mental and medical services, and overall reintegration support.

— “ —

**Our mission is to support and restore communities by providing compassionate supervision and accountability.**

— ” —

Beyond simply delivering services, our providers are committed to meeting clients where they are in their rehabilitative journey and adjusting the intensity and length of services based on their unique circumstances. Probation officers refer clients to programs based on their pressing needs, risk of re-offending, offense history, probation sentence length, and motivation to change. Probation officers also ensure clients are connected to resources and services that can continue to support them following their time on probation, ensuring continuity of care in an environment where continued support is necessary to promote long-term success.

In addition to connecting clients to community-based services and resources, probation officers act as case managers throughout the supervision process. Probation officers are trained to help individuals develop case plans that outline their goals

and rehabilitation needs, as well as steps to achieve them. During regular one-on-one meetings, probation officers provide guidance and hold clients accountable for taking actions to meet their goals.

The case management service is end-to-end, meaning that in most circumstances, the same probation officer works with a client for the duration of his or her time on probation. For juvenile clients, this begins with the youth’s arrival at Juvenile Hall or Camp Wilmont Sweeney and ends with his or her completion of probation. For adult clients still in custody, probation officers use pre-release video conferencing to establish rapport with inmates and begin the case management referral process prior to their release from custody. This increases the likelihood that clients will report to their probation officer upon release and take advantage of services offered through the Probation Department.

## ASSESSING THE IMPACT OF REHABILITATIVE PROGRAMMING

A critical measurement of the Probation Department’s rehabilitative programming is the impact each intervention has on recidivism. In other words, to what extent are rehabilitative programs reducing a client’s likelihood of engaging in future criminal activity?



To help answer this question, the Probation Department established a Research and Evaluation Unit and a Community Programs Unit in 2019. Primary tasks of these units include researching and assessing evidence-based practices, designing and developing new programs, and evaluating every aspect of the services the Probation Department provides and their impact on client outcomes.

## MOVING FORWARD

With support from the Alameda County Board of Supervisors, County Administrator's Office, and many public and private partners, the Probation Department continues to strengthen its collaboration with the community, service providers, collective bargaining organizations, and other key partners. Throughout the pages of this report, we are pleased to highlight the advancements that have been made as a result of these effective partnerships.



**December 2019 Lao Family Community Development graduation ceremony for probation clients who completed Career Technical Educational training for Environmental Remediation. These clients will have an opportunity to join the union and begin careers in asbestos and lead abatement, and general construction.**



# ABOUT THE ALAMEDA COUNTY PROBATION DEPARTMENT

The Alameda County Probation Department plays a vital role in maintaining public safety and strengthening youth and families in the seventh most populous county in California and one of the most racially diverse regions of the United States. Our mission is to support and restore communities by providing compassionate supervision and accountability to justice-involved youth and adults, while providing preventive and rehabilitative services through evidence-based practices and collaborative partnerships. The Probation Department's operations are overseen by five divisions: (1) Administration, (2) Adult Field Services, (3) Pretrial Services, (4) Juvenile Field Services, and (5) Juvenile Facilities.

## ADULTS UNDER OUR CARE

The Probation Department supervises and provides case management services to over 8,400 adults, including those:

- released as a result of Realignment (Assembly Bill [AB] 109) <sup>2</sup>

- placed on probation or mandatory supervision

- transfers from out of the county or state

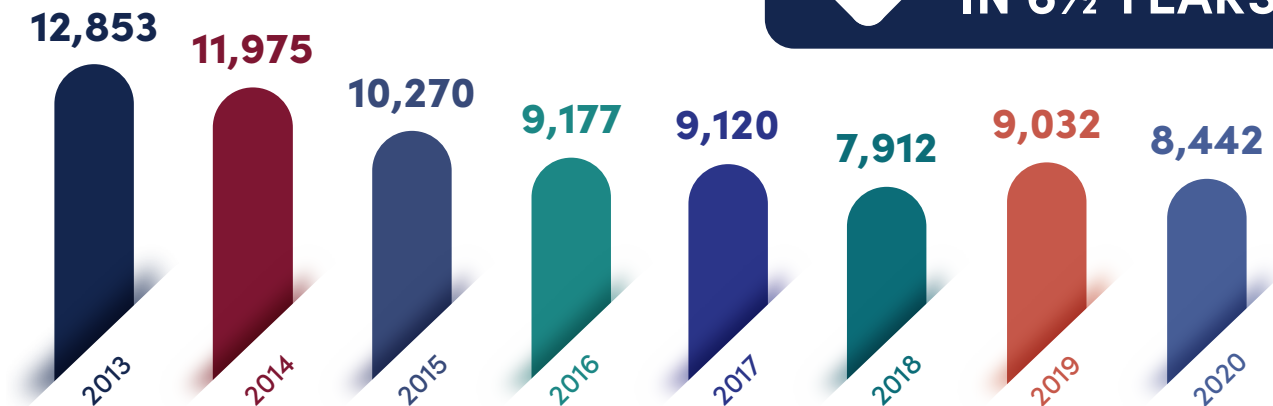
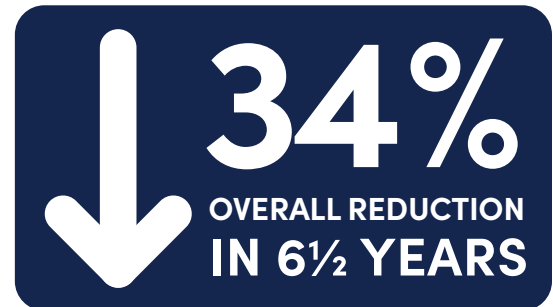
The number of adults currently being supervised has declined in recent years since the passage of AB 109 in 2011 and Proposition 47 in 2014, from 12,853 in 2013 to 8,442 by the end of June 2020, a decline of 34%.<sup>3</sup> Although AB 109 initially resulted in an increase in the number of adults supervised by the Probation Department, the passage of Proposition 47, changes in sentencing laws and practices, the increased use of diversionary programs for lower-level offenders, and the alignment of sentences to evidence-based practices, all contributed to a decrease in the number of adults under probation's jurisdiction. As a result, today's adult clients are typically characterized as individuals who have been convicted of more serious offenses and who have a need for increased services to enable them to lead crime-free and productive lives.

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2 Realignment refers to the transfer of state parolees to the jurisdiction of the counties in response to the passage of the Public Safety Realignment Act of 2011, AB 109.

3 Proposition 47 implemented three broad changes to felony sentencing laws: (1) reclassified certain theft and drug possession offenses from felonies to misdemeanors; (2) authorized defendants serving sentences for felony offenses that would have qualified as misdemeanors under the proposition to petition the court for resentencing under the new misdemeanor provisions; and (3) authorized defendants who had completed their sentences for felony convictions that would have qualified as misdemeanors under the proposition to apply to reclassify those convictions to misdemeanors.

## Total Adult Probation Population



Depicts population counts as of the last day of the calendar year. For 2020, data depicts population on June 30<sup>th</sup>, 2020

## INVESTING IN THE ADULT POPULATION: Rehabilitative Services Provided By Community-Based Organizations

In Fiscal Years 2018-19 and 2019-20, the Probation Department encumbered a total of **\$29,969,209** to enable community-based organizations to provide services to adults under its jurisdiction.

### Investment in the Adult Population



# COMMUNITY-BASED SERVICES FOR ADULTS

The tables on the following pages provide a summary of services available to adult clients through the Probation Department.

TITLE OF SERVICE	PROVIDER	DESCRIPTION OF SERVICES
Education	Five Keys Charter Schools	Assistance in obtaining high school diploma, GED, or HiSet, career training, English as a second language, and other academic support and resources (self-paced program).
Family Reunification	Asian Prisoner Support Committee	Assessment and development of reunification plans, visitation coordination, therapy services for clients and families, and rental assistance.
	CenterForce	
	Tri-Cities Community Development Center	



Five Keys graduation ceremony. Left to right: Victor Chavez, Carlos Romero, Jessica Hernandez, Assistant Chief Marcus Dawal

TITLE OF SERVICE	PROVIDER	DESCRIPTION OF SERVICES
<b>Career Technical Education</b>	<b>Center for Employment Opportunities</b>	Apprenticeship in culinary arts, construction and roofing.
	<b>Lao Family Community Development</b>	16 week pre-apprenticeship training program for construction trades and utility sectors including: carpentry, electrical, plumbing, masonry, ironwork, general labor, and environment. Students receive health and safety certifications and training in job readiness, blueprint reading, solar photovoltaic concepts, and financial literacy.
	<b>Cypress Mandela Training Center</b>	Training for career in environmental management and administration, Cal/OSHA Certification (40 hours) and employment workshops.
	<b>Rising Sun Center for Opportunity</b>	9-10 week training and preparation for entry into union apprenticeships, and jobs in construction and green energy.
	<b>Youth Employment Partnership</b>	Paid 12-16 week training in culinary arts, warehousing, transportation, distribution, and logistics. Includes job readiness training and ongoing job support.
<b>Supportive Services</b>	<b>Felton Institute</b>	Provides re-entry resources and clinical services to individuals based on their criminogenic and service needs. Services include education, job placement, restorative justice, case management, pro-social activities, and clinical and behavioral health support services.
	<b>Building Opportunities for Self-Sufficiency</b>	Peer mentoring, navigation, coaching, leadership development, family reunification, life skills training, and cognitive behavioral intervention provided by formerly incarcerated navigators and coaches.
	<b>Community and Youth Outreach</b>	
	<b>Tri-Cities Community Development Center</b>	
	<b>Men of Valor Academy</b>	



# COMMUNITY-BASED SERVICES FOR ADULTS

TITLE OF SERVICE	PROVIDER	DESCRIPTION OF SERVICES
Higher Education	<b>Gamble Institute (Merritt College)</b>	Peer mentoring, assistance with college enrollment, orientation to campus services, academic guidance, tutoring, supportive social outlets, group healing circles, individual and group peer mentoring, and leadership development opportunities.
	<b>Laney College, Restoring Our Communities Program</b>	Academic re-entry assistance, career & technical education postsecondary degrees, four-year college transfer assistance, and wraparound services, to include housing referrals to on-campus mental health treatment.
	<b>Chabot College, Restorative Integrated Self Education Program</b>	College readiness workshops in Santa Rita Jail and on-campus assistance with obtaining an associate degree for transfer and/or career-related certificate(s), financial aid, financial incentives provided for meeting progress benchmarks, supportive services, employment assistance in the client's field of study.
	<b>Bay Area Community Resources</b>	Facilitates career-oriented higher education pathways at the College of Alameda, wraparound support, peer mentorship, academic and career counseling, job development, job placement and retention services, and academic degree or technical certification.
Employment	<b>Building Opportunities for Self-Sufficiency</b>	Prepares and places adults in paid employment, and provides incentivized opportunities and transitional work.
	<b>Center for Employment Opportunities</b>	
	<b>La Familia Counseling</b>	
	<b>Lao Family Community Development</b>	
	<b>Tri-Cities Community Development Center</b>	



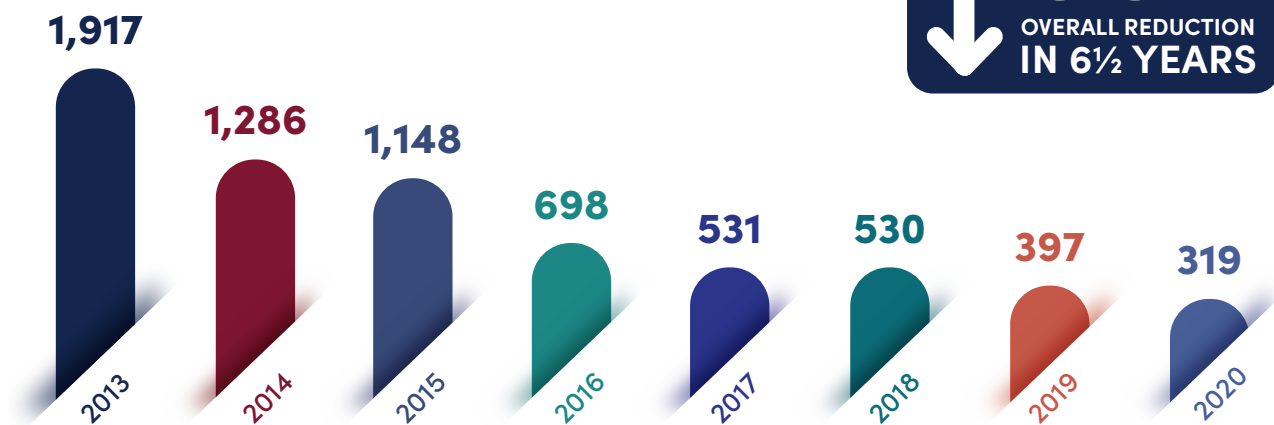
<b>TITLE OF SERVICE</b>	<b>PROVIDER</b>	<b>DESCRIPTION OF SERVICES</b>
<b>Early Intervention Court</b>	<b>Leaders in Community Alternatives</b>	Non-statutory "pre" and "post" plea program that redirects defendants from the traditional course of the criminal justice system and offers options to avoid a felony conviction through the successful completion of a series of program components focused on personal and professional development.
<b>Substance Use</b>	<b>Center Point, Inc.</b>	Case managers provide referrals to treatment through substance use disorder screenings, assessments, and coordinated care management.
<b>Housing</b>	<b>Adobe Services</b>	Short-term rental subsidies, hotel/motel vouchers, assistance with rental deposit and with security long-term housing. Also supports clients with past due rent or utility bills in arrears in order to prevent a loss of housing. Serves clients and their families.
	<b>Bay Area Community Services, The Holland Hotel</b>	Remodeled hotel where clients are assisted with finding permanent housing. One meal a day is provided. Clients can stay up to six months.
	<b>Building Opportunities for Self-Sufficiency, Hope House</b>	15-bed dormitory-style housing program that provides three meals a day and semi-structured programming. Client can stay up to 18 months.
	<b>East Oakland Community Project</b>	Short-term rental subsidies, hotel/motel vouchers, assistance with rental deposit, and assistance with securing long-term housing. Also supports clients with past due rent or utility bills in arrears in order to prevent a loss of housing. Serves clients and their families.
	<b>Men of Valor Academy</b>	Men's shelter with on-site wraparound services.
<b>Alameda County 2-1-1 Services</b>	<b>Eden I &amp; R</b>	An online re-entry portal for justice-involved individuals to explore and find supportive resources for preventive and rehabilitative services. Quick links to housing, employment, food, medical, family reunification support, transportation, mental health, substance use and counseling services, and legal assistance may be found on the site.



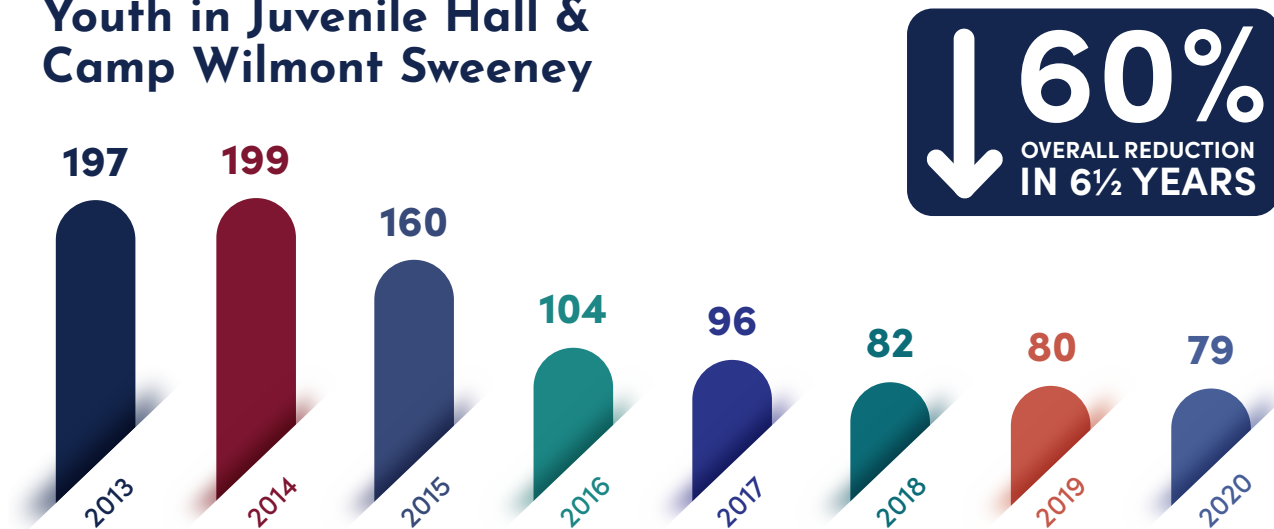
## YOUTH UNDER OUR CARE

The Probation Department supervises and provides case management services to youth in the community. As the organization continues to incorporate a more holistic approach into the services it provides youth under its supervision, the Probation Department has been successful in reducing youth supervised in the community from 1,917 in 2013 to 319 by the end of June 2020, an 83% reduction in 6½ years. Additionally, the number of youth held in Juvenile Hall or Camp Wilmont Sweeney has decreased from 197 in 2013 to 79 by the end of June 2020 – an incredible 60% reduction in 6½ years.

### Youth on Probation in the Community



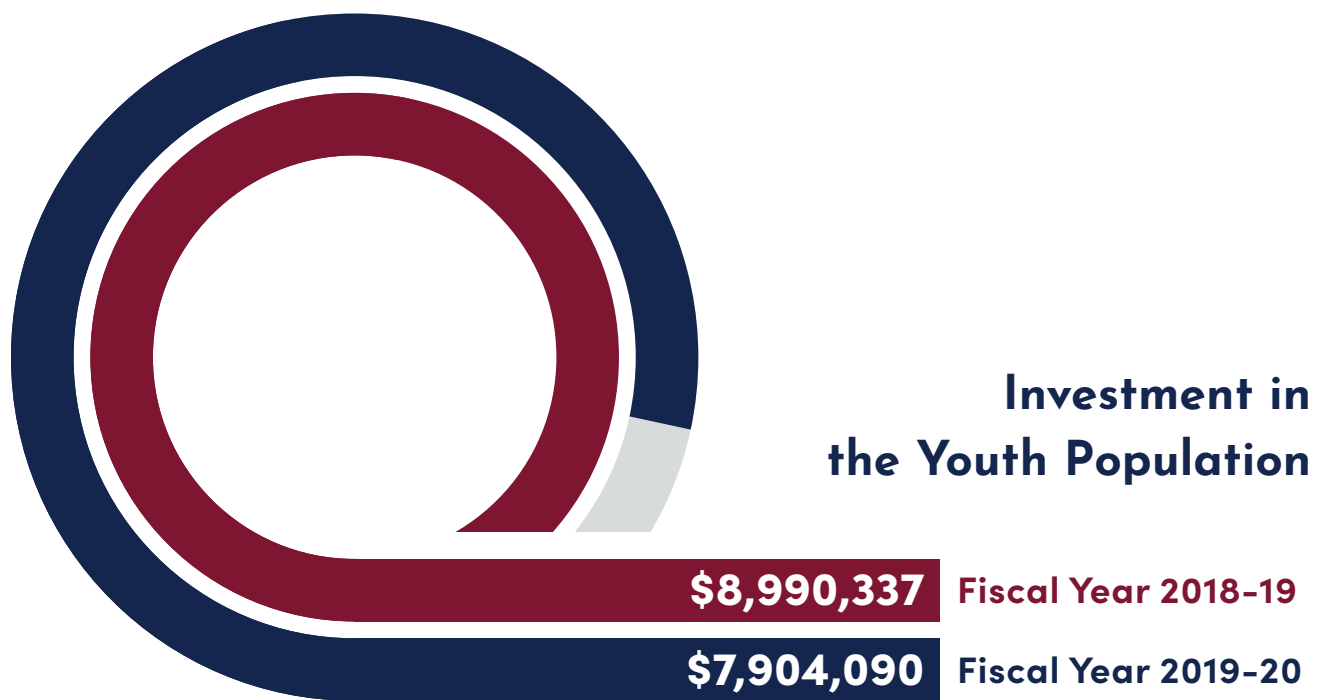
### Youth in Juvenile Hall & Camp Wilmont Sweeney



Depicts population counts as of the last day of the calendar year. For 2020, data depicts population on June 30<sup>th</sup>, 2020

## INVESTING IN THE YOUTH POPULATION: Rehabilitative Services Provided By Community-Based Organizations

On average, the daily cost of incarceration for one individual is \$240, while the daily cost of delivering community programs is \$75. In Fiscal Years 2018-19 and 2019-20, the Probation Department invested **\$16,894,427** in services provided by community-based organizations.<sup>4</sup> These organizations provide services in Juvenile Hall, Camp Wilmont Sweeney, and the community.



<sup>4</sup> Fazal, S. M. (2014). *Safely Home: Reducing youth incarceration and achieving positive youth outcomes for high and complex need youth through effective community-based programs*. Washington, DC: Youth Advocate Programs Policy and Advocacy Center.



# COMMUNITY-BASED SERVICES FOR YOUTH

The tables on the following pages provide a summary of services available to youth clients through the Probation Department.

TITLE OF SERVICE	PROVIDER	DESCRIPTION OF SERVICES
<b>Delinquency Prevention Network – Local Service Center</b>	<b>Berkeley Youth Alternatives</b>	Life skills and mentoring services
	<b>Centerforce</b>	Diversion and restorative justice services
	<b>Fresh Lifelines for Youth</b>	Mentoring and civic and social engagement
	<b>City of Hayward – Youth and Family Services Bureau</b>	Diversion, restorative justice and life skills
	<b>Union City– Youth &amp; Family Services</b>	Diversion, restorative justice, life skills, mentoring, and civic and social engagement
	<b>Youth ALIVE!</b>	Civic and social engagement
	<b>Youth UpRising</b>	Life skills
<b>Crisis Receiving Home</b>	<b>Malabar House, Alameda County Crisis Receiving Home</b>	A 24-hour, 7-day-a-week shelter that provides receiving capability for police departments and other appropriate community agencies that serve or take at-risk youth into custody. Coordinates reunification services with Delinquency Prevention Network Youth Service Centers to divert at-risk youth from the juvenile justice system and to reduce at-risk behavior and maintain family stability.
<b>Probation Youth Employment Program</b>	<b>Berkeley Youth Alternatives</b>	Individualized employment plans created after assessing a youth's employment skills, job readiness and placement; financial incentives provided to youth for their participation in employment skills and job readiness workshops.
	<b>Youth Employment Partnership</b>	

TITLE OF SERVICE	PROVIDER	DESCRIPTION OF SERVICES
<b>Delinquency Prevention Network - Youth Service Center</b>	<b>Alameda Family Services</b>	Individual and family therapeutic counseling, crisis intervention, case management, diversion, truancy mediation, and coordination of services for youth from the Crisis Receiving Home, to include counseling and family reunification meetings.
	<b>East Bay Agency for Children</b>	
	<b>Berkeley Youth Alternatives</b>	
	<b>Carl B. Metoyer - Center for Family Counseling</b>	
	<b>Eden Counseling Services</b>	
	<b>City of Fremont - Youth &amp; Family Services</b>	
	<b>Girls Inc.</b>	
	<b>City of Hayward - Youth &amp; Family Services</b>	
	<b>City of Livermore - Horizon's Family Counseling</b>	
	<b>Union City - Youth &amp; Family Services</b>	



# COMMUNITY-BASED SERVICES FOR YOUTH

TITLE OF SERVICE	PROVIDER	DESCRIPTION OF SERVICES
<b>Education</b>	<b>Five Keys Charter Schools</b>	High school diploma, GED, or HiSet, career training, English as a second language, and other academic support and resources (self-paced program).
<b>Juvenile Justice Crime Prevention Act</b>	<b>Catholic Charities of the East Bay</b>	10-week program that combines restorative practices with cognitive behavioral therapy; focus on healthy communities and repairing harm.
	<b>Community &amp; Youth Outreach</b>	Weekly culturally-relevant cognitive behavioral therapy sessions that address issues of decision making, identity, overcoming pain and trauma, and life skills.
	<b>Centerforce</b>	Parenting classes that include parent coaching, case management and guidance on healthy family relationships.
	<b>Fresh Lifelines for Youth, Inc.</b>	Cognitive behavior therapy groups that include an innovative law-related education and life skills training program.
	<b>City of Fremont, Girls' Inc. and City of Union City Collaborative</b>	Cognitive behavior therapy groups and parent classes that equip youth with tools to manage stress, change negative thinking and behavior patterns, and increase self-awareness. Parenting classes teach positive and successful parenting strategies and identify community resources needed to support their positive parenting.
	<b>Youth Uprising</b>	Integrated services for youth in three core areas: career and education, health and wellness, and arts and expression. Includes skills training in food and hospitality management, landscaping and digital arts.
<b>Therapy and Substance Use Treatment through Alameda County Behavioral Health Care Services Agency</b>	<b>Lincoln - Project Permanence</b>	Provides wraparound services that include: family support, collateral support and individual support to youth, linkages to resources, monthly family team meetings, intensive case management and court intervention in a variety of locations.
	<b>Lincoln - Multidimensional Family Therapy</b>	Individual therapy, substance use treatment, family therapy, parent one-on-one coaching, system navigation (school, probation, legal, etc.), linkage to support services, in-home therapy, case management, system navigation support.
	<b>Seneca Family of Agencies</b>	Multi-systemic therapy services focused on collaborating with and empowering parents by using identified strategies to directly address delinquent behaviors so that youth can remain in their family homes. Intensive case management and referrals to wraparound services for collaborative court clients.





Pictured above are fathers or guardians who are a part of the Fatherhood Initiative that the Probation Department supports in collaboration with other county partners.

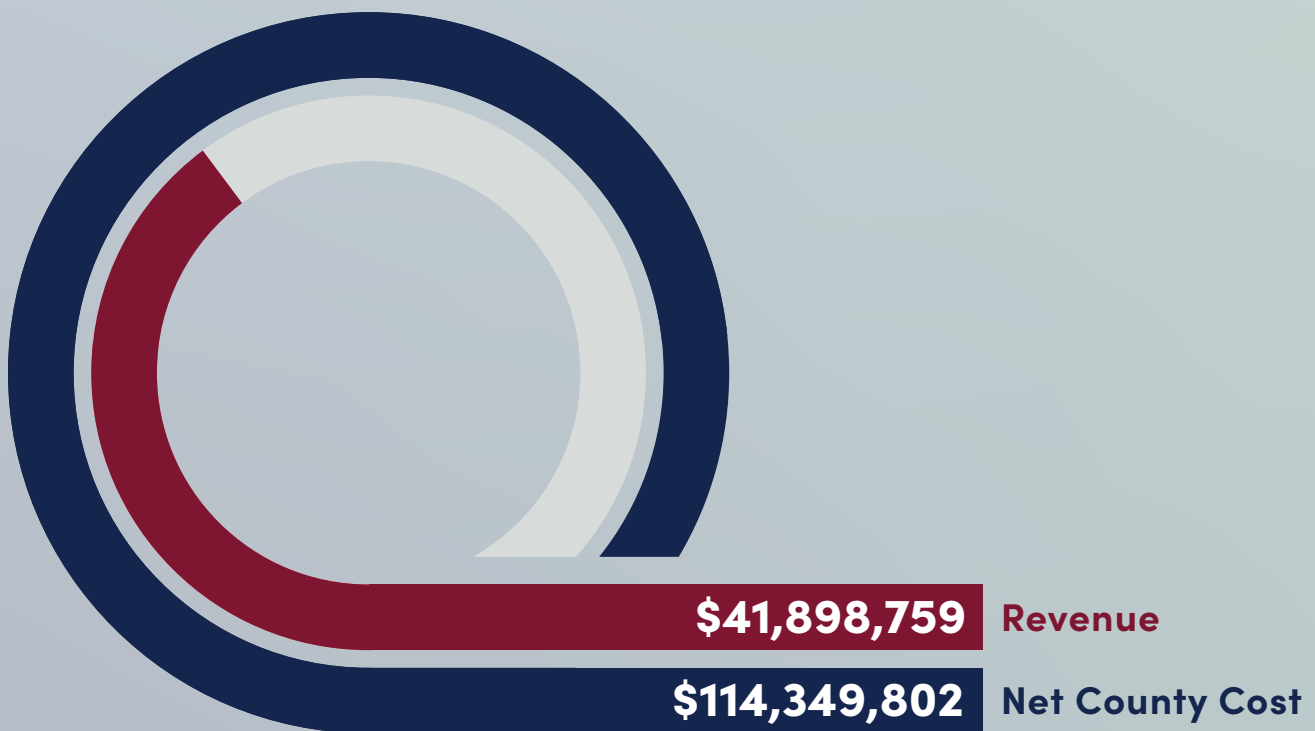


Assistant Chief Brian Ford (middle) pictured with a youth after his graduation from the 2019 Summer Enrichment Academy in San Leandro, CA. Youth were recognized for successfully completing a nine-week program designed to educate youth and provide them with opportunities for prosocial activities during the summer months when they are most likely to be idle.

# OPERATING BUDGET & STAFFING

The Probation Department's Fiscal Year 2019-20 adopted budget reflects revenue earned as a result of state and federal reimbursements associated with the supervision and management of adults and youth under its jurisdiction. Net county cost reflects the portion of the Probation Department's budget that is funded by county monies.

## FISCAL YEAR 2019-20 ADOPTED BUDGET



**CUMULATIVE TOTAL: \$156,248,561**

# 711 TOTAL AUTHORIZED STAFF FISCAL YEAR 2019-20



NON-SWORN STAFF



SWORN STAFF

**Administration  
Division**

**94**

**23**

**Adult Field  
Services Division**

**31**

**136**

**Pretrial  
Services Division**

**5**

**34**

**Juvenile Field  
Services Division**

**34**

**92**

**Juvenile  
Facilities Division**

**44**

**218**

Full-time positions designated as > .50 were rounded up to 1 for purposes of this report.





# WENDY STILL, MAS

## Chief Probation Officer

### BRIAN FORD

Assistant Chief Probation Officer  
Juvenile Operations

#### IAN LONG\*\*

Deputy Chief Probation Officer  
Juvenile Facilities

#### JAMES RIVERS

Superintendent  
Juvenile Hall

#### JESSICA FORT

Superintendent  
Camp Wilmont Sweeney

#### JULIE MARQUES

Assistant Superintendent  
Juvenile Hall

#### ALICIA MITCHELL

Director  
Transitional Age Youth Program

#### VACANT

Deputy Chief Probation Officer  
Juvenile Field Services

#### JENIFER BROWN

Director  
Juvenile Community Supervision  
& Title IV-E Units

#### ADRIENNE CHAMBERS

Director  
Placement and Extended  
Foster Care Units

#### VACANT

Director

#### RYAN McCREARY

Director  
Intake, Juvenile Investigations &  
Court Officer Units

### MARCUS DAWAL

Assistant Chief Probation Officer  
Adult Operations

#### KELLY MITCHELL

Deputy Chief Probation Officer  
Adult Operations

#### DENNIS BRADSHAW\*

Director  
General Supervision South,  
Domestic Violence, Sex Offender &  
Interstate Compact Units

#### CRAIG EMMONS\*

Director  
Adult Investigations &  
Court Officer Units

#### CHRISTY HENZI\*

Director  
Post-Release Community Supervision,  
Mandatory Supervision &  
Task Force Units

#### VACANT\*

Director

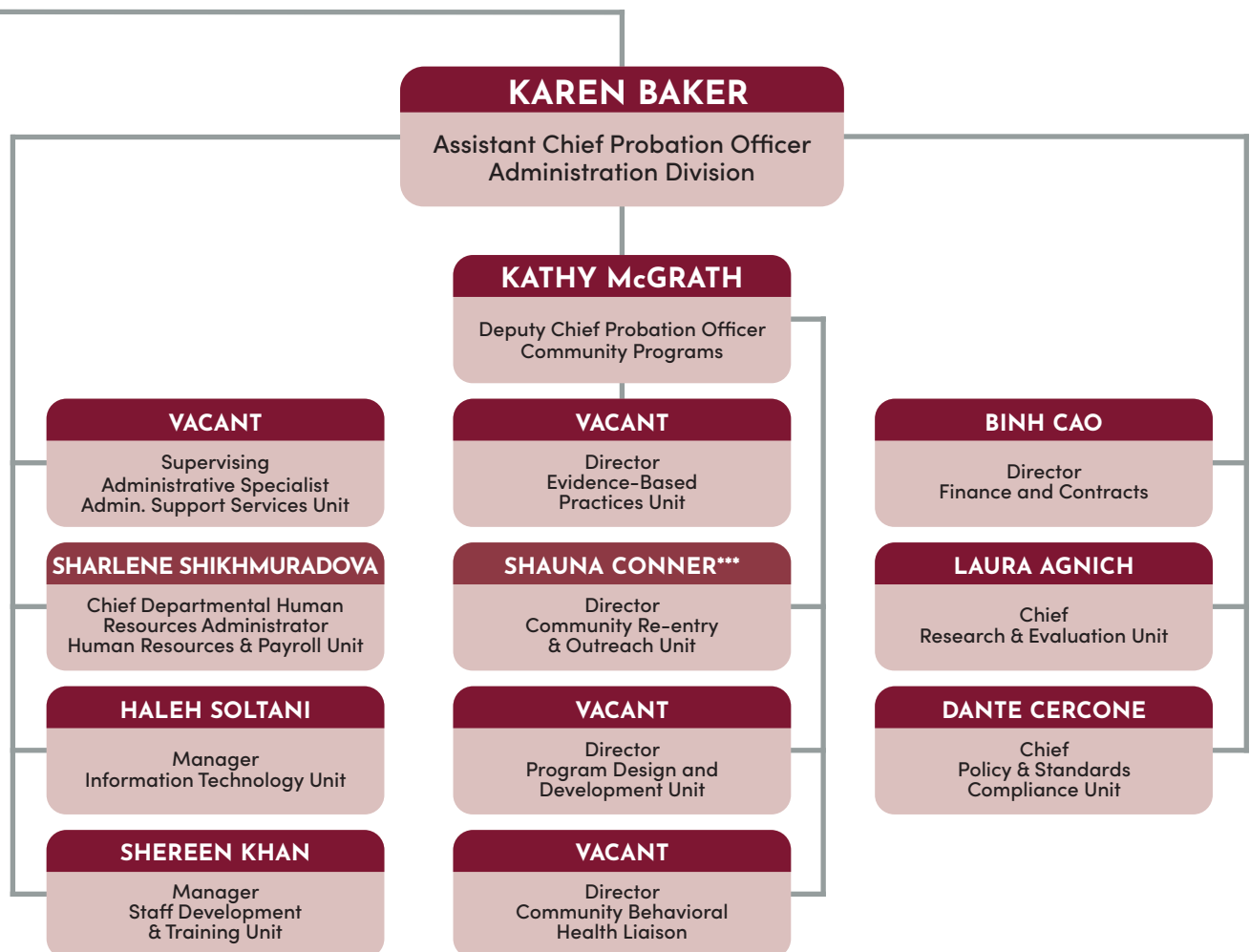
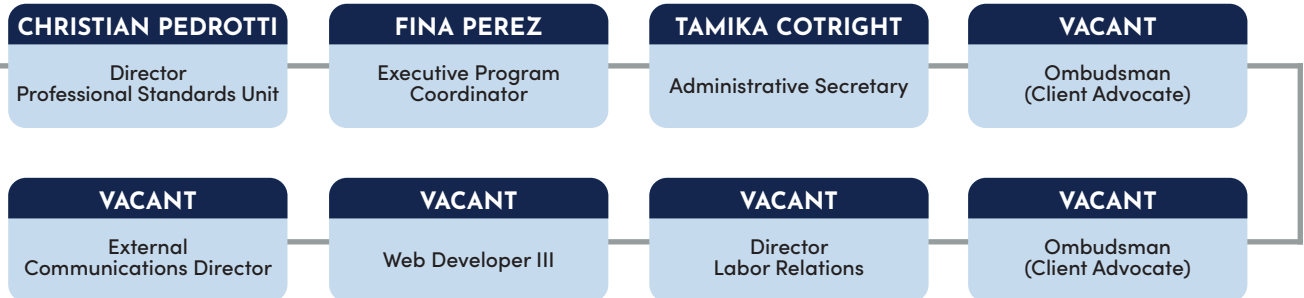
#### DELEAN CARSON-WALKER

Director  
Pretrial Services Division

\* Denotes Adult Field Services Division

\*\* Currently oversees Juvenile Field Services in addition to Juvenile Facilities

# EXECUTIVE MANAGEMENT ORGANIZATIONAL CHART



\*\*\* Provides indirect oversight of the Pretrial Services Division



# OUR STRATEGIC OUTCOMES

## **We invest in our infrastructure to advance efficiency, reduce costs and improve client outcomes through an enhanced service delivery model**

In 2019, the Probation Department completed an internal reorganization of its administrative infrastructure in order to strengthen operations, collect data needed to inform data-driven decision-making and make the most effective use of its limited resources. The reorganization involved the creation of distinct units pertaining to research and evaluation, evidence-based practices, policy development, contracts and procurement, program design and development, among others. Moving forward, these units will enable the Probation Department to further streamline operations and better measure and support the outcomes of its programs and policies.

## **We embrace technology as a way to improve accountability, establish performance metrics, and enable data-driven decision-making to occur based on measurable results**

The Probation Department enhanced the technological capabilities of its automated case management system, Tyler Supervision, to support the management of youth and adults, and individuals involved in the pretrial process with the Alameda County Superior Court. Specifically, these enhancements involved the development of automated quality control reports, the implementation of a client service referral portal that connects directly with providers, and the ability of deputy probation officers to remotely access information specific to their clients on their cellular device. These features facilitated the matching of clients to the appropriate services, and the Probation Department's ability to monitor service delivery metrics and outcomes.

**"Probation invested over \$46.8 million in community-based services for adults, youth and their families in Fiscal Years 2018-19 and 2019-20."**

## **We invest in our youth and adult clients in order to reduce barriers to their success**

In Fiscal Years 2018-19 and 2019-20, the Probation Department invested approximately \$29.9 million in community-based organizations that provide critical services to adults on probation in Alameda County. Additionally, it invested \$16.9 million in local organizations and other service providers that serve the youth population. Services available to youth and adult clients through contracted providers include substance use, mental health, housing, support services for families, life skills training, and anger management.



## **We establish performance standards, accountability measures and system improvement processes to ensure sustainability and integrity**

In Fiscal Year 2017-18, the Probation Department participated in an intensive six-month process, involving a cross section of staff to develop a five-year strategic plan. The culmination of this effort resulted in VISION 2023 which is available on the Probation Department's website. As the Probation Department continues to implement initiatives in alignment with the goals and objectives of the strategic plan, executive management continues reporting its progress on the execution of those initiatives to the Chief Probation Officer on a quarterly basis. In order to facilitate accountability and ensure our internal and external stakeholders remain informed, our progress in meeting initiatives tied to strategic goals and performance measures will be posted quarterly on the Probation Department's external website starting in Fiscal Year 2020-21.



# PROBATION'S RESPONSE TO THE COVID-19 PANDEMIC



**Deputy Probation Officer Saul De Anda providing gift cards and a directory of services to an adult client during the COVID-19 pandemic.**

On March 17, 2020, California Governor Gavin Newsom issued a shelter-in-place order that limited activity, travel and business functions to only the most essential needs. In response, the Probation Department immediately implemented protocols and set up an emergency operations center to manage the impact of the pandemic and ensure probation operations would continue functioning optimally.

In an effort to avoid compromising the health of those entering probation offices or facilities, the Probation Department instituted the following practices, which remain in effect today:

- Physical distancing protocols were issued for each probation facility and office
- COVID-19 specific signage was posted at all entrances to the Probation Department's facilities and offices
- Enhanced disinfecting procedures for breakrooms, bathrooms, and other common areas were implemented
- In addition to soap and water, masks and hand sanitizers were made available to all staff, clients and visitors
- Telecommuting options were made available, while maintaining some staff on-site
- All individuals entering the Juvenile Justice Center were screened for COVID-19 symptoms before being granted entry
- Staff exhibiting potential symptoms of COVID-19 were screened following the county's established protocols

Despite the challenges associated with the pandemic, the Probation Department continued providing critical services to its clients and the community, while optimizing safety. As the restrictions associated with this pandemic were lifted, the Probation Department modified its practices while ensuring compliance with standards set by the Alameda County Board of Supervisors, the Alameda County Health Officer and the Centers for Disease Control and Prevention.



## **Before entering, please consider the following:**

If you are feeling sick or have the following symptoms: fever (100°F+), cough or shortness of breath; please return home and contact your health care provider. Employees must follow-up with their supervisor.

If you have business or work in this building, please remember to practice physical distancing, when feasible, by keeping six (6) feet from others and do not shake hands or engage in any unnecessary physical contact.

Please wash your hands with soap frequently (for at least 20 seconds) or use hand sanitizer where available. Also, cover your sneeze and/or cough with a tissue or sneeze/cough into your elbow. Avoid touching your eyes, nose, and mouth.

Let's do our part to keep one another safe – **Thank You**

COVID-19-13

Example of signage posted at a probation office. Signage was posted at the entrance of each probation location and modified based upon the unique needs of that particular office or facility.



# DID YOU KNOW?

## THE ALAMEDA COUNTY PROBATION DEPARTMENT:

SUPERVISES

622

adult clients previously supervised by the California Department of Corrections and Rehabilitation

8,442

adults (includes felony and misdemeanor cases, and post-release community supervision and mandatory supervision cases)

319

youth supervised in the community

79

youth in Juvenile Hall or Camp Wilmont Sweeney

Depicts data as of June 30, 2020

Provides treatment to youth committed to Camp Wilmont Sweeney for an average of

4-6  
MONTHS

Made significant financial investments in youth who are not on probation supervision through Delinquency Prevention Network contracts and services

DECREASED THE  
JUVENILE HALL AND  
CAMP WILMONT  
SWEENEY POPULATION



60%  
SINCE 2013

Reduced the youth under its care from 197 in 2013 to 79 by the end of June 2020



## IS THE 7TH MOST POPULOUS COUNTY IN THE STATE WITH OFFICES IN SEVEN LOCATIONS:



- ① Probation Center  
400 Broadway, Oakland, CA 94607
- ② Probation Headquarters  
1111 Jackson Street, Oakland, CA 94607
- ③ Camp Wilmont Sweeney  
2600 Fairmont Drive, San Leandro, CA 94578
- ④ Alameda County Juvenile Justice Center  
2500 Fairmont Drive, San Leandro, CA, 94578
- ⑤ Las Vistas Training Center  
2300 Fairmont Drive, San Leandro, CA 94578
- ⑥ Hayward Probation Office  
24085 Amador Street, Hayward CA, 94544
- ⑦ East County Hall of Justice  
5149 Gleason Drive D115, Dublin, CA 94568

## WAS FORMED IN 1909

as a direct result of the California Probation Law enacted in 1903, which required counties to establish separate courts for juveniles. Although probation officers, paid and unpaid, existed for years before the law was enacted, the first official Chief Probation Officer, Oliver Snedigar, was not appointed until 1916. He remained in the position in Alameda County until 1953, a total of 37 years.

## EMPLOYS 711 STAFF

**70%** of whom are sworn peace officers

## 1 OF 59

county probation departments throughout the state

Is an important element of California's criminal justice system, as the Probation Department works with virtually every adult convicted of a felony in the county, either through services to the courts or probation supervision after conviction.

# FEATURE PRESENTATION

02





**Aerial View of Pleasanton**

# ALAMEDA COUNTY AWARDED GRANT TO RESTORE ITS PRETRIAL PROGRAM

## BACKGROUND

In the adult criminal justice system, individuals who are arrested for a crime may be detained in a county jail or released to the community during the period between their arrest and their trial. This period of time is known as the “pretrial” period and may last anywhere from several days to many months. Across the country, the justice system’s approach to the pretrial period is changing substantially as the result of court decisions, legislation and innovative practices. Many state and local governments are recognizing that during the pretrial period, scarce jail resources should be reserved for individuals who pose a serious risk to the public, while low-risk offenders should be released to the community under the supervision of the criminal justice system or on their own recognizance. This approach also ensures that individuals accused of a crime, who pose little to no risk to public safety, are able to maintain their employment, homes and families.

In 2019, Governor Gavin Newsom appropriated \$75 million in his annual budget to launch and evaluate two-year pretrial pilot projects in local trial courts across California. This one-time funding was allocated to the Judicial Council of California, the rule-making arm of the California court system, to administer the program.

## ALAMEDA COUNTY PRETRIAL PILOT PROGRAM

In 2019, the Alameda County Probation Department and the Alameda County Superior Court submitted an application to the Judicial Council of California for funding to restore Alameda County’s pretrial program. In applying for funding, the Alameda County Superior Court chose to partner with the Probation Department as a result of its experience implementing evidence-based interventions and its unique ability to administer assessments and provide community supervision. The application resulted in a \$12,277,550 award, making Alameda County one of sixteen counties in the state to receive funding.



## PRETRIAL PILOT PROGRAM GOALS

The goals of Alameda County's pretrial program are as follows:

- 1 Increase the number of individuals released on their own recognizance and on monitored release following a booking into jail
- 2 Implement minimally-restrictive monitoring practices of individuals released during the pretrial period, while maintaining public safety and ensuring that individuals return to court
- 3 Implement a pretrial risk assessment tool
- 4 Assess any disparate impact or bias that may result from the implementation of this project in order to better understand and reduce biases based on race, ethnicity and gender in the pretrial release decision-making process

The grant enabled Alameda County to restore and operate its pretrial program through June 30, 2021, at which point its effectiveness will be reviewed to determine whether continued funding by the State of California is warranted.



Pictured above are Pretrial Services Division staff processing individual cases for release consideration by the court.

## The Probation Department and the Alameda County Superior Court are in the process of:

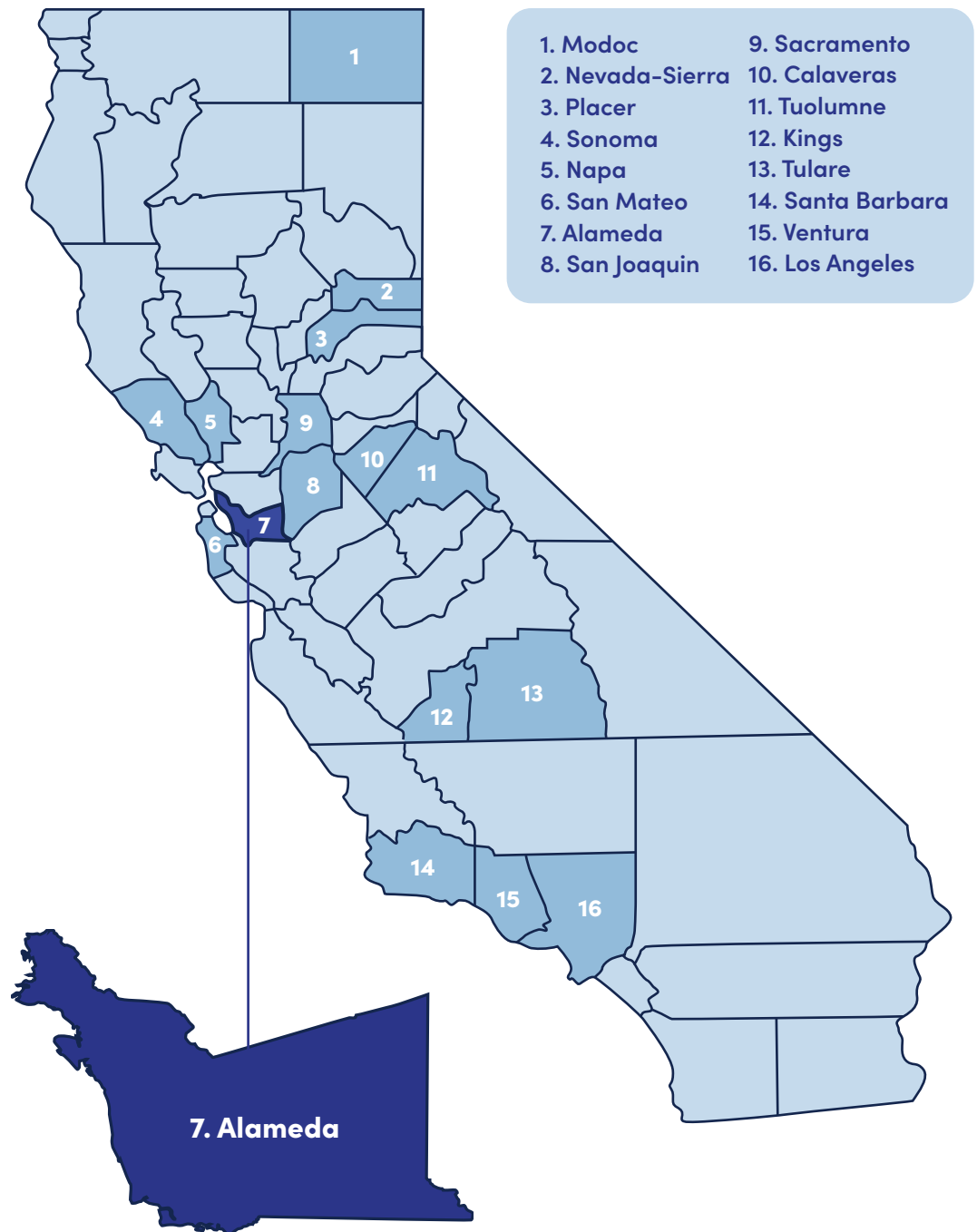
- ✓ Establishing processes and procedures among justice system partners in Alameda County, local law enforcement and Alameda County's Information Technology Department to guide the assessment, release and supervision of pretrial defendants;
- ✓ Upgrading the Probation Department's automated case management system, Tyler Supervision, to include pretrial system components, which will allow the organization to track data regarding the pretrial process and client outcomes;
- ✓ Continuing to hire and train probation staff to serve in the Pretrial Services Division, which encompasses two units:
  - 24-Hour Pretrial Assessment Unit: This unit is located in the Alameda County Santa Rita Jail and on a roving basis at the Berkeley, San Leandro, Fremont, and Hayward jails. This unit provides recommendations to the court to assist judges in making release decisions about those in custody pretrial;
  - Monitoring Unit: This unit provide community supervision to those released before trial. This unit also provides judges with release decision recommendations around the clock;
- ✓ Upgrading the Alameda County Criminal Records Information Management System (CRIMS) to include pretrial reports and capture risk assessment information;<sup>5</sup>
- ✓ Training staff on the pretrial risk assessment tool utilized by judges in their pretrial release decisions;<sup>6</sup>
- ✓ Expanding the Probation Department's use of electronic monitoring and telephone court date reminders for defendants released to the community prior to their trial date(s); and
- ✓ Establishing supervision standards for those granted pretrial supervised release.

**Although the restoration of the pretrial program is in its infancy, the Probation Department and its justice-system partners are excited to grow the program and set the standard for other jurisdictions to emulate.**

<sup>5</sup> CRIMS is an integrated case management system that electronically connects Alameda County's criminal justice partners, the county's Automated Warrant System, state and federal rap sheets, and parolee information.

<sup>6</sup> Pretrial decisions by the court include the retention of the defendant in custody until the outcome of their trial, release on their own recognizance or electronic monitoring, release to a diversion program or other alternative, and bail or personal bond.

## COUNTIES SELECTED FOR THE PRETRIAL PROGRAM







# ADMINISTRATION

03





**Sunset View of Hayward**





**Alameda County Probation Department Headquarters, Oakland**

# OVERVIEW

The Administration Division supports the day-to-day operations of the Probation Department, overseeing domains such as human resources, training, community programs, financial management, information and technology systems, policy development, research, re-entry, program design and development, contracts and procurement, and facilities management. The division consists of over 115 individuals dedicated to ensuring that the service divisions of the Probation Department have what they need to serve clients effectively.

In its continued effort to enhance administrative processes and systems, the Administration Division is engaged in a number of internal and external collaborative efforts intended to enhance its service delivery model by promoting diversity in the workplace and prioritizing research and evidence-based practices.

In response to the COVID-19 pandemic, the Probation Department was quickly thrust into a world of telecommuting. The biggest challenge associated with this pandemic was the continuity of care for probation clients and the provision of resources to enable staff to continue providing critical services. The Administration Division's:



Information Technology Unit was instrumental in ensuring staff had the equipment they needed to telecommute efficiently

Policy and Standards Compliance Unit produced clear direction for all staff on telecommute protocols where none had previously existed

Human Resources Office was called upon repeatedly to provide guidance to staff as new county, state and federal leave options became available

The first six weeks of the pandemic tested the Probation Department's resolve and ability to provide services under less than ideal circumstances. Nevertheless, the ensuing pages describe programs and projects which the division continued to focus on despite these challenges.

# PROBATION PRAISED AS ONE OF THE MOST DIVERSE DEPARTMENTS IN THE COUNTY

The Probation Department made great strides in Fiscal Year 2019-20 in providing existing staff with opportunities to advance their careers internally, promoting 60 employees over the course of the year. As a result of the Probation Department's recruitment and hiring efforts, it was praised by Alameda County's Human Resource Services Agency as the most diverse department in Alameda County. Moving forward, the Probation Department will continue its commitment to a diverse workforce, recognizing the value of embracing those with different perspectives, backgrounds and experiences. This will facilitate the organization's ability to increase creativity, promote innovation, encourage improved problem-solving through the open exchange of ideas, promote higher morale, reduce employee turnover, and recruit the best talent.

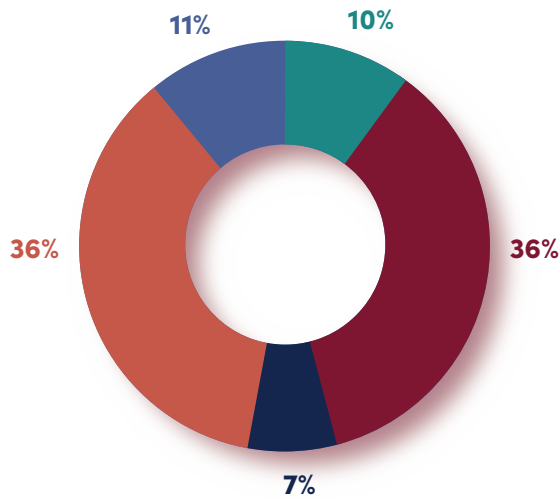




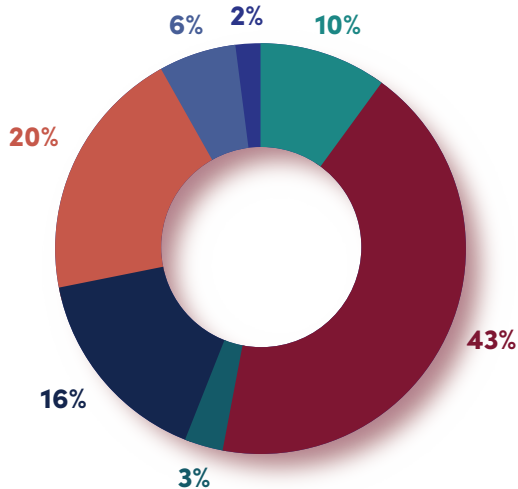
# ETHNIC & RACIAL BREAKDOWN

As of June 30<sup>th</sup>, 2020

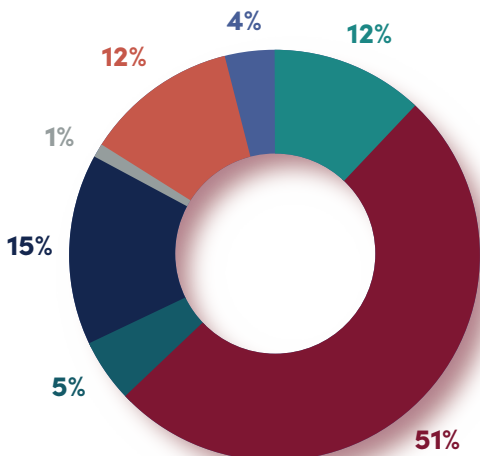
## EXECUTIVE MANAGEMENT STAFF



## MID-MANAGERS



## LINE-LEVEL STAFF



- Asian
- Black/African American
- Filipino
- Hispanic/Latino
- American Indian/Alaska Native
- White
- Two or More Races
- Native Hawaiian/Pacific Islander

### NOTE: Overall percentages

✓ Asian	12%
✓ Black/African American	49%
✓ Filipino	4%
✓ Hispanic/Latino	15%
✓ American Indian/Alaska Native	<1%
✓ White	15%
✓ Two or More Races	5%
✓ Native Hawaiian/Pacific Islander	<1%

Less than 1% not depicted in the graphs



# UTILIZING TECHNOLOGY TO ENHANCE ORGANIZATIONAL TRANSPARENCY & EFFICIENCIES

Safeguarding information, creating operational efficiencies and tracking data are vital needs within a community corrections environment. The Probation Department continues to implement technological advancements that enhance its day-to-day operations and advance goals related to improving productivity, safety and transparency. The items below represent a brief overview of technological enhancements implemented in Fiscal Year 2019-20.

## FINANCIAL MANAGEMENT SYSTEM UPGRADED

In 2019, the Probation Department replaced its 20-year-old finance system with a state-of-the-art, centralized web application hosted on a virtual private cloud. The new system allows fiscal staff and department management to easily view the Probation Department's financial activities, including payments, purchase orders, budgets, and financial forecasting for all programs and divisions. The new system also facilitates the seamless production of annual budgets and quarterly budget forecasts, as well as weekly, monthly and quarterly financial reports for submission to the Chief Probation Officer and County Administrator's Office. The Probation Department will continue the expansion of this system into the areas of contracts, inventory and time studies to improve internal operations and ultimately maximize federal and state funding reimbursements.

## PURCHASE REQUISITION PROCESSES STREAMLINED

Until recently, purchase requisitions were manually delivered from program units within the Probation Department to the Financial Services Unit for processing. In 2019, the unit developed an online purchase request process that enabled internal units to submit their purchase requisitions electronically with document upload capabilities. The system also included automated alerts that notify fiscal and program staff of a requisition's status and remind staff of pending requests. These changes have reduced purchase requisition processing times and improved communication and efficiency between fiscal staff and the programs they serve.

## MULTI-FACTOR AUTHENTICATION

In December 2019, the Probation Department implemented the use of multi-factor authentication (MFA) on mobile devices. MFA requires users to respond to a password prompt on a second device (e.g., cellular telephone) prior to being allowed access to their emails. This enhanced digital security process enables the Probation Department to better safeguard sensitive and confidential data exchanged via the county network. While traditional usernames, passwords and equipment can be stolen, MFA is an effective way to ensure the person requesting access is actually who they claim to be. The Probation Department's implementation of MFA is part of a countywide rollout that will include all county departments.

## DIGITAL VIDEO CAMERAS

In early 2020, 43 digital video cameras were installed throughout Camp Wilmont Sweeney to enhance security and compliance with the federal Prison Rape Elimination Act (PREA).<sup>7</sup> Additionally, in the first quarter of 2020, the Probation Department replaced all analog cameras in Juvenile Hall with digital cameras that have video and audio capability. These capabilities will facilitate the Probation Department's efforts to integrate systems that promote accountability and integrity.



Pictured above are staff from the Financial Services and Information Technology Units

<sup>7</sup> PREA addresses the issue of sexual abuse of persons in the custody of correctional agencies throughout the United States.

# RESEARCH & EVALUATION:

## The cornerstone of evidence-based practices

The Research and Evaluation Unit was established in 2018 as part of the Probation Department's reorganization of administrative infrastructure. The main goal of this unit is to ensure that the department's systems and practices are informed by high-quality data and the latest knowledge in the fields of community corrections and criminal justice.

### DATA MANAGEMENT

The Research and Evaluation unit is responsible for developing processes to ensure data quality and integrity, analyzing data using a variety of quantitative and qualitative methods, and disseminating findings to internal and external stakeholders. In 2019, the unit conducted a comprehensive inventory of data needs within the Probation Department and from external stakeholders, and began establishing procedures for data quality assurance and data management. The unit also conducted a systematic inventory of the Probation Department's data systems that informed the implementation of the Tyler Supervision case management software to manage data for adult and youth clients.

### EVALUATION OF PROGRAMS, SERVICES & PROCESSES

The unit analyzes current departmental processes on an ongoing basis to ensure they are based on research. When applicable, the unit makes recommendations on ways to improve organizational functions based on those results. In 2019, the unit undertook a comprehensive review of the juvenile detention risk assessment process. The resulting recommendations led to an update of the Juvenile Detention Risk Assessment instrument in order to improve the juvenile detention decision-making process. Additionally, the unit conducted an internal review of the process for screening youth for out-of-home services which culminated in the recommendation to introduce a structured decision-making process that ensures the provision of consistent, fair and equitable treatment for all youth receiving services from the Probation Department.

### RESEARCH & KNOWLEDGE EXCHANGE

The work of this unit is informed by the latest research on best practices in community corrections and criminal justice. In addition, the unit collaborates with external researchers from universities, think tanks, non-profit organizations, and government agencies to produce and disseminate research.

### INTEGRATION OF EVIDENCE-BASED PRACTICES

In collaboration with the Evidence-Based Practices Unit, the Research and Evaluation Unit works with other units from throughout the Probation Department to incorporate practices proven to be effective in reducing recidivism.



# ESTABLISHING PERFORMANCE STANDARDS THROUGH POLICY & TRAINING

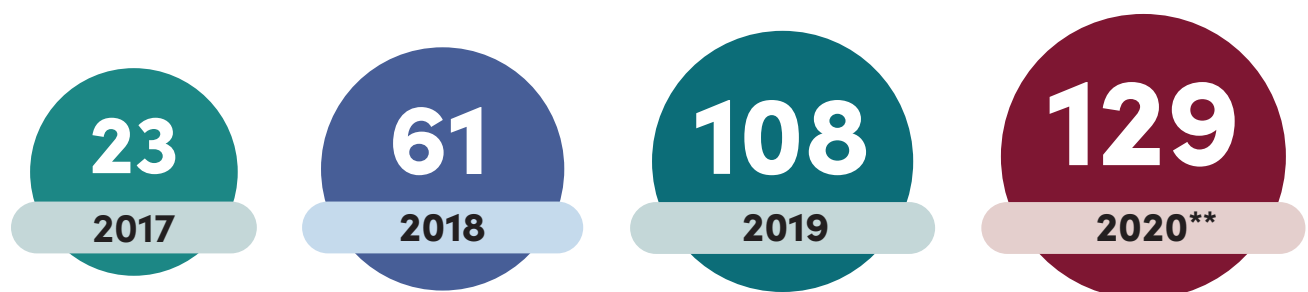
Organizational success is achieved through visionary leadership and sound management practices, which are supported by clear communication, effective training and substantive policies that empower staff to move the organization forward.

Over the past several years, the Probation Department has focused its training efforts on educating employees about the organization, their individual roles and how the organization fits into the overall criminal justice system. In doing so, the Probation Department has succeeded in creating knowledgeable employees who are creative and proactive in resolving issues.

During this past fiscal year, the Staff Development and Training Unit continued to provide educational opportunities for employees through a robust curriculum intended to reinforce evidence-based practices, enhance participants' abilities to effectively supervise their clients, and support participants' overall professional development and career advancement. In Fiscal Year 2019-20, 160 unique courses were offered to staff through the Probation Department, in addition to external training opportunities through professional organizations such as the Chief Probation Officers of California, the American Probation and Parole Association and the California Probation and Parole Correctional Association.

In 2017, the Probation Department established the Policy and Standards Compliance Unit as a component of its reorganization. Within the past 3½ years, this unit has successfully developed and published 129 policies and streamlined the development, tracking and publication of policy-related documents. Changes to policy are often necessary in response to new legislation, local mandates, agreements with labor unions, or operational necessity.

## 129 Total Published Policies



Figures reflect cumulative totals and new, updated and republished policies in response to changes in practices, new legislation or agreements with labor.

\*\* Reflects policies published as of June 30<sup>th</sup>, 2020.







# ADULT OPERATIONS

04





**Coyote Hills Regional Park, Fremont**





**East County Hall of Justice**



# OVERVIEW

Adult Operations consists of the Adult Field Services and Pretrial Services Divisions.

Adult Field Services provides supervision and specialized programming to justice-involved adults and works closely with community partners to deliver effective services.

The division serves clients released from state prison (post-release community supervision) and county facilities (mandatory supervision, and felony and misdemeanor probationers). The division is responsible for supervising these clients in the community, supporting their rehabilitation in whatever way possible and returning them to court if they violate the terms and conditions of their release.

Through extensive and innovative case management, the division strives to help clients obtain the skills they need to live crime-free and productive lives. This objective is accomplished by linking clients to services that address their education, employment, substance use, and mental health needs, among others. The division also conducts investigations, prepares pre-sentence reports for the court, and represents the Probation Department on various matters. Additionally, the division provides specialized services to those convicted of domestic violence and sexual offenses.

Pretrial Services provides services for those awaiting decisions through the adult criminal court system.

The restoration of this program is outlined in our Feature Presentation starting on page 48.

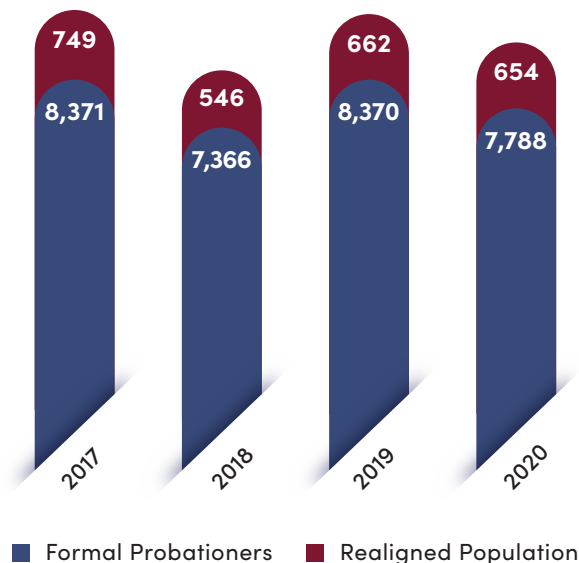
**“Adult Operations strives to help clients obtain the skills they need to live crime-free and productive lives.”**

## ADULT CLIENTS UNDER PROBATION SUPERVISION

The total adult population decreased from 9,120 at the end of 2017 to 8,442 by the end of June 2020. The realigned population (i.e., those released pursuant to AB 109 as post-release community supervision or mandatory supervision cases), declined by 13% since end of 2017, while the formal probation population (felony and misdemeanor cases on probation) decreased by 7%. Fluctuations in the population generally occur as a result of changes in sentencing laws and practices.

Currently, deputy probation officers continue to supervise clients on caseloads that exceed American Probation and Parole Association (APPA) standards. To allow deputy probation officers to effectively supervise and service medium to high-risk clients on their caseloads, APPA recommends 50 cases per officer. As of June 2020, deputy probation officer caseloads continue to exceed APPA standards with the average caseload size of 85.

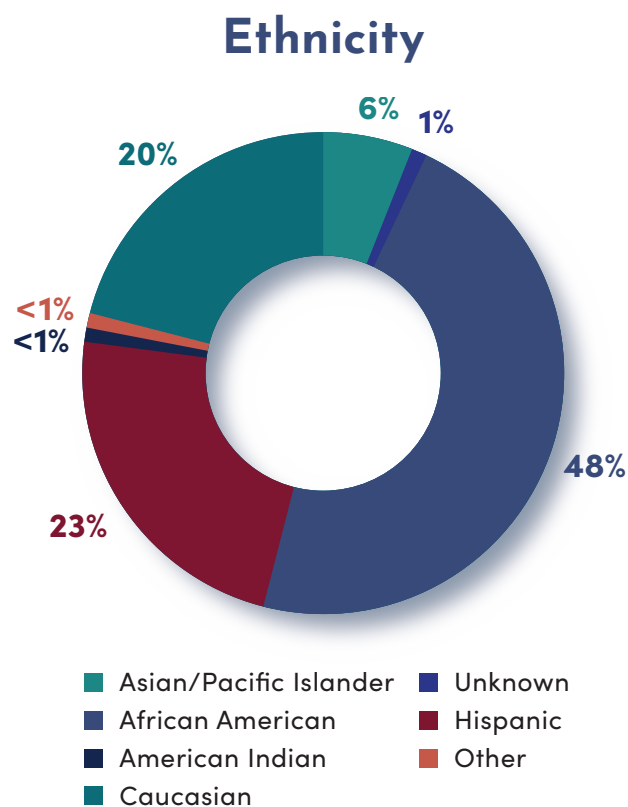
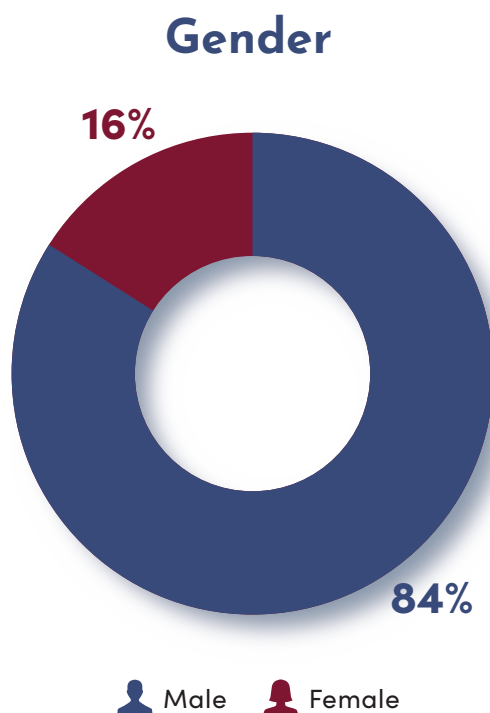
## Total Adult Population



Depicts population counts as of the last day of the calendar year. For 2020, data depicts population on June 30<sup>th</sup>, 2020



Pictured are adult clients after having successfully completed the behavioral therapy and life skills curriculum offered through the Adult Transitional Day Reporting Center.



Reflects data as of June 30<sup>th</sup>, 2020

## MOVING FORWARD

In Fiscal Year 2019-20, the Probation Department continued its efforts to make the criminal justice system more equitable and aligned with evidence-based practices. Moving forward, it will continue to build upon the following advancements initiated since 2016.

- The continued use of COMPAS, a validated risk and needs assessment tool for adults<sup>8</sup>
- The development of individualized case plans that focus on providing clients with services intended to meet their unique needs
- The continued use of the Tyler Supervision case management system to track and maintain client-level data
- The refinement of an evidence-based supervision model that takes into account risk, need and responsivity factors, which helps to drive a tailored treatment program for the client
- Connections to community-based programs and services that address pressing client needs, including housing, employment, education, substance use, mental health, transportation, and family reunification

<sup>8</sup> COMPAS, an acronym for Correctional Offender Management Profiling for Alternative Sanctions, is a case management and decision support tool developed and owned by Northpointe (now Equivant) and used by different criminal justice entities to assess the risk and needs of an adult.

# PROBATION'S PILOT TO POSITIVE RE-ENTRY

In February 2018, the U.S. Department of Justice awarded the Probation Department a grant to implement, in partnership with the California Department of Corrections and Rehabilitation (CDCR), a two-year adult re-entry demonstration project called *Redesigning the Pathways Home: A Pilot to Positive Re-entry (Pathways Home)*. With this grant, the Probation Department and CDCR have been working to align and strengthen their re-entry services for individuals returning to Alameda County from California state prisons in order to ease the transition from confinement to community. The Probation Department is the first probation department in the state to initiate a partnership of this kind with CDCR. Both parties intend to use this opportunity to develop a model that can be replicated in counties across California.

## TARGET POPULATION

Returning inmates are eligible for participation in this program if they are currently incarcerated in a California state prison and will be released to Alameda County on post-release community supervision. The program will specifically focus on individuals who are identified as high risk based on results from the COMPAS assessment tool. High-risk individuals are most likely to reoffend in the absence of intensive support services to address their criminogenic needs.



Pictured above is Deputy Probation Officer III Charles King leading a client resource forum where adult clients are provided access to a variety of community resources intended to meet their individual needs.



## INTERVENTION COMPONENTS

The Pathways Home project is built on the understanding that re-entry is not a specific program or intervention, but rather a journey that begins prior to an individual's release from incarceration and continues through their reintegration into their home community. Through this project, the Probation Department and CDCR have committed to developing or strengthening the following components of the re-entry process:

- Pre-release case planning conducted through video conferencing
- A re-entry curriculum that can be delivered to inmates in the reception centers of state prisons
- Prioritized referrals to community-based rehabilitative services
- Connections to living-wage employment opportunities for returning individuals
- A mobile resource guide that catalogs services in Alameda County

## EXPANSION OF THE PATHWAYS PILOT PROGRAM

The Probation Department and CDCR formed joint workgroups focused on the following re-entry domains for the purpose of advancing interventions beyond the scope of the grant. This includes:

- Reception center curriculum
- Services & housing
- Substance use disorder treatment
- Information-sharing between agencies
- Community resources
- Medical and mental health
- Benefit enrollment and identification
- Pre-release planning
- Employment

In less than 17 months, the Probation Department and CDCR have made significant strides toward strengthening the re-entry process for individuals returning to Alameda County. The items below represent advancements that have resulted thus far from this unique collaboration:

## ✓ COMPLETED

### COMMUNITY RESOURCES:

- ▣ Adult clients have access to a digital directory of community resources in Alameda County through the Probation Department's website.
- ▣ Client resource forums continue to be held for those released from custody. During these forums, clients are referred to community-based organizations that offer programs and services. Service referrals include education, employment, mentoring, mental health services, and more.

### BENEFIT ENROLLMENT AND IDENTIFICATION:

- ▣ A representative from the Alameda County Social Services Agency is physically stationed at the Probation Department's Oakland office one day per week to assist clients with completing and submitting benefit applications.
- ▣ A process has been established to ensure that California identification cards that arrive at a state prison facility after an inmate has been released are mailed to a designated Unit Supervisor for dissemination to the client(s). This facilitates a client's ability to access services or employment opportunities requiring proof of identification.
- ▣ An online portal provides the Probation Department with access to information about an inmate's enrollment in various benefit programs prior to their release. This facilitates advance case planning efforts.

### RE-ENTRY PLANNING:

- ▣ A release-of-information document has been created to allow the Probation Department to receive critical information about a client prior to release. This includes participation in education programs, job assignments, etc.
- ▣ A probation officer conducts a video conference with inmates before they are released from prison to begin re-entry case planning.
- ▣ The Probation Department's existing automated case management system, Tyler Supervision, has been modified to allow for critical information about the client's risk and needs to be captured.

### MEDICAL CARE:

- ▣ A multidisciplinary team was created to address the medical needs of inmates participating in medically-assisted treatment in prison, and to facilitate their continuity of care upon release.

## AN INVESTMENT IN OUR COMMUNITIES

In the coming months, the Probation Department and CDCR will focus on continued process improvements of this program with the recognition that an investment in our clients at the front end is truly an investment in the long-term wellbeing of our clients and communities.



Collage of 2019 Career Training Center and Employment graduation (top left), and releaseses from state prison being welcomed home.



# INFUSING EVIDENCE-BASED PRACTICES



Deputy Probation Officer III Michael Toy pictured with Assistant Chief Marcus Dawal after being recognized for completing the TDRC curriculum focused on client engagement and service provider collaboration.

On September 30, 2019, the Probation Department concluded a two-year grant administered by the Bureau of Justice Assistance. The purpose of this grant was to infuse evidence-based practices in order to reduce recidivism rates for its adult clients by focusing on improving collaboration between service providers and probation staff in two adult probation supervision units and the Adult Transitional Day Reporting Center (TDRC) program.<sup>9</sup>

The grant also enabled the Probation Department to collaborate with George Mason University and The Bridging Group, a consulting firm specializing in the effects of the criminal justice system on public health, families and the community, to develop and administer an organizational survey. Results from

the organizational survey indicated that staff desired more coaching and training opportunities that would help them develop team-like environments with contracted agencies and to learn evidence-based case management techniques.

## PROMOTING SUSTAINABLE IMPROVEMENTS THROUGH FOCUS & COLLABORATION

Technical assistance provided through the grant focused on improving case management practices and using rewards and sanctions to encourage positive behavior change among adult clients. Specifically, the grant focused on ensuring that both TDRC and probation staff were utilizing evidence-based practices to sustain client behavior change beyond the probation supervision period.

<sup>9</sup> The Adult Transitional Day Reporting Center provided and coordinated essential supportive services to help clients successfully re-enter the community. As of January 2020, the TDRC was replaced by the Felton Institute's Center for Re-entry Excellence. Its core components include education, job placement, restorative justice, and clinical and behavioral health support services.

The case management process commences with in-person referrals to services in the community, followed by a multidisciplinary collaborative case management team meeting involving the client, deputy probation officer, TDRC case managers, and service providers. During the initial case planning stage, the team discusses and determines the most important priorities of treatment. In an effort to promote sustainability and buy-in, the client is incorporated into the process of determining his or her treatment needs. A case plan is then developed that echoes these priorities and is modified throughout the probation supervision period to reflect the client's progress or to respond to challenges he or she may experience throughout the supervision period. In particular, the case plan specifies the expectations of the program in terms of concrete target behaviors (e.g., remaining drug abstinent, attending supervision and counseling sessions) that the client is required to meet.

During subsequent monthly sessions, deputy probation officers and TDRC case managers monitor the client's success in meeting these expectations. In response, clients regularly receive positive feedback through graduated positive social responses and material rewards, such as gift cards or tickets to sporting events. A structured set of graduated sanctions is also used to address noncompliance with justice-system behavioral requirements.

## PROBATION PARTNERSHIPS AT WORK OUTCOMES

As a result of a subcategory of the grant specific to the TDRC (i.e., Probation Partnerships at Work [PPAW]), the Probation Department and the TDRC experienced substantive benefits through enhanced collaboration and improved systems by which clients are referred to and provided services. This translated into opportunities to serve clients in a more comprehensive and structured way.

Specifically, the following deliverables were produced:

- Improved collaboration between the Probation Department and service providers
- Resolutions regarding inconsistencies in referrals, individual roles, poor relationships between providers, probation staff or clients, and low client engagement
- An increased number of referrals, client enrollments, collaborative case plans, and multidisciplinary conferences at the TDRC

Based on lessons learned throughout the PPAW pilot period and in response to feedback from the multidisciplinary team and other partners, the Probation Department is now exploring the expansion of practices to additional areas of its Adult Operations.

# SPECIAL OPERATIONS TASK FORCE



Probation Task Force Supervisor De Andre Lewis

The Probation Department is an active member of three law enforcement multi-agency task forces: the Alameda County Narcotics Task Force, the Alameda County Regional Auto Theft Task Force, and the Oakland Police Department Crime Reduction Team. Membership in these task forces also includes representatives from the Alameda County Sheriff's Office, Oakland Police Department, Alameda County District Attorney's Office, Hayward Police Department, East Bay Regional Parks Police, Oakland Housing Authority, California Highway Patrol, United States Marshals Service, and the National Insurance Crime Bureau.








These coordinated efforts result in leveraging resources and establishing professional relationships that allow for a comprehensive, multidisciplinary response and an efficient use of limited resources. The purpose of these teams is to conduct operations to:

- 1 locate and apprehend fugitives and high profile "shooters" in Oakland
- 2 conduct surveillance and searches for firearms, narcotics, human trafficking, and chop-shop operations
- 3 Conduct investigations of sexually exploited persons, human trafficking and child pornography cases

In Fiscal Year 2019-20, the task force participated in numerous operations that ranged from recovering stolen vehicles and conducting surveillance activities to confiscating numerous firearms and illicit substances. Additionally, a deputy probation officer is assigned to the Sexual Assault Felony Enforcement (SAFE) Task Force. The SAFE Task Force, involving the Alameda County Sheriff's Office and other law enforcement agencies, focuses on predatory sex offenders in an effort to reduce sexual assault crimes. This multi-agency team also verifies that the highest risk sex offenders on probation are in compliance with the terms and conditions of their probation, including treatment and "no contact" prohibitions involving children and victims.



## 2019-20 SPECIAL TASK FORCE RECOVERIES

	CASH	\$896,216
	NARCOTICS (STREET VALUE)	\$8,500,051
	AUTO RECOVERIES	\$1,631,103
	FIREARMS	590
	ARRESTS	335
	SEARCH WARRANTS	474
	SEX OFFENDER COMPLIANCE CHECKS	540

## OPERATION CEASEFIRE

Probation task force members also participate in Operation Ceasefire, a multi-agency coordinated effort to reduce gun violence in Oakland. Operation Ceasefire provides services to chronic offenders and gang members identified as responsible for a significant portion of the gun violence within their communities. To implement this approach, team members make contact via telephone or provide notifications to the homes of probationers and parolees in order to encourage them to take advantage of services and interventions that address precursors of their participation in violent activities.

## TASK FORCE MEMBERS



Deputy Probation Officer III  
Michael Toy



Deputy Probation Officer III  
Enrique Cisneros



Deputy Probation Officer III  
Melvin Winn

# THE SAFETY FIRST PROGRAM

The Probation Department recognizes it cannot adequately assess and serve adults under its purview through prescheduled office visits alone. Rather, it is important for deputy probation officers to observe adult clients in their homes and communities in order to better assess their needs and develop collaborative relationships with their support systems, including family and friends. As a result, the Probation Department prioritizes home and community visits for high-risk clients, particularly those who have histories of gang affiliation, domestic violence or sex offenses.

## PROGRAM EXPANSION

In Fiscal Year 2019-20, the Adult Field Services Division expanded its Safety First Training Program to include regular safety training for staff who conduct home and community visits for high-risk clients. This included increasing the number of armed deputy probation officers. Prior to this expansion, the Probation Department's armed assignments were primarily limited to eight deputy probation officers on multi-agency task forces. Since the expansion, 53 additional staff have successfully completed the program. The goal is to increase this number to 70 by the end of 2020.



Deputy Probation Officer/Firearms Instructor Jon Torres and Deputy Probation Officers Chantal Lasso and Nancy Cruz at range safety training during the COVID-19 pandemic

To ensure staff are adequately prepared to carry out their duties appropriately in an armed capacity, officer safety, range safety and training protocols were enhanced. This included:

- An increase of range safety officers from five to eight instructors, enabling deputy probation officers to receive more personalized attention during training
- An increase in armorer roles and responsibilities to ensure firearms and safety equipment remain serviceable
- The incorporation of range safety officers in the design of the curriculum and course instruction to ensure a more comprehensive response to firearm safety issues
- The development of safety equipment mandates for field and armed staff, (e.g., safety vests, belts, body armor, range gear)
- The inclusion of storage lockers and firearm clearing stations at Probation Department offices to ensure firearms are properly stored
- The availability of weapon lockers for off-duty storage

## **MAINTAINING HIGH STANDARDS THROUGH COMPREHENSIVE CANDIDATE BACKGROUND & TRAINING REQUIREMENTS**

Program candidates are required to meet strict requirements prior to the Chief Probation Officer's final approval for individual staff to be armed. This includes:

- Comprehensive review of each candidate's personnel record to ensure they meet basic professional requirements related to their prior experience and conduct
- Extensive medical/psychological evaluations
- Successful completion of comprehensive training prerequisites

Candidates who successfully complete these initial requirements participate in firearm training to enhance their skills and proficiency in weapon handling and particularly, in potentially volatile situations.



## FIREARM BLOCK TRAINING

Firearm training was implemented in separate blocks – February, April, and October 2019. The segmented nature of the training allowed each participant to develop their skillsets over time. The training also included collaboration with external law enforcement and criminal justice system agencies in the provision of instruction in the following areas:

Firearm overview and familiarization

Commission on Peace Officer Standards and Training certification and combat course<sup>10</sup>

Principled policing focused on enabling participants to recognize implicit bias in the decision-making process

Field safety courses

Quarterly range training

Basic force and weaponry, and officer safety force options interactive simulator training

General program courses (e.g., effective crisis intervention, sexual harassment)

Firearm block training has enabled the Probation Department to build a program in measured steps and to refine processes and training based on individual needs, lessons learned and staff feedback. The training is also focused on ensuring staff are proficient in identifying each stage of the escalation cycle and using non-violent strategies to defuse a situation and avoid the deployment of the firearm. Additionally, the curriculum allows staff to build confidence and team rapport by creating situations where staff work together to identify and resolve issues effectively. Partner agencies involved in delivering this training include the California Regional Training Center (North and South), Community Corrections Institute and the Marin and Contra Costa Probation Departments.

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<sup>10</sup> The Commission on Peace Officer Standards and Training was established by the Legislature in 1959 to set minimum selection and training standards for California law enforcement.

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These photographs depict staff at range safety training. They include Deputy Probation Officers Tonya Anderson, Ja 'Ney Sampson, Melissa Herrera, Elaine Le, Chantal Lasso, Nancy Cruz, and Deputy Probation Officers and Firearm Instructors Jon Torres, Daniel Alvarez, Melvin Winn, Enrique Cisneros, Justin Eaglin, and Unit Supervisor and Rangemaster De Andre Lewis

***The Probation Department strives to ensure its employees are equipped with the skills necessary to minimize conflict and resolve issues with compassion.***



A photograph of a field of daisies. In the foreground, several yellow and white daisies are in focus. The background shows a vast field of similar flowers stretching towards a horizon under a bright sun. The sun is positioned in the upper center, creating a strong lens flare effect with multiple rays of light radiating outwards. The overall scene is bathed in warm, golden light, suggesting a sunrise or sunset.

# JUVENILE OPERATIONS

05





Daugherty Hills, Dublin



# OVERVIEW

Each year, hundreds of youth are arrested by law enforcement within Alameda County and when appropriate, detained by the Probation Department. Many of these youth face complex challenges and return to families struggling with substance use, domestic violence, poverty, and other factors that contribute to their delinquency. Furthermore, the criminal justice system and community at large recognize that antiquated approaches to rehabilitation have been predominately unsuccessful in changing behavior. As such, the incorporation of progressive and proven methods to preventing or addressing the issues associated with criminality is a more effective investment in our youth, their families and public safety.

The Probation Department remains committed to the philosophy that, as a community, we must create an environment that provides therapeutic interventions that challenge youth to make lasting changes in their attitudes, beliefs and behaviors. These changes cannot be imposed upon them; rather, change can result only from internal choices made by youth themselves. In addition to supporting these changes, we must create opportunities to address issues outside of the control of the youth that contribute to their struggles.

With this philosophy at the forefront, Juvenile Operations uses a therapeutic youth development approach focused on prevention and early intervention for youth at the front-end of the criminal justice system, balanced by a comprehensive and fully-integrated treatment approach for those who have progressed through the system and are at a higher risk of reoffending.

Juvenile Operations supervises youth in the community, in a full-time residential program at Juvenile Hall prior to the adjudication of their case or at Camp Wilmont Sweeney after the disposition of their case.<sup>11</sup> Regardless of a youth's location, the Probation Department's approach to juvenile justice focuses on addressing the root causes of juvenile delinquency so that behavior changes made by young people are long-lasting and prepare them to contribute positively to their school, home and community.

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<sup>11</sup> Adjudication refers to a case in juvenile court that has been heard and decided by a judge. An adjudicated case refers to a youth who has been found guilty by a judge of committing a delinquent act. Disposition is equivalent to a sentencing hearing in adult court.

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Intervention, prevention and supervision services are provided by two distinct divisions under the oversight of Juvenile Operations:

**JUVENILE FACILITIES DIVISION:** Operates Juvenile Hall for youth detained pending further court actions and Camp Wilmont Sweeney for those committed by the court to a period of confinement to enable the provision of intensive services.

**JUVENILE FIELD SERVICES DIVISION:** Facilitates programs, referrals and services for youth who are under probation supervision in the community.

Through these divisions, youth and their families are afforded services intended to address their unique needs. In the following pages, we highlight some of the programs that provide these services, along with other innovative and collaborative partnerships that Juvenile Operations continues to leverage in order to enhance its service delivery model.



Mural in front of the Juvenile Justice Center, San Leandro, California





# JUVENILE FACILITIES DIVISION

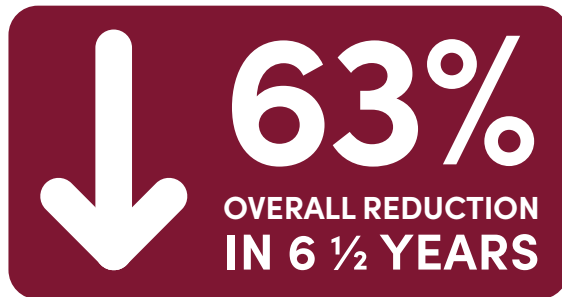
The number of youth detained at Juvenile Hall and committed to Camp Wilmont Sweeney has decreased significantly during the past 6 ½ years. The decrease of youth detention across the country can be explained by legislative changes, judicial decisions and the incorporation of substantive screening methods. This includes the reclassification of many felonies to misdemeanors, the decriminalization of youth arrested for prostitution and the implementation of stricter criteria for detention.

As a result of these changes, youth who are detained have oftentimes committed very serious offenses and frequently display extensive trauma that requires intensive case management services. The Juvenile Facilities Division provides an expansive array of quality services to meet the needs of this population. Additionally, facilities' staff are trained on gender-responsive, trauma-informed, and non-violent interventions and de-escalation methods to address issues more effectively. These practices help staff better understand how trauma directly impacts youth, how to address potentially volatile situations and how to manage challenging behavior in a respectful, non-invasive way. These practices are also intended to help ensure a healthier and safer living and working environment for youth and staff.

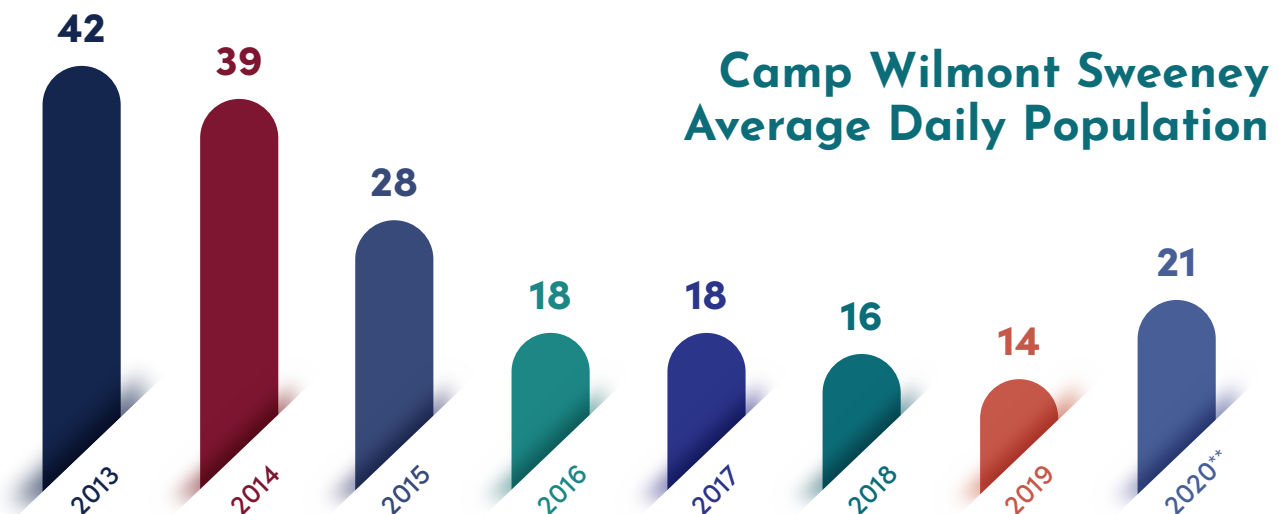
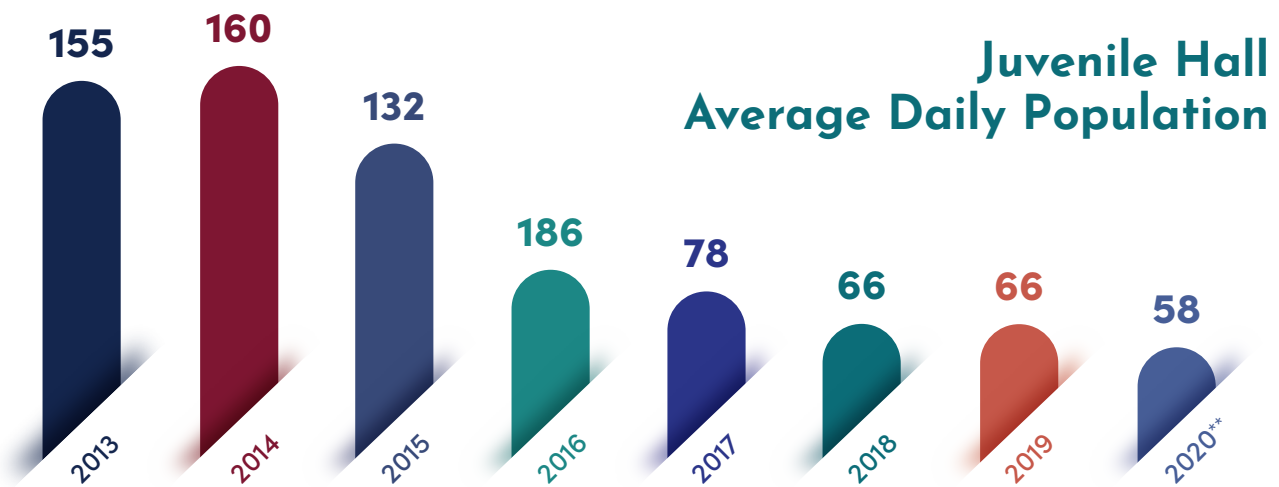
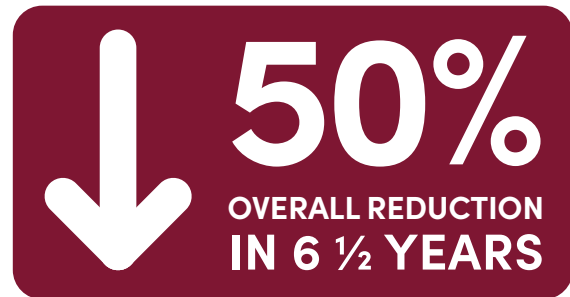
With this understanding at the forefront, staff remain committed to the philosophy that youth have the capacity to change in an environment that provides therapeutic interventions and positive alternatives. As a result, Juvenile Hall and Camp Wilmont Sweeney offer a variety of programs in the areas of education, mental health, coping and life skills, and cognition. Staff also provide incentives that encourage, inspire and motivate youth to engage in their treatment and rehabilitation.

**“We remain committed to the philosophy that youth have the capacity to change and thrive when given the opportunity.”**

## JUVENILE HALL

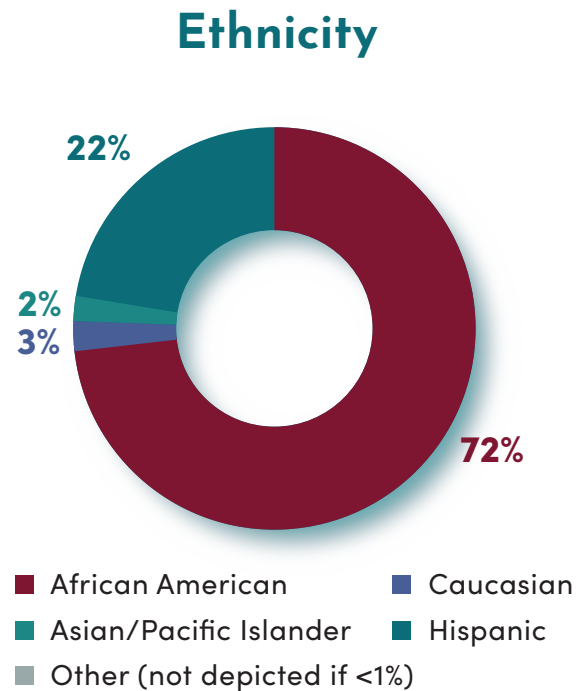
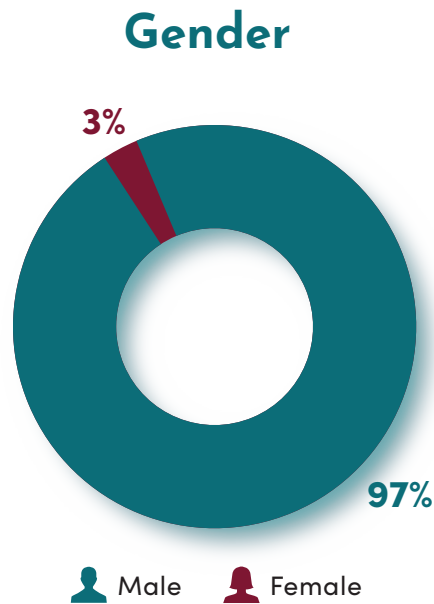


## CAMP WILMONT SWEENEY



\*\*Reflects data as of June 30<sup>th</sup>, 2020





Reflects data as of June 30<sup>th</sup>, 2020

The impact of all the legislative and pragmatic changes made throughout the years can be seen through a reduction in the number of youth under the care of the Probation Department. Since 2010, there has been a 63% reduction, in the average number of youth detained in Juvenile Hall and a 50% reduction in the average number of youth committed to Camp Wilmont Sweeney.

## KEEPING OUR YOUTH SAFE

Despite the challenges associated with the Governor's shelter-in-place order, Juvenile Facilities modified its programs to continue providing critical services and continuity of care to youth detained and upon release from Juvenile Hall or Camp Wilmont Sweeney. This included the provision of masks and disinfectants, the increased use of videoconferencing and on-line education courses, and other program modifications intended to maintain a high level of service while keeping everyone safe.

In spite of this pandemic, the Probation Department is proud to profile progressive programs and projects initiated or enhanced in Fiscal Year 2019-20 that have helped create positive avenues for youth on probation.



Youth being examined by medical staff during the COVID-19 pandemic. The face of the youth is obscured to protect his identity.

# FACILITATING OPPORTUNITIES FOR YOUTH & THEIR FAMILIES

The Probation Department is committed to helping youth in Camp Wilmont Sweeney develop prosocial behaviors through the utilization of positive reinforcements, meaningful incentives and behavioral change interventions that are evidence-based, trauma-informed and rehabilitation-focused. Below we highlight four practices at Camp Wilmont Sweeney that have demonstrated, through research, to produce positive behavior change among youth involved in the justice system.

**“Camp Wilmont Sweeney provides services to male youth committed by the court to a period of treatment.”**

## POSITIVE REINFORCEMENT THROUGH THE PROMOTION OF PROSOCIAL ACTIVITIES

Camp Wilmont Sweeney uses a four-level, merit-based system that allows youth to gain additional privileges during their time in detention by meeting pre-determined behavioral benchmarks and participating in prosocial activities. A youth's success at each level determines the overall length of his program. The program also helps youth identify and recognize behavior that brought them to the attention of the juvenile justice system and assists them in identifying avenues to maintain prosocial behavior upon release into the community. Additionally, each youth's assigned deputy probation officer partners with the youth and the parent or guardian to develop an individualized case plan while the youth is at Camp Wilmont Sweeney. This strength-based approach focuses on rewarding and recognizing positive behaviors.

The four levels of the merit-based system are identified by colors – orange, green, purple, and yellow. Youth wear a colored t-shirt that corresponds to their current level. Probation staff are trained to provide positive reinforcement and incentives to support a youth's advancement through the levels, including temporary home visits. Although advancement between levels is largely determined by a youth's behavior, a minimum number of weeks is required in each level before a youth is eligible to promote to the next.

Throughout the entirety of the program, each youth meets with a success team regularly to identify new ways of coping with challenges and to identify strategies to help youth achieve their behavioral benchmarks. The success team is comprised of the assigned camp supervisors, deputy probation officers, juvenile institutional officers, in-house clinicians, and the superintendent or a designee.

## MULTIDISCIPLINARY TEAM MEETINGS

Every 30 to 60 days, each youth meets with a multidisciplinary team (MDT) consisting of the youth's assigned deputy probation officer, a clinician and a juvenile institutional officer mentor. The youth's parents, caretaker or community supporters are also invited to the meetings. The team checks on the youth's progress and collaboratively determines how to best facilitate his continued progress, including assigning the youth to specialized treatment groups when appropriate. Specialized treatment groups help youth develop and enhance critical life skills, including anger management, improved decision-making, alcohol and drug abstinence, coping mechanisms, and strategies for building healthy relationships.

## CONTINUITY OF CARE

When a youth is released from Camp Wilmont Sweeney, he continues reporting to the same deputy probation officer for approximately 90 days after his release into the community. The goal is for the deputy probation officer to utilize the rapport and trust he or she has established with the youth to assist him in his transition back into the community. The aftercare deputy probation officer, with the assistance of the MDT, works with the youth and his family or caregivers to coordinate community resources to ensure the youth continues receiving the services and supports he needs to be successful.<sup>12</sup> After three months, the youth permanently transitions to the aftercare deputy probation officer.

## RESTORATIVE JUSTICE

Camp Wilmont Sweeney incorporates restorative justice practices into its programming through its Young Men's Council. This group, facilitated by male staff, utilizes a strength-based approach



Youth in an education program at Camp Wilmont Sweeney.

to helping young men process their emotions and resolve conflicts. Daily circles are held every morning and afternoon to resolve conflicts and issues among the youth in a productive and prosocial manner. A circle is used as a healing practice and helps develop relationships and build a community among the youth, staff and service partners.

<sup>12</sup> The aftercare deputy probation officer is based in the community and helps to facilitate the youth's transition upon his release from Camp Wilmont Sweeney.



# IMPROVING SERVICES & OUTCOMES FOR YOUTH

## YOUTH IN CUSTODY PRACTICE MODEL

In January 2019, the Probation Department was selected to participate in the third cohort of the Youth in Custody Practice Model (YICPM) initiative, led by Georgetown University's Center for Juvenile Justice Reform (CJJR) and the Council of Juvenile Correctional Administrators (CJCA). The YICPM initiative is designed to assist state and local juvenile correctional agencies in implementing a comprehensive and effective service delivery approach for incarcerated youth. By participating in the YICPM cohort, the Probation Department is receiving 18 months of training and technical assistance to ensure practices in Juvenile Hall and Camp Wilmont Sweeney are research-based, developmentally appropriate, family-centered, culturally appropriate, predicated on valid assessments, and outcome driven.

The YICPM offers guidance on practices in four key areas:

Case planning

Facility-based services (e.g., education, behavioral health, behavior management, rehabilitative programming)

Transition/re-entry

Community-based services

The YICPM initiative is assisting the Probation Department in achieving four primary goals:

Promote safe, fair and healthy environments for youth, staff and families

Prepare, equip, empower and support staff to provide effective services

Increase positive youth and family experiences and outcomes

Enhance community safety

## TRAINING AND TECHNICAL ASSISTANCE

CJJR and CJCA consultants held their first site visit in Alameda County in June 2019. Prior to this site visit, the Probation Department provided the consultants with extensive background information on current practices and completed a thorough self-assessment. The Probation Department also received training on the components of the YICPM from the consultants.

As a part of the training and technical assistance process, the consultants will continue to hold quarterly site visits to assist the Probation Department with:

- Identifying gaps between current practices and best practices

- Developing and implement action plans designed to address gaps

- Collecting data to support evaluation of the YICPM

- Identifying improvements in youth outcomes

Training provided to probation staff thus far has included the following topics: family engagement, reducing racial and ethnic disparities, case planning, building healthy facility environments, supporting staff, elevating youth input, academic and career technical education, physical health, and programming. Scheduled trainings in 2020 include crisis management, gang management, and transition to re-entry.

## YOUTH IN CUSTODY PRACTICE MODEL CORE LEADERSHIP TEAM



Left to right: Institutional Supervisor I Christopher Carson, Unit Supervisor Crystal Barton, Consultant Tammy McGuire, Superintendent Jessica Fort, Institutional Supervisor Clarita Woods, Clinical Manager Kimberle Konover, Chief of Research & Evaluation Laura Agnich, Unit Supervisor Edy Elias, Assistant Superintendent Julie Marques, Director Delean Carson-Walker, Unit Supervisor Shane Thomas, Specialist Clerk II Aaron Lee, Director Alicia Mitchell, Deputy Probation Officer I Ricardo Lepe. Not pictured: Juvenile Institutional Officer II Jose Arroyo, Director Shauna Conner, Superintendent James Rivers and Institutional Supervisor I Tywan Taylor.

## PROGRESS TO DATE

As a result of training, evaluation and ongoing guidance provided by the CJJR and CJCA consultants, the Probation Department has made significant improvements in its operations within Juvenile Hall and Camp Wilmont Sweeney.

### ✓ FAMILY ENGAGEMENT

In recognition of the significance of family engagement for youth in custody, the Probation Department has initiated the following enhancements:

- Family engagement events at Camp Wilmont Sweeney in order to promote family activities
- Expansion of the definition of family to include non-traditional forms of family for purposes of visits at Juvenile Hall
- Expansion of transportation assistance for family members who wish to visit a youth in custody
- Creation of a family survey that asks families about their experience interfacing with the Probation Department and how the experience could be improved
- Development of a family orientation to enable families to understand their role and the role of the Probation Department in the juvenile justice system
- Improvements in family visitation spaces in Juvenile Hall to enhance comfort and access

### ✓ RACIAL AND ETHNIC DISPARITIES

In an effort to address the potential for racial and ethnic disparities, the Probation Department has initiated the following processes:

- Review of detention screening practices for signs of disparity
- Identification of the root causes of racial and ethnic disparities
- Identification of additional facility-based decision points at which to assess equity issues and recommend modifications



## ✓ CASE PLANNING

The case planning process is a collaborative approach involving multiple stakeholders, including youth, probation staff and a variety of community service providers. In partnership with these stakeholders, the Probation Department will enhance case planning practices by:

- Consolidating existing plans into a single point of reference, while maintaining specialized plans for certain disciplines, such as mental health and individualized education programs
- Elevating the voice of families in case planning meetings by inviting them to participate

## ✓ HEALTHY FACILITY ENVIRONMENTS

Within Juvenile Hall and Camp Wilmont Sweeney, the following improvements have been made:

- Clothing alternatives provided to youth housed in the facility to enable them to feel more comfortable
- More comfortable bedding
- A positive reinforcement system has been implemented whereby youth receive incentives (e.g., snacks and hygiene items not normally available, access to special activities in the community, access to the video game room at Camp Wilmont Sweeney) for exhibiting positive behavior
- Increased vibrancy in all facility spaces with new paint and furniture

## ✓ STAFF SUPPORT

In 2019, the Probation Department constructed a staff wellness center with a variety of gym and fitness equipment at the Juvenile Justice Center. Staff also receive training on vicarious trauma and other training intended to support their well-being. In Fiscal Year 2020-21, the Probation Department will continue to explore additional strategies to promote staff wellness and reduce stressors, including:

- Staff mentoring programs
- Reductions in critical staff shortages
- Regular updates on youth outcomes that demonstrate the contributions of probation staff



## ✓ YOUTH VOICE

The existing youth grievance system uses data and regular feedback to ensure probation staff take the perspective of juvenile clients into account. The Probation Department is further enhancing its ability to take into account youths' voices and perspectives by focusing on the following areas:

- The Youth Orientation Handbook has been updated to inform youth of their rights, the grievance process, the behavior management system, and programs available to them in custody
- A video will be developed to deliver key information from the Youth Orientation Handbook to youth in a virtual format during their initial orientation.
- A youth council is being created to involve youth in decision-making processes with executive management pertaining to conditions and programs in custody
- The Probation Department's disciplinary policy has been revised to provide youth with more effective input into the disciplinary process
- Staff will continue to be trained on effective engagement strategies with youth

## BUILDING UPON OUR SUCCESS

In September 2020, at the end of the 18-month YICPM initiative, the Probation Department will have accomplished the following:

- Developed a strategic action plan to implement the YICPM
- Created a coalition of support for system improvements among staff, youth, and family members
- Implemented measurable steps toward ensuring long-term sustainability of reform efforts, including policy and practice development, training, staff performance evaluations, quality assurance, and outcome measurement
- Established a mechanism to measure the effectiveness of staff training and the identification of additional strategies to improve outcomes

The Probation Department is poised to continue enhancing positive outcomes for youth, their families and our communities through its continued efforts to examine and enhance existing systems in collaboration with its many partners.



**Our ultimate goal is to create an environment where youth and their families thrive through the provision of education and supportive services.**



# PROVIDING YOUTH WITH OPPORTUNITIES THROUGH TECHNOLOGICAL LITERACY

The Probation Department is committed to providing programming to enhance youths' cognitive, linguistic, social, and civic development. Research indicates that strength-based, individualized interventions are at the core of successful programs for youth. Additionally, increasing youths' access to technology and developing their technological literacy is essential to preparing them for the 21st century workforce.

In response, the Probation Department provided tablets to every youth housed at Camp Wilmont Sweeney in September 2019. The goal is to help youth in custody develop technological skills and increase their access to educational programming. In early 2020, tablets were also distributed to all youth detained at Juvenile Hall.

## TABLET PROGRAM CONTENT

The content provided through the tablet program ranges from basic to highly advanced. Through this resource, youth have the opportunity to advance their education, build life skills and access a variety of entertainment and recreational activities. The American Prison Data System, an organization committed to providing incarcerated individuals with the digital tools they need to succeed, provided the tablets and their content. The content includes the following:

**LEARNING MANAGEMENT SYSTEM:** An educational media application that is pre-loaded with up to 500 TED talks and allows staff to build, track and administer their own interactive courses, lessons, quizzes and exams.<sup>13</sup>

**NATIONAL CORRECTIONS LIBRARY:** A free eBooks library for recreational borrowing and reading, including fiction, nonfiction and Spanish titles.

**KOLIBRI:** A library of math, grammar, science, and history lessons that span kindergarten through early college. Staff can create individualized playlists of videos for students in a variety of languages through a browser-based staff portal on their desktop.

**SKILLSOFT:** 150 self-driven courses for career and life skills, as well as curricula that prepare youth for technological certifications.

**PAXEN:** Educational courses that cover three levels – adult basic education, pre-General Equivalency Diploma, and middle school and high school equivalency courses.

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<sup>13</sup> A TED (technology, entertainment, design) talk is a video created from a presentation at the main TED conference or one of its many satellite events around the world.

**INCENTIVE ENGINE:** An entertainment management tool through which students earn tokens for their demonstration of positive behavior, program participation and lesson completion. Tokens can then be redeemed for access to a collection of web-based games, radio stations and streaming movies.

**FILLABLE FORMS:** A digital, fillable form application. Staff can design and upload any type of digital fillable form (e.g., grievance forms, request forms, service forms, surveys, etc.) for students to fill out from their tablets.

**ENTERTAINMENT STORE:** Includes a variety of movies, radio stations and games. Youth earn access to the entertainment store through the incentive engine of the system.

**THE FAMILY ROOM:** A virtual family room where youth can talk, play, draw, read, complete homework, and watch videos with their family within a secure technological environment. This service allows parents and youth to stay connected.

**FINANCIAL LITERACY:** Enables youth to learn about a variety of financial literacy concepts, including saving, credit, investing, and general financial planning.

**NATIONAL CORRECTIONS WORKS:** Online job training and certification, résumé building, career services, life skills, financial literacy, job attainment, and re-entry planning.

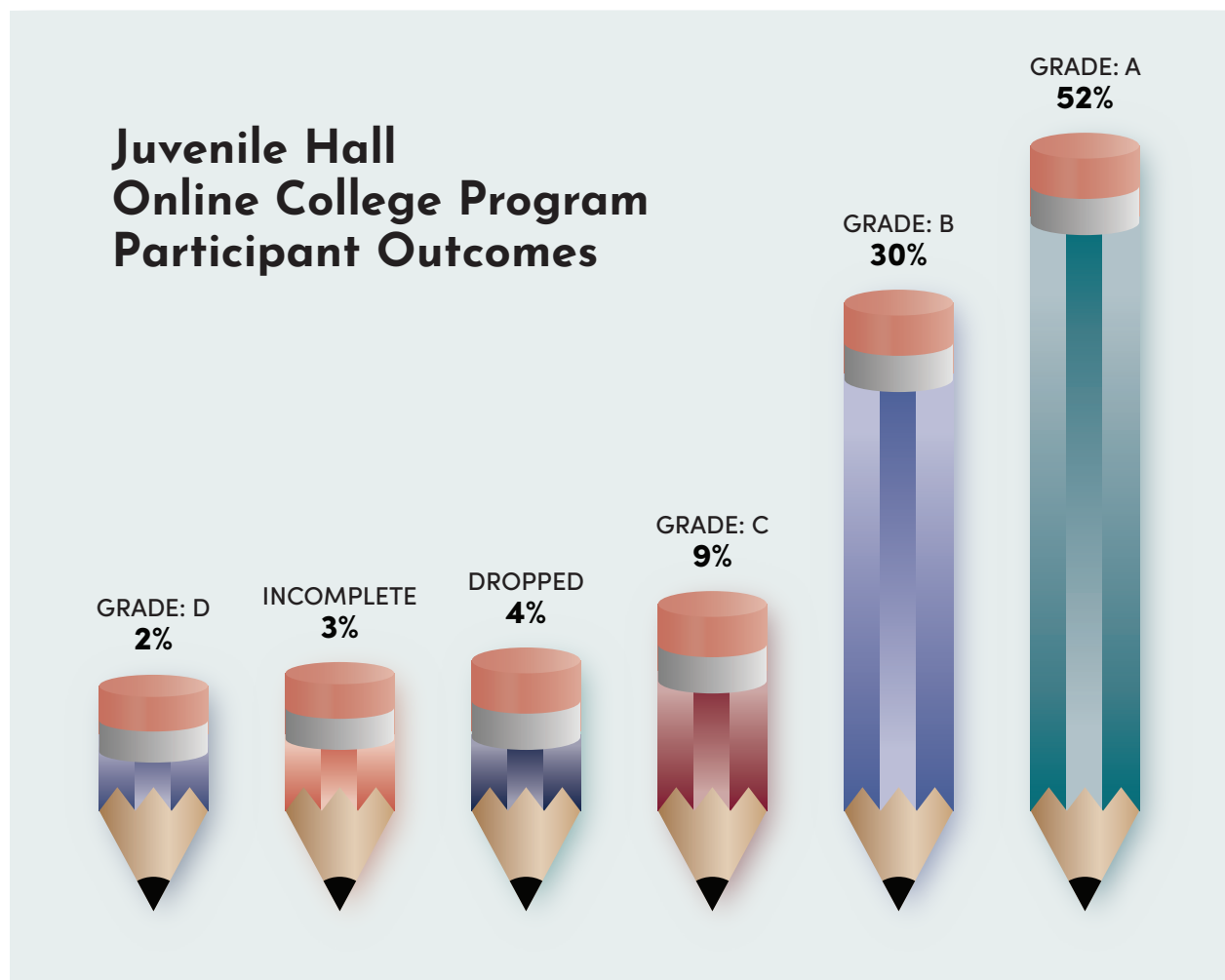


Youth at Camp Wilmont Sweeney with tablets issued through the Probation Department's tablet program.

# IMPROVING EDUCATIONAL OUTCOMES

The Probation Department is proud to highlight its Volunteers in Probation college program at Juvenile Hall. This program was initiated in 2011 and was further enhanced through the establishment of a computer lab in 2017, through which online college instruction is available. The computer lab is a central learning area where students attend classes through the Peralta Community College District. The students work together, along with volunteer tutors, to discuss ideas and methods by which to resolve issues they encounter.

Outcomes for the 74 students who have participated in the online college instruction, since its inception, have completed course requirements with an impressive grade point average of 3.44 (excludes those who were dropped or designated as incomplete) by the spring of 2020.





# REFINING THE YOUTH GRIEVANCE SYSTEM

The Probation Department has consistently worked to maintain a culture of integrity and accountability that promotes fairness and professionalism in the management of youth under its care. To that end, the existing grievance system was reviewed in 2019 and updated to ensure it contained appropriate guidelines for addressing youth grievances in a professional manner and with the utmost expediency.

As a part of this process, youth are informed of their right to file a grievance regarding any perceived inappropriate or inadequate condition of confinement and are informed of the details of the corresponding grievance process. This occurs during orientation when a youth first arrives at Juvenile Hall. The grievance process enables youth to report, appeal and resolve issues related to things such as health care services, classification decisions, program participation, telephone, mail, visiting procedures, food, clothing or bedding, and violations of the nondiscrimination policy. It also provides youth with a variety of internal and external methods by which to report sexual abuse or sexual harassment.

## IN ORDER TO MAINTAIN THE INTEGRITY OF THE PROCESS:

Staff have been trained on the updated procedures

Grievances are tracked for resolution and timeliness

Supervisors and managers are tasked with ensuring the integrity of the process is maintained at all levels

Furthermore, as a part of the Probation Department's focus on incorporating continued process improvements throughout the organization, an administrative review committee, consisting of executive level staff and the Chief Probation Officer, reviews data on a monthly basis to identify trends or significant issues related to youth grievances. This allows the Probation Department to proactively identify and resolve issues. Additionally, the Probation Department is in the process of integrating grievance reporting into its case management system in order to maintain accountability and compliance.



# ESTABLISHING A NATIONAL BEST PRACTICE USE OF FORCE REVIEW PROGRAM

As a law enforcement agency, the Probation Department maintains up-to-date use of force (UOF) policies, procedures and training. Additionally, it proactively incorporates measures to mitigate the potential for unnecessary or excessive UOF in the performance of its duties. In its continued effort to implement national best practices, the Probation Department initiated an executive-level UOF review process in 2017, with further refinements occurring through 2020.

The UOF review process included the establishment of: (1) a continuous quality control and accountability process, and (2) an Executive Use of Force Review Committee (EUOFRC) consisting of high-level probation executives, the Chief Probation Officer, and training and internal affairs staff.

## The EUOFRC is tasked with:

- Reviewing and evaluating UOF incidents to determine their compliance with existing policy, procedures and training
- Determining the extent to which modifications to these areas may be necessary

The review of UOF incidents by the EUOFRC allows the Probation Department to evaluate whether individual officers complied with policies, procedures and training during a UOF incident and whether current policies, procedures and training are sufficiently tailored to meet the needs of staff and youth. The EUOFRC review process also includes a comprehensive review of video to

determine if the information or reports provided by staff are accurate. Actions that violate UOF-related policies are dealt with in a timely, fair and consistent manner through established disciplinary and training protocols and, where appropriate, in collaboration with bargaining unit representatives.

This review process also provides the Research and Evaluation Unit with the information it needs to analyze UOF data and identify trends and patterns that may require further review.



# RESTRUCTURING THE JUVENILE DETENTION RISK ASSESSMENT INSTRUMENT

The Juvenile Detention Risk Assessment Instrument (JDRAI) is a tool that enables intake staff at Alameda County's Juvenile Hall to objectively measure a youth's likelihood of reoffending if released into the community while his or her case is reviewed by the district attorney for a potential referral to the court. Information collected by the JDRAI is also used to assess the likelihood that a youth will appear in court if released into the community.

In 2019, the Research and Evaluation Unit reviewed the Probation Department's use of the JDRAI and discovered the tool was not being used as intended due to misinformation regarding charges that constitute mandatory detention within Juvenile Hall under the law. In response, an internal committee was formed to correct scoring and fidelity issues using criteria developed by the Annie E. Casey Foundation.

As a result of the committee's work, a robust supervisory review procedure was developed to maintain the integrity of the process. Moreover, the criteria for point values, which determine whether detention is recommended, were changed to reduce racial and ethnic disparities in the decision-making process. The enhanced assessment process created new opportunities that enable youth to remain in the community as an alternative to detention.

To maintain the continued integrity of the intake process, the JDRAI is being integrated into Tyler Supervision. This will enable the Probation Department to capture and analyze data related to the tool's use as part of a validation study.

Through the use of the revised JDRAI tool, Juvenile Hall intake staff now have community options, other than detention, and the need to override scores subjectively is eliminated. The Probation Department is confident that this revised process will allow appropriate and balanced assessments to be conducted to reasonably determine if a youth will appear in court if released into the community.



Youth at Camp Wilmont Sweeney en route to class.



# TRANSITIONAL AGE YOUTH PROGRAM: An Opportunity for a Fresh Start

Alameda County's Transitional Age Youth (TAY) Program officially opened the doors to its first participant on June 4, 2019. The program seeks to divert young adults ages 18 to 25 from the criminal justice system by offering tailored, collaborative services based on each participant's strengths and needs.

Following the passage of Senate Bill 1004 (effective January 1, 2017), authorized counties were allowed to operate a pilot program for eligible young adult defendants. Per the statute, eligible participants must demonstrate the ability to benefit from services normally reserved for youth (e.g., cognitive behavioral therapy, mental health services, age-appropriate educational services, and vocational services) and must not have a prior or current conviction for a serious or violent offense specified in Penal Code Sections 1192.7(c), 667.5(b), and 290, and Welfare and Institutions Code Section 707(b).

**“Successful completion of the Transitional Age Youth Program results in the dismissal of charges.”**



## PROBATION'S PROGRAM MODEL

The TAY Program is a voluntary, one-year program, with the capacity to serve up to 40 clients at a time. Services are initially provided in Juvenile Hall (lasting approximately 30-45 days), with the remainder of the program occurring in the community under the supervision of a deputy probation officer.

Often, the court assesses individual cases and refers eligible individuals to the TAY Program. Defense counsel may also discuss program eligibility for their clients with the judge and district attorney. If the court agrees, they may refer the case to the Probation Department for the completion of a suitability report. Suitability for the program is determined after the defendant completes an assessment process with the Alameda County Behavioral Health Care Services Agency and the Probation Department. The goal of the assessment is to determine a defendant's readiness for change and his or her physical and emotional capacity to successfully complete the program. If a defendant is found eligible, the court may grant his or her participation in the TAY Program. Prior to the court ordering entry into the program, defendants must agree to participate fully.

At the program's core are the principles of social emotional learning that emphasize overall wellness, development of core life skills and access to basic resources. With the use of holistic, structured assessments, program participants are supported in developing individual treatment and rehabilitation plans (ITRPs) that detail their personal goals and strategies to achieve those goals. The ITRP also serves as the case plan for the client.

This highly structured program is delivered in four phases:

**PHASE I:** Orientation (engagement, assessment and enrollment)

**PHASE II:** Community Re-entry (participation, stability, and accountability)

**PHASE III:** Maintenance (wellness and community connection)

**PHASE IV:** Graduation

The Probation Department understands that the transition into adulthood may be impacted by an individual's ability to secure employment, locate housing or access post-secondary education services. In response, the program provides participants with services to address those needs, as well as the opportunity to earn a dismissal of their charges by the criminal court.

# PROBATION AWARDED GRANTS TO IMPROVE CAREER OPPORTUNITIES & FUTURE EMPLOYMENT FOR YOUTH

In 2019, the Alameda County Office of Education (ACOE) awarded the Probation Department two 30-month grants of \$51,630 focused on developing employment skills for youth under its care. The Probation Department provided financial or in-kind matches of up to 3:1, as approved by the Alameda County Board of Supervisors, in order to make the programs operational.

The two grants, Buildings Futures (construction) and Steam Ahead (technology), are part of ACOE's Career Pathways Program, which administers K-Strong Workforce Program grants for career and technology education (CTE) offered through the California Community Colleges.<sup>14</sup>

Through these grants, the Probation Department is creating pathways from high school to community college while leading youth to careers that will enable them to sustain a family income by age 25. The Probation Department will map multiple career pathways in digital media, advanced manufacturing, construction, and information technology industries.

The performance outcomes for the awarded grants will include: 1) number of youth participating in construction or technology training, 2) number of technology or construction certificates awarded, 3) subsequent employment, and 4) recidivism.



Chief Wendy Still with District 2 Supervisor Richard Valle

## STEAM AHEAD GRANT

The David Glover Emerging Technology Center of Oakland will provide technology training in 14 Microsoft (MS Office) and Google (G-Suite) applications utilized in education and business. In facilitating distanced learning, these two technologies will enhance a student's learning experience in ACOE schools operated at Juvenile Hall and Camp Wilmont Sweeney. Students showing proficiency in these application technologies may be selected for paid internships in the community.

<sup>14</sup> The grants were offered through the California Community Colleges. CTE programs are a multi-year sequence of courses that integrate core academic knowledge with technical and occupational knowledge to provide students with a pathway to postsecondary education and careers. These programs provide academic skill development and practical work experiences.



## BUILDING FUTURES GRANT

The Building Futures grant was utilized to contract with the Construction Trades Workforce Initiative (CTWI) to train three juvenile institutional officers to become instructors of the nationally recognized Multi-Craft Core Curriculum (MC3), a 120-hour curriculum of basic construction skills. CTWI is the nonprofit training arm of the Alameda County Building Trades Council.

Over a period of 30 months, three juvenile institutional officers will lead MC3 construction training at Camp Wilmont Sweeney with a target completion of 60 trained youth. This is the first time peace officers have been trained to deliver the MC3 curriculum, which is typically delivered by contractors or educators.



Certificate of Graduation from the MC3 Program

The MC3 training includes various construction and job-safety-related topics, and visits to job sites and union training facilities. CTWI also engages various industry instructors to teach youth throughout the course. The overarching goal is to create CTE pathways in residential and commercial construction for youth. The juvenile institutional officers also work closely with CTWI to identify potential employment opportunities in Alameda County.

In February 2020, three youth graduated from the MC3 program. An additional six graduated in June.



Youth at Camp Wilmont Sweeney participating in the MC3 pre-apprenticeship construction program.

# ALAMEDA COUNTY

## ONE COMMUNITY



# JUVENILE FIELD SERVICES DIVISION

The Juvenile Field Services Division utilizes evidence-based, trauma-informed, family-focused strategies to aid in the wellness and rehabilitation of youth and families who find themselves involved in the juvenile justice system. Throughout the supervision process, deputy probation officers serve as youth advocates, case managers and supervision officers for their clients. Additionally, the Probation Department connects youth and families to a wide variety of no-cost programs and services aimed at limiting or eliminating contact with the justice system.

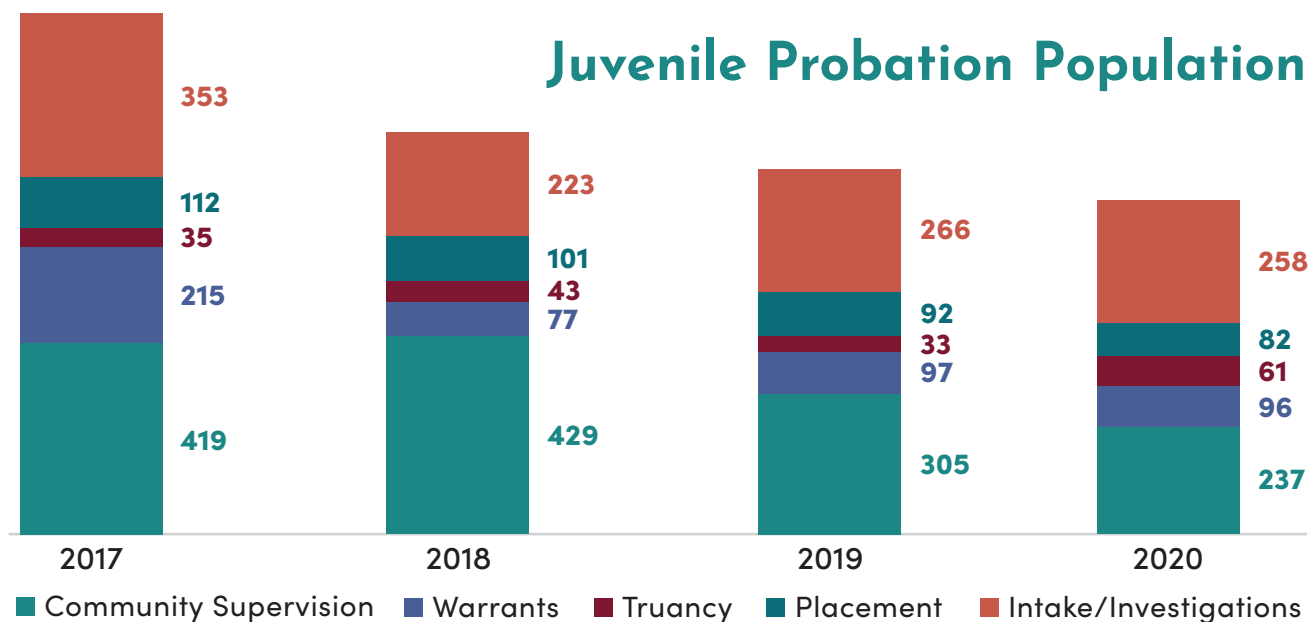
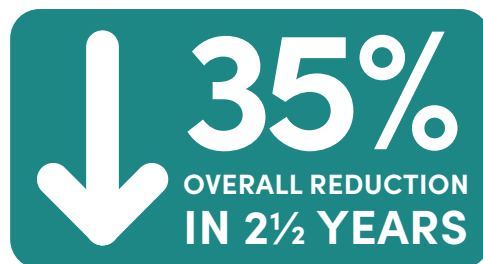
The Probation Department further promotes a collaborative approach to addressing the complex issues of crime and delinquency through partnerships with federal, state, local, and community-based agencies. To that end, by creating an environment of trust and advocacy, and one where the Probation Department leverages all available resources in an effort to envelop youth with support, we work in partnership to enhance the likelihood of success

Preventing youth from entering the juvenile justice system has a meaningful impact on their long-term success. In response, the Probation Department has been actively engaged in diverting youth from the system and toward receiving support at home and through community-based organizations. In Fiscal Year 2019-20 alone, the Probation Department committed \$7.9 million toward a services that support youth rehabilitation, including diversion programs in the community.

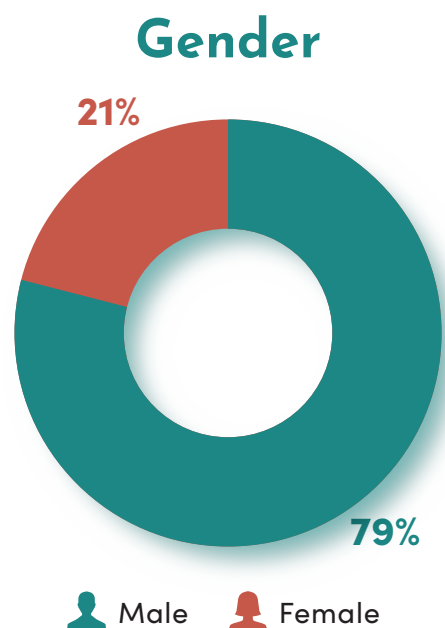
**“We work in partnership with community-based organizations and local agencies to leverage resources for our youth.”**



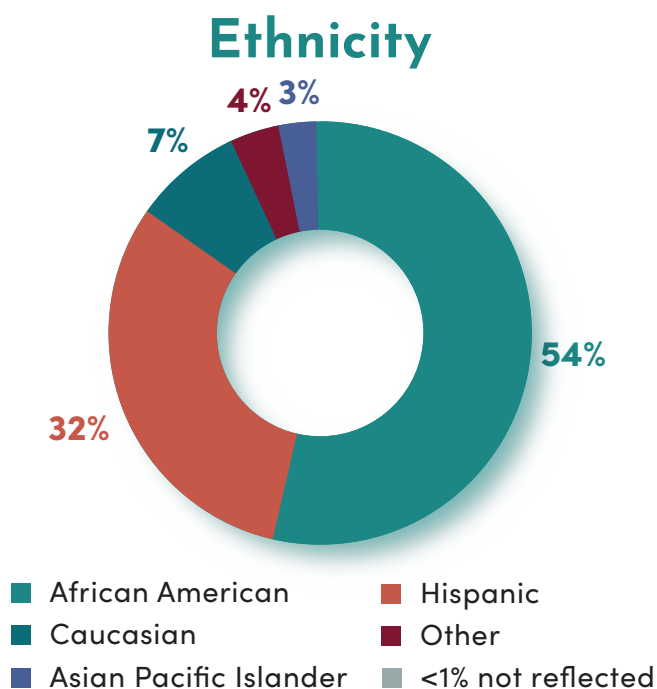
As a result of the changing landscape of the juvenile justice system and the Probation Department's diversion efforts, the population under the care of or managed by the Juvenile Field Services Division has steadily declined by 35% since 2017.



Depicts population counts as of the last day of the calendar year. For 2020, data depicts population on June 30<sup>th</sup>, 2020



Reflects data as of June 30<sup>th</sup>, 2020



# KEEPING YOUTH IN THEIR COMMUNITIES

Research demonstrates that youth on probation have the best outcomes when allowed to remain in their homes and communities versus being sent to a secure detention facility or group home placement. In response, the Probation Department is dedicated to providing programs and services that strengthen families and allow youth to remain in their homes. In collaboration with its many partners, the Probation Department also strives to contract with service providers that meet the needs of its juvenile population in the least restrictive manner by delivering services within the community as opposed to within an enclosed facility.

## CONTINUUM OF CARE REFORM

In 2015, Assembly Bill 403, also known as the Continuum of Care Reform Act (CCRA), was enacted. CCRA overhauled the state social services system by redefining the parameters under which foster care is utilized, standardizing and enhancing existing practices, reforming congregate care, and expanding home-based family care in lieu of foster care with non-relatives. In response to these changes, the Probation Department implemented mandatory child and family team meetings in order to involve family members in the process of developing goals and action plans related to safety, permanency and well-being for youth on probation. The Probation Department also expanded its search for resource families, relatives or family friends who could house youth on probation in the community when they cannot return to their homes.

In an effort to further support the tenets of CCRA, the Probation Department assigned two deputy probation officers to assist the Alameda County Social Services Agency in identifying and approving resource families within Alameda County. However, in cases where a youth requires a higher level of treatment and supervision, he or she may be found suitable for participation in a short-term residential therapeutic program.<sup>15</sup>

## PROBATION REDUCES OUT-OF-STATE PLACEMENTS TO ZERO BY THE END OF JUNE 2020

The 2015 legislative reforms associated with the CCRA applied more stringent requirements to group home providers and resulted in the closure of several group homes in Alameda County that were unable to conform to the new mandates. The Probation Department used this opportunity to re-evaluate its placement options for youth and prioritize in-state placements. This resulted in a reduction of youth housed/held in out-of-state placements from 18 in December 2018 to zero by the end of June 2020.

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<sup>15</sup> A short-term residential therapeutic program is a residential facility operated by a public agency or private organization that provides an integrated program of specialized and intensive care and supervision, services and supports, treatment, and short term 24-hour care and supervision to children and non-minor dependents.

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# RESULTS THROUGH EFFECTIVE SERVICES & COLLABORATION



The Probation Department recognizes that parents and caregivers are the primary partners in the rehabilitative process. They are critical advocates in promoting pro-social youth development and preventing antisocial and delinquent behavior. Thus, case management efforts and interventions with the Probation Department focus on supporting and empowering parents with the skills and resources needed to independently address the difficulties that arise in raising teenagers.

Furthermore, focusing on the family's strengths and needs and giving them a voice throughout the experience is critical to producing positive outcomes for youth. The most effective treatment interventions actively engage youth and their families in their own ecologies and provide a platform for the family to be involved and empowered in decision-making processes. Rehabilitation and behavioral change serve as the shared goal of both the juvenile justice system and the family, so family-centered protocols and interventions are essential to achieving success. Community supervision plans increasingly seek engagement opportunities in the youth's community, such as in schools, homes and other community-based sites rather than traditional, office-based supervision.

This wide array of objectives is accomplished in collaboration with external partners and internal entities within Juvenile Operations that work together to provide services to youth. The internal units consist of, but are not limited to, the following:

## JUVENILE HALL INTAKE UNIT

Youth arrested for suspected law violations and delivered to Juvenile Hall by law enforcement are assessed to determine whether they should remain in custody or be released to a parent or caregiver pending their court appearance. Intake staff also assess whether cases should be referred to the district attorney to request that a petition be filed with the court; this occurs regardless of whether a youth is detained or released. In instances where youth present a low risk for future delinquent behavior based upon a risk assessment, intake staff exercise discretion to divert and refer youth to appropriate community-based programs and services in lieu of requesting a petition through the district attorney.



## INVESTIGATIONS UNIT

When the district attorney has filed a petition with the court and the court has found the youth responsible for committing a law violation (Welfare and Institutions Code 602), a deputy probation officer is assigned to investigate the circumstances of the case and background of the youth, and to make a recommendation to the court regarding disposition of the case.

In preparing the report to the court, the Investigations Unit takes into account risk for future delinquency, family dynamics, peer relationships, academic history, and the youth's prior and current activities in the community. Furthermore, during the period in which the disposition report is prepared, the Investigations Unit also facilitates child and family team (CFT) meetings to assess the youth's strengths and support system. CFT meetings are multidisciplinary meetings conducted in partnership with the Behavioral Health Care Services Agency.

The meetings are also utilized as a mechanism to establish the best plan for the youth, including how he or she will safely transition back home or to independent living situations. The family is also offered and connected with stabilization services, as needed.

## JUVENILE COMMUNITY SUPERVISION UNIT

The Juvenile Community Supervision Unit is divided into three regions (North, Central and South County), where cases assigned to deputy probation officers are based on risk level and gender. Youth under supervision range from 12 to 21 in age. Deputy probation officers are trained in administering validated risk assessment tools, utilizing motivational interviewing and facilitating cognitive behavioral interventions. Deputy probation officers are also trained to recognize and identify signs of trauma and sexual exploitation, and connect youth to appropriate levels of service, by need. Youth assigned to this unit also have access to a wide variety of no-cost programs and services intended to reduce the likelihood of future contact with the justice system.

As required by statute, deputy probation officers also monitor compliance with court-ordered probation conditions, by working with youth in a variety of roles, such as counselor, advocate, mentor, and life coach.

— “ —

**Focusing on  
family-centered  
approaches  
to achieving  
success.**

— ” —



## TRUANCY UNIT

Youth ordered by the court to be supervised by the Probation Department as a result of habitual truancy are supervised as low-risk status offenders, per statute (Welfare and Institutions Code 601). Youth assigned to truancy supervision are continually referred and connected to community-based providers with the goal of reducing or eliminating school failure and truancy. Youth and families are offered individual and family counseling, mentoring, educational support, and a host of other services to assist with increased school attendance and improvements in their home environment.

## PREVENTION SERVICES

The Delinquency Prevention Network is a partnership of ten youth service centers and seven local service centers that provide prevention services and programs to youth in Alameda County who are involved in the juvenile justice system or at risk of becoming involved. A youth service center is an agency contracted by the Probation Department to provide trauma-informed therapeutic counseling, case management, crisis intervention, and truancy mediation services. A local service center is an agency contracted to provide specialized services and programs in one or more of the following categories: diversion, life skills, civic and social engagement, restorative justice, and mentoring.

## OUT-OF-HOME PLACEMENT UNIT

The Out-of-Home Placement Unit has two fundamental goals in support of youth:

### REHABILITATION

To provide youth with a safe environment that will allow them to develop socially acceptable behavior patterns, continue their education and receive appropriate interventions to address medical and psychological needs.

### REUNIFICATION/EMANCIPATION

To work with families through regular contacts and conferences with youth, providers and parents aimed at reunification, emancipation, or an alternative long-term living arrangement.

## ASSEMBLY BILL 12 EXTENDED FOSTER CARE PROGRAM

Assembly Bill 12 created California's Extended Foster Care Program to improve outcomes for youth in foster care. The program allows eligible youth in the child welfare and probation systems to remain in foster care until age 21. These young adults are referred to as non-minor dependents and remain under the jurisdiction of the court and the supervision of the Probation Department or Alameda County Department of Child and Family Services. Furthermore, they must reside in licensed or approved placements to receive Aid to Families with Dependent Children – Foster Care. The goal of the program is to promote independence and self-sufficiency through mentoring and supportive-services provided by the Probation Department and its partners.

It should be noted that when the COVID-19 pandemic was declared in March 2020, the Governor signed an Executive Order which allowed young people, who had been terminated from the program as a result of turning 21, to continue to receive funding until June 30, 2020. Subsequently, the Governor approved the budget which extended the allowances of the Executive Order to continue until June 30, 2021.



Juvenile Justice Center, San Leandro, CA



# SUMMER ENRICHMENT ACADEMY

In 2019, the Probation Department developed and implemented its first-ever Summer Enrichment Academy (SEA), a nine-week program designed to occupy and educate youth during summer months when they are likely to otherwise be idle. The design and implementation of the SEA was a collaboration between the Juvenile Facilities and Juvenile Field Services Divisions. Funding for this program was made possible by the Juvenile Justice Crime Prevention Act.<sup>20</sup>

Through this academy, juvenile institutional officers and deputy probation officers facilitated two classes each week for 40 youth on probation using two evidence-based curricula: Making Proud Choices! and the Carey Group Publishing's Carey Guides. On Tuesdays, instructors used the Making Proud Choices! curriculum to educate participants about the safe-sex approach to teen pregnancy and sexually transmitted disease prevention. On Thursdays, instructors used the Carey Guides to address skill areas in which adolescents are commonly deficient, including decision-making skills, overcoming impulsivity, and conflict resolution. Additionally, a representative from the Delinquency Prevention Network facilitated workshops on a range of topics, including career exploration, financial sustainability, and substance abuse education.

At the end of each week, youth who attended the two weekly classes were eligible to participate in prosocial field trips on Fridays or Saturdays. Field trip destinations included the Google campus, an Oakland Athletics baseball game, California State Superintendent of Public Instruction Tony Thurmond's Office, the California State Capitol, the California Academy of Sciences, and an amusement park.

## EVALUATION

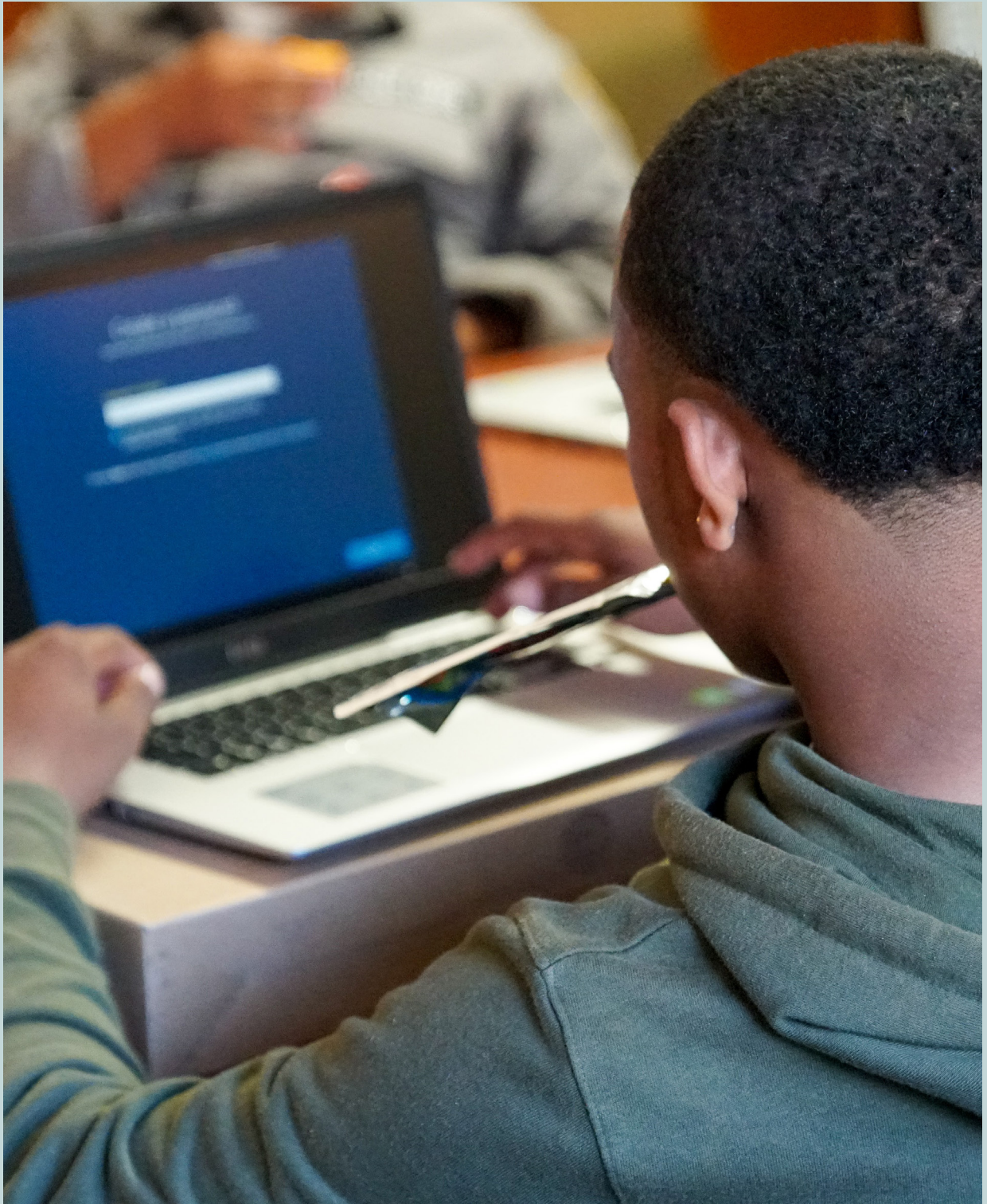
To evaluate the SEA, the Probation Department's Research and Evaluation Unit developed and administered a post-participation survey to participants. Survey questions were developed based on an informal group interview that members of the unit conducted with program participants at the beginning of the summer. In addition to administering surveys, a member of this unit met individually with select students to learn more about their experiences and to determine how activities and curricula could be modified to enhance the experience for future participants.

In general, the SEA received positive feedback and aided in strengthening the relationship between staff, service providers, youth, and their families. Probation will continue to operate the SEA in the coming years.

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<sup>16</sup> The Juvenile Justice Crime Prevention Act provides state funding for counties to implement programs that have proven effective in reducing crime and delinquency among at-risk youth and youth offenders.

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Youth at the Summer Enrichment Academy

# SERVING VICTIMS OF SEXUAL EXPLOITATION

## WHAT IS THE COMMERCIAL SEXUAL EXPLOITATION OF CHILDREN?

The commercial sexual exploitation of children (CSEC) occurs when a person buys, trades or sells sexual acts with another individual under the age of 18. Proof of “force, fraud, or coercion” is not required for an act to be considered CSEC since individuals under the age of 18 cannot consent to commercial sexual acts.

Examples of commercial sex include:

Prostitution

Webcam sexual services

Survival sex

Gang-based prostitution

Young people who are particularly vulnerable to exploitation are those who are homeless, experiencing poverty, truant from school, or survivors of sexual abuse. Despite these indicators, many exploited youth are only identified once they interact with large public systems, such as the juvenile justice or child welfare systems. Too often, identification by these systems occur only after youth have experienced long periods of sexual exploitation.

CSEC is a rampant and fast-growing issue. Three of the nation’s 13 high-intensity child prostitution areas identified by the Federal Bureau of Investigation are located in California: Los Angeles, San Francisco, and San Diego.

## SCREENING, PREVENTION, EDUCATION & TREATMENT

To connect young people who have been victims of exploitation with services as early as possible, it is imperative to leverage key service systems with which young people interact. As a result, the Probation Department partners with schools, community-based organizations, the Alameda County Social Services Agency, and the District Attorney’s Office to build their collective capacity to identify and engage youth who are current or potential victims of commercial sexual exploitation.

Furthermore, specific deputy probation officers within the Juvenile Facilities Division have been trained to identify victims of exploitation and apply best practices when dealing with victims of sexual exploitation or vulnerable children. One of the many ways to aid in the prevention of child sexual exploitation is to educate potential victims about tactics recruiters often use to lure them.



Deputy probation officers are well-versed and sensitive to the best manner in which to engage youth in order to raise their awareness and decrease the likelihood that they will become victims. Deputy probation officers also connect youth who have been victims of sexual exploitation with services to help extricate them from these situations and allow them to move forward.

## A MULTIDISCIPLINARY APPROACH TO COMBATTING SEXUAL EXPLOITATION

In order to strengthen systems and processes intended to combat this issue, the Probation Department participates in the Alameda County Social Services Agency's CSEC Steering Committee and Alameda County United's (AC United) Against Human Trafficking Committee. This Steering Committee is guided by a memorandum of understanding that reflects the commitment of Alameda County and its many partners, and provides ongoing oversight and leadership to ensure interagency protocol is operating effectively. Formed in 2017, AC United is a collaborative of countywide stakeholders representing non-profit organizations, justice partners, law enforcement agencies, elected officials, cultural organizations, education agencies, legal service providers, and health service providers. Working together, the varied professionals that comprise AC United ensure a unified approach to addressing and fighting the commercial sexual and labor exploitation of children, teens, and adults.



# EXPANSION OF PROBATION'S STATE-OF-THE-ART CASE MANAGEMENT SYSTEM

In January 2019, the Probation Department adopted the cloud-based case management system, Tyler Supervision, for use in the Adult Field Services Division. Tyler Supervision allows deputy probation officers to input and track information on client demographics, dates of contact, service referrals, and other important information related to case management. Tyler Supervision also provides updated information regarding court decisions, arrests, warrants, and other critical information as a result of its integration with data systems from the Alameda County Sheriff's Office and the Alameda County Superior Court. Furthermore, deputy probation officers use Tyler Supervision to communicate directly with clients and service providers via a secure messaging system that maintains a record of all documents and communications for future reference. Deputy probation officers may access the Tyler Supervision portal countywide via a desktop, laptop, or mobile application.

## 2017 ALAMEDA COUNTY GRAND JURY REPORT

Prior to the implementation of Tyler Supervision, the Probation Department used a paper-based system of recordkeeping. Service referrals by deputy probation officers were not based on data and could not be audited. In 2017, the Alameda County Grand Jury issued a report documenting inefficiencies within the Probation Department as a result of its inability to maintain case records digitally. The report mandated that the Probation Department move from a paper-based case records system to an electronic system in order to increase accountability and help deputy probation officers more effectively manage their workload by providing them the information they need to properly evaluate their clients' needs.

## ADULT OPERATIONS

Since the implementation of Tyler Supervision:

The Probation Department now have immediate access to information for almost every aspect of Adult Operations, to include pretrial.

Reports for internal or external stakeholders that previously took days or weeks to generate may now be customized and are available immediately.

Additionally, real-time data can now be displayed in graphs and charts using Microsoft PowerBI for easy interpretation.<sup>17</sup> Deputy probation officers can receive up-to-date information about client court cases, arrests, and warrants from their mobile devices, increasing their preparedness.

<sup>17</sup> Power BI is a business analytics service by Microsoft. It provides interactive visualizations and business intelligence capabilities with an interface that allows end users to create their own reports and dashboards.

Deputy probation officers can also generate documents using pre-populated templates and upload paper documents for digital storage. A user-friendly dashboard can be customized by each user according to their preference and data needs.

Tyler Supervision also allows for direct communication between deputy probation officers, clients and service providers. Through the portal, deputy probation officers can make referrals directly to service providers. All incoming and outgoing communication is logged and stored as a retrievable activity for review and can be tracked for documentation of staff productivity for purposes of workload audits.

## EXPANDING TO JUVENILE OPERATIONS

The expansion of Tyler Supervision to serve the Juvenile Field Services and Juvenile Facilities Divisions began in June 2019 and will be completed by late 2020. The version for juvenile clients will allow probation officers to record data from youth risk and needs assessments and information on program placement. The Juvenile Facilities Division (including Juvenile Hall and Camp Wilmont Sweeney) will also be able to electronically monitor population counts, school attendance, grades, and family visitation information.

The centralization of data for adult and juvenile clients in one case management system will support the Probation Department in making data-driven decisions about programs and policies.

## PROBATION RECEIVES TWO PUBLIC SECTOR EXCELLENCE AWARDS



Assistant Chief Marcus Dawal, Adult Operations

In February 2019, the Probation Department received the Public Sector Excellence Award for Innovation and Technology from Tyler Technologies as a result of the deployment of its automated case management system. The ability to securely store data and report accurate information to its partners and stakeholders through this system exceeds the recommendations of the Grand Jury.

Twelve months later, in February 2020, the Probation Department was again awarded the Public Sector Excellence Award for its innovative approach to creating a solution for the expansion of the pretrial component into Tyler Supervision. The award focused on government leadership and technology staff working collaboratively in meeting the needs of the organization.





# SPOTLIGHTS

06





U.C. Berkeley Campus



# WORKING TOGETHER TO STRENGTHEN OUR COMMUNITIES

Throughout the year, the Probation Department, in collaboration with its many partners, hosts or participates in a variety of community events intended to strengthen families and provide its residents with access to resources, services and educational opportunities. The following examples reflect but a few of these events.



Left to right: Secretary II Rachel Ragas, Departmental Human Resource Officer Donna Hom, District 5 Supervisor Keith Carson, and former probation staff members Brandy Brown and Holly Wright.

## SOLANO STROLL, BERKELEY, CA

The Probation Department participates in numerous recruitment events throughout Alameda County. On September 8, 2019, the Probation Department's recruitment team once again took part in the Solano Stroll, the largest street festival on the West Coast. This family event promotes the unique traits of Solano Avenue, helping independently owned businesses, artists, and community organizations to thrive by exposure and fundraising. Over 230,000 people attended this annual event.

## EUNIECE LAW EVENT

On December 7, 2019, the Probation Department, along with numerous government and nonprofit agencies, sponsored a holiday event at the Ira Jenkins Recreation Center in the Brookfield neighborhood of Oakland. The Euniece Law event, which celebrates the life of a woman who lost her life to violent crime, enabled probation staff to engage with members of the public and brought families together in a relaxed atmosphere where children played games, snacked on light refreshments, and came away with gifts donated by probation.



Deputy Probation Officer II Michael Byroads at the Family Support Harvest Festival, entertaining children by showing off his juggling skills.

## FAMILY SUPPORT HARVEST FESTIVAL

On November 16, 2019, the Probation Department hosted the first Family Support Harvest Festival. Entire families were welcome to attend and take advantage of resources the Probation Department provides through its community-based providers.



## THANKSGIVING GIVEAWAY

For the third year in a row, the Probation Department sponsored a Thanksgiving dinner giveaway for clients and their families. Fifty probation clients received a voucher to pick up a complete precooked Thanksgiving dinner from Lucky's grocery store.



## FATHERHOOD INITIATIVE

The Probation Department is a proud co-sponsor of the Alameda County Fathers Corps Program, a collaboration between First 5 Alameda County and the Alameda County Public Health Department to support fathers and father figures in engaging with their children in a meaningful way.



# PROMOTING RACIAL & ETHNIC EQUITY

Since March 2019, the Probation Department has participated in Georgetown University's Reducing Racial and Ethnic Disparities (RED) Certificate Program. The Probation Department collaborated with its justice partners (e.g., local law enforcement, district attorney, public defender, juvenile court, juvenile justice and delinquency prevention commission) in the development and submission of a capstone proposal geared towards supporting local jurisdictions in their efforts to reduce racial and ethnic disparities in all aspects of the justice system.

The capstone proposal involves merging data from the Oakland Police Department with data from the Probation Department to create a dataset of all youth arrested for robberies within the last three years. The goal is to better understand the characteristics of youth who commit robberies in order to identify and implement preventive measures that reduce robberies among this population.

The profile of youth from this dataset indicates the following:



The team is also examining and identifying all decision points within the systems represented by the capstone team members. This includes a review of policies that may perpetuate racial and ethnic disparities.

By August 31, 2020, the team will determine where changes can be made to effect disproportionate minority youth contact with the justice system. Through this project, the Probation Department intends to reduce the detention of youth of color and provide alternatives that disrupt the trajectory of a youth's further penetration into the criminal justice system.







# COMBATTING HOMELESSNESS THROUGH COLLABORATION

The Probation Department invests in efforts to address the housing and stabilization needs of its clients by funding multiple innovative housing programs and educating partner agencies about housing services available to probation clients.

The Probation Department also participates in Alameda County's Department Heads Roundtable on Homelessness, the Homelessness Operational Committee and Encampment Response Team and other housing-related committees throughout the county. Through these collaborations, providers of homeless services and advocates are better able to plan for outreach, prevention and education around the issue of homelessness. These forums allow stakeholder organizations to influence policy and ensure access to programs for homeless individuals who are served by the various city, county and state agencies. Furthermore, by highlighting outstanding service delivery programs within the county and state, effective programs can be duplicated and shared.

Through the various collaborative meetings on homelessness, strong partnerships have been created between homeless service providers, the Probation Department, Health Care for the Homeless, the City of Oakland, and many other stakeholders. In 2020 and beyond, the Probation Department plans to continue combatting this crisis by providing streamlined services, educating clients about available resources and ultimately, creating long-lasting solutions to housing issues for probation clients.

## DEDICATED RESOURCES

The Probation Department funds the following resources intended to combat homelessness among its clients:

RESOURCE	SERVICES	INVESTMENT & SOURCE
Residential Multi-Service Center	30 beds for re-entry clients and wraparound services, including counseling, mental health, substance use, and educational support	\$6 Million AB 109 Funds
Dedicated Transitional Housing	35 beds for re-entry clients and supportive services	\$2.7 Million AB 109 Funds
Transitional Age Youth Initiative	60 to 80 beds for youth, housing stabilization services, shelter beds, transitional housing, and case management services	\$2 Million Title IV-E & Youthful Offender Block Grant Funding



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***Addressing the housing and stabilization needs of clients through dedicated resources and services.***

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# PROBATION DONATES OVER 2,446 POUNDS OF FOOD TO VIRTUAL FOOD DRIVE



At the beginning of 2020, the Probation Department responded to the county's Stone Soup Challenge by creating a display at the entrance to the Probation Department's administrative building using a ton of cans, literally. The count of canned donations equaled 2,446.81 pounds of food and donations totaled \$505. Participants on the Probation Department's Stone Soup Committee, which was responsible for advertising and promoting the effort among other staff, included individuals in positions ranging from line staff to executive management.

In conjunction with the county's "have-a-heart" theme, the Probation Department's display theme was a "Love Matters" food truck and dog house display. The committee shared data about food insecurity in Alameda County with Probation Department staff. They sent out a few "Did you know?" communications that provided information like *"Did you know that 1 in 4 Americans worry about having enough money to put food on the table?"* and *"In Alameda County, 12% of residents have experienced food insecurity at some point during the year."*

The Probation Department has once again demonstrated its understanding of the importance of teamwork and what it takes to "have a heart" when it comes to its clients and the community.

**"Working together to help those in need."**





The Love Matters food truck was on display at the Probation Department's headquarters in Oakland for the duration of the Stone Soup competition in early 2020.



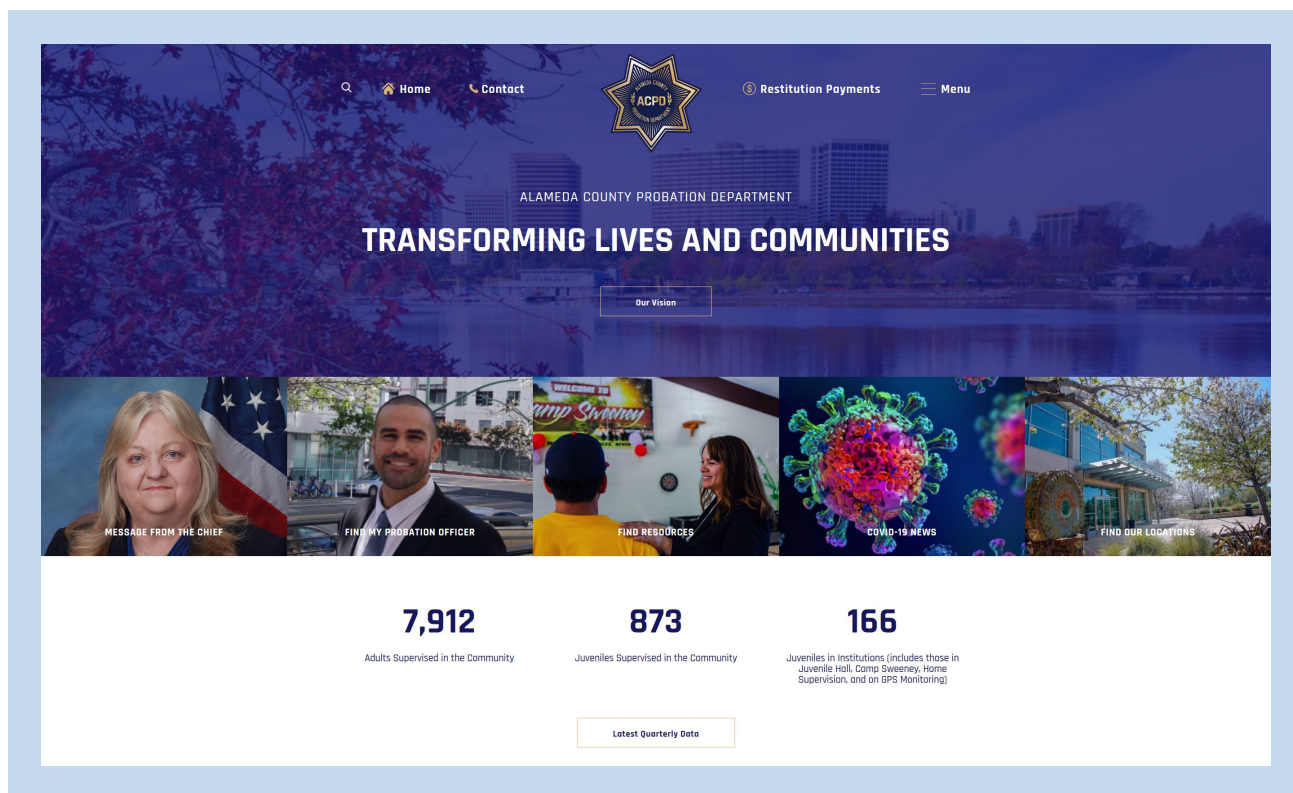
In order to highlight the need to care for pets, a dog house was created and displayed next to the Love Matters Food Truck, with a sign that read, "Pets Need Food Too!"

# PROMOTING TRANSPARENCY & INNOVATION

## REDESIGN OF THE PROBATION DEPARTMENT'S WEBSITE

On November 22, 2019, the Probation Department launched its redesigned website after months of dedicated work from an internal website redesign committee and external partners. The redesigned site includes important enhancements in the areas of client information, community partnerships and the overall user experience.

The Probation Department's goal in redesigning its website was to provide an online experience that would be state-of-the-art, accessible to all audiences, aesthetically pleasing, mobile-friendly, and searchable, allowing clients, community partners and the public to easily stay connected to the Probation Department. The Probation Department partnered with Digital Deployment, a private organization with a 13-year track record of building more than 300 websites for professional organizations. The venture also included collaboration with Alameda County's Information Technology Department, which programmed and hosts the site. Throughout the redesign process, the Probation Department surveyed staff, the community and its clients to ensure the new website meets the needs of all end users and reflects multiple perspectives. The result of this extensive process was a departmental website that allows users to easily learn more about the Probation Department, its mission and the services it provides to the community and probation clients.



## REBRANDING THE PROBATION DEPARTMENT

In addition to redesigning the Probation Department's website, Digital Deployment completed a comprehensive design overhaul that included the development of a new department logo, PowerPoint Template, and interface for the Probation Department's Intranet.

## CREATION OF A VIRTUAL EMPLOYEE SUGGESTION MAILBOX

The Probation Department embraces the unique perspectives, diverse backgrounds and expertise of its employees and recognizes they are essential to creating and maintaining a thriving organization. To that end, the Probation Department created a virtual employee suggestion box to solicit feedback and suggestions from employees on an ongoing basis regarding process improvements, employee morale, cost savings, and general innovation. All suggestions submitted receive full consideration and the employee making the suggestion receives a written response from the Chief Probation Officer or a member of the executive team within 90 days. Alternatively, the employee may request a meeting to discuss his or her suggestion in person with a member of the executive team. An employee can also choose to submit his or her suggestion(s) anonymously.

A Commitment to the Success of Every Client and Their Family

**Goal One**  
A Commitment to the Success of Every Client and Their Family

**Goal Two**  
A Robust System of Wraparound Client Services and Continuity of Care

**Goal Three**  
A Vibrant and Exemplary Workforce

**Goal Four**  
A High-Functioning, Data-Driven Organization

**Goal Five**  
A Network of Partnerships Fostering a Safe Community

**Goal Six**  
A Victim-Centered Approach Supporting Those Impacted by Crime

**Letter from the Chief**

**Wendy Still, MAS**  
Chief Probation Officer

**Esteemed Probation Employees, Key Stakeholders & Community Partners:**

I am pleased to present VISION 2023 – the Alameda County Probation Department's Five-Year Strategic Plan webpage. This Plan aligns with the County's Vision 2026 and reflects the Department's commitment to making our communities the safest in the nation. Further, it supports our vision of providing compassionate supervision to justice-involved youth and adults by providing effective rehabilitative services.

This Plan was developed by a Strategic Planning Committee (Committee), consisting of a cross-section of Department employees and union representatives, over the course of seven months. As part of the process, the Committee conducted research, solicited focus groups, executive management, and external stakeholder input; considered the Alameda County 2016-17 Grand Jury Report; and reviewed staff survey responses. The final product is robust and a culmination of our shared vision of service, our community partnerships, and public safety.

[Read More](#)



# ALAMEDA COUNTY PROBATION DEPARTMENT'S PUBLIC DATA PROGRAM

In 2018, the Probation Department began posting de-identified individual- and aggregate-level demographic data for probation clients on its website. These public datasets are updated quarterly and contain information on probation clients' city of residence, type of supervision, race/ethnicity, age, and gender. This program was implemented to increase transparency, improve citizen knowledge of government services, and enhance collaboration between government and community partners.

County agencies and community partners that serve probation clients often require current and accurate data about the probation population to inform service and funding decisions. Due in part to limitations of antiquated criminal justice systems and attitudes surrounding data sharing, this information has historically not been available to the public. Previously, external partners had to make ad-hoc data requests of the Probation Department that required significant staff time to fulfill. This process also failed to create a culture of transparency and cooperation between the Probation Department, its external partners, and the community.

In 2018, the Probation Department's executive management team formed a data workgroup to address these challenges. The data workgroup, consisting of staff and leadership from a cross section of the department, met monthly to identify data most frequently requested by the public, examine and address data integrity and quality issues and mitigate risks of re-identifiability in de-identified data. Eventually, the workgroup created the downloadable datasets and interactive dashboards that are now published on Alameda County's Open Data portal and the Probation Department's website. The datasets and dashboards are accompanied by a narrative description of the data, a data dictionary, a new data request form, and guidelines for instances where the public data cannot answer a user's questions.

The current datasets and dashboards are some of the first interactive sources of information released publicly by a probation department that provide demographic information on probation clients while protecting client confidentiality. The public, community organizations and government agencies can now interact with and analyze the Probation Department's data to better understand the characteristics of the probation population. In releasing the public datasets and dashboards, the Probation Department has helped bring criminal justice agencies into the modern era of data transparency and integrity.

Feedback from community partners and county agencies indicate that the public datasets and dashboards are being used to help service providers better target their services and inform funding applications. The Probation Department will continue to publish client data through these mechanisms to support partner agencies in serving our population.



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***The purpose of the Alameda County Probation Department's public data program is to support partner agencies in better serving clients through accessible demographic information on this population.***

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# PROBATION PARTNERS WITH THE CITY OF OAKLAND TO RENOVATE PARKS IN EAST OAKLAND

In Summer 2019, the Probation Department wrote two grant applications on behalf of the City of Oakland to renovate parks in the Sobrante Park neighborhood of East Oakland. The applications were submitted to the California Department of Parks and Recreation for round three of the Statewide Park Program, which distributed \$254,942,000 from the voter-approved ballot initiative Proposition 68. Proposition 68 was passed by California voters in June 2018 and authorized \$4 billion in general obligation bonds for state and local parks, environmental protection and restoration projects, water infrastructure projects, and flood protection projects.

In February 2020, the City of Oakland received notification that both applications were fully funded. The City will receive \$2,600,000 to renovate Sobrante Mini Park, located at the center of the Sobrante Park neighborhood between the Oakland Unified School District's two Madison Park Academy campuses. The City will also receive \$2,469,155 to renovate Tyrone Carney Park, located at the entrance to the Sobrante Park neighborhood on the corner of 105th Avenue and Acalanes Drive. These projects comprised two of 62 applications funded out of 478 applications received.

The Sobrante Mini Park renovation will involve the construction of a 1,626-square-foot community center that can be used for community gatherings and service delivery by local providers. The renovation will also add a children's play area, exercise equipment, picnic tables and barbecue pits, multiple walking paths, and two lawn areas. The existing restroom will be restored, and landscaping and art will be added throughout the site.

Tyrone Carney Park, which has been closed since 2002, will be reopened as a result of this funding. The renovation will construct four children's play areas that include a zip track, a net climbing structure, ball climbers, and musical play equipment with chimes and drums. The renovation will also add two exercise areas, paved walking paths, a circular central plaza with ornamental paving, a memorial feature, a lawn area, and wrought iron perimeter fencing with gates.

Although the Probation Department wrote and assembled both grant applications, many partners contributed to their success. Alameda County Supervisor Nate Miley's Office facilitated the initial consideration of both parks for Proposition 68 funding. The renovation designs were developed through extensive community input from the Sobrante Park Neighborhood Crime Prevention Council and Resident Action Council, and drawings of both renovations were created by a local community member. Oakland Vice Mayor Larry Reid's Office advocated for the grant applications and oversaw their approval by the Oakland City Council. The City of Oakland's Department of Parks, Recreation, and Youth Development fully supported both applications and renegotiated its lease with the Oakland Unified School District for Sobrante Mini Park to meet grant requirements. The City of Oakland's Department of Public Works submitted both applications and will be responsible for project management of the renovations.



Currently, the Sobrante Park neighborhood of East Oakland lacks adequate space for safe recreation among community members ranging in age from children to seniors. Together, these park renovations will provide residents of all ages from the Sobrante Park and adjacent Brookfield neighborhoods with ample opportunity to recreate, socialize, and connect with nature. The renovation of both parks is projected for completion in Spring 2022.

## WORK IN PROGRESS



Images of Sobrante Mini Park and Tyrone Carney Park in East Oakland in need of renovation. These parks will be renovated with funds awarded to the City of Oakland and in collaboration with the Probation Department.

# AWARDS & ACCOLADES FOR INNOVATION & COMMUNITY SERVICE

In Fiscal Year 2019–20, the Probation Department received awards in the areas of data, juvenile services, adult services, technology, community service, and reducing racial disparities. These awards were granted by state and national entities, non-profit organizations and local collaboratives. They are a demonstration of the county’s commitment to advancing progressive criminal justice practices and would not have been possible without the support of the Probation Department’s staff, Alameda County Board of Supervisors, Alameda County Administrator’s Office, local agencies, community-based organization, labor unions, government partners and many others.

CATEGORY	BASIS FOR AWARD
<b>*NACo’s Civic Education &amp; Public Information Award – 2019</b>	Creation of an automated public data program that makes information about Probation Department clients available to the public online
<b>NACo’s Criminal Justice &amp; Public Safety Award – 2019</b>	Achievement of significant reductions in out-of-home placements and racial and ethnic disparities in the juvenile justice system
<b>NACo’s Criminal Justice &amp; Public Safety Award – 2019</b>	Elimination of adult criminal justice fees in Alameda County
<b>NACo’s Criminal Justice &amp; Public Safety Award – 2020</b>	Creation and incorporation of a first-of-its-kind pretrial component into the Probation Department’s case management system, Tyler Supervision
<b>Oakland Police Activities League 2019</b>	The Probation Department’s significant financial investment in and support of the Oakland Midnight Basketball League, a collaborative program focused on providing young adults with positive alternatives, resources and mentorship during hours when shootings increase in Oakland
<b>Tyler Technologies Excellence Award 2019</b>	Successful implementation of Tyler Supervision, a state-of-the-art case management system

\* NACo stands for National Association of Counties. It is an advocacy organization that represents the interest of county government within the United States.

CATEGORY	BASIS FOR AWARD
<b>Tyler Technologies Excellence Award 2020</b>	The Probation Department's enhancement of Tyler Supervision through the addition of pretrial program components
<b>No More Tears Award 2019</b>	In recognition of Chief Still's support of the organization in its efforts to support men incarcerated at San Quentin State Prison and the reentry population. This includes strengthening rehabilitative and educational services provided to inmates while in custody, and enhancing re-entry and continuity of care processes and services in the community
<b>Words to Deeds Award 2019</b>	In recognition of Chief Still's 42 years of dedicated service to criminal justice reform, and for her leadership to end the criminalization of individuals with mental illness by supporting proven strategies that promote early intervention, access to effective treatments, planned re-entry, and the preservation of public safety



No More Tears is a collaboration between men incarcerated at San Quentin State Prison and their community.



Words to Deeds is awarded through the Forensic Mental Health Association of California.



# EMPLOYEE APPRECIATION & RECOGNITION PROGRAM

The Probation Department established the Employee Appreciation & Recognition Program (EARP) in 2018 to fulfill its commitment to recognizing the dedication and contributions of its employees and external stakeholders. In alignment with its core mission, this program enables the Probation Department to celebrate and promote an inclusive, innovative and high-functioning organizational environment through quarterly and annual award recognition events.

## 2019 ADMINISTRATIVE STAFF OF THE YEAR

### Ms. Donna Hom, Departmental Human Resource Officer



The Probation Department is pleased to present the 2019 Administrative Staff of the Year award to Departmental Human Resource Officer Donna Hom. During her 17 years with the department, Ms. Hom has continually demonstrated excellent customer service and expertise in human resource operations. In addition to playing a crucial role in the establishment of positions and tasks associated with the Probation Department's reorganization, she serves as a mentor to her peers, consistently displaying a pleasant demeanor and a high level of productivity and commitment to her duties. Ms. Hom regularly serves as a resource on committees and projects,

while always maintaining a level of decorum worthy of emulation by others. She consistently demonstrates an optimism that is contagious and contributes to the strong morale and excellent customer service provided by her staff. Through her conduct and mentorship, she creates an environment where staff feel comfortable and appreciated. Ms. Hom is often the first probation employee new staff encounter. She is instrumental in making them feel welcome and excited about employment with the Probation Department. Ms. Hom's solution-oriented approach and unwavering commitment to exploring any and all options to resolve sensitive personnel matters has enabled the Probation Department to maintain credibility with staff, labor unions and our Alameda County human resource partners.

**“Excellent employees are the cornerstone of our success as an organization. They have the vision to see challenges as opportunities and to see beyond present circumstances.”**

## **2019 PEACE OFFICER OF THE YEAR**

**Mr. Justin Eaglin, Deputy Probation Officer III**



The Probation Department is also pleased to present the 2019 Peace Officer of the Year award to Deputy Probation Officer III Justin Eaglin. Deputy Eaglin is assigned to the Post-Release Community Supervision Unit where he has been instrumental in developing strategies to strengthen the re-entry process and improve services offered for adults released from state prison or county jail to Alameda County. In this role he has served on several multi-agency teams dedicated to exploring and implementing innovative tactics that have helped eliminate obstacles and facilitate the successful transition of this population into the community. His singlehanded efforts have resulted in an increase in the number

of clients who report to their assigned probation officer within two business days of release from custody from 60% to 96%. Contributing to Deputy Eaglin's success is his expertise in the Probation Department's case management system, risk assessment tools, firearms and field safety, and practices associated with facilitating change among this challenging population of adult clients. Deputy Eaglin's greatest contributions stem from his belief that people should be given the opportunity to redeem themselves through their actions. Of special note, Deputy Eaglin has also been recognized as employee of the quarter or for a special recognition award several times in the past 12 months as a result of his versatility and perseverance in ensuring his clients are provided with the tools they need to succeed.



# QUARTERLY EMPLOYEE AWARD RECIPIENTS

2019 THIRD QUARTER	
<b>Employee of the Quarter</b>	<b>Holly Wright</b> , Departmental Facilities Manager <b>Justin Eaglin</b> , Deputy Probation Officer III <b>Regina Lites</b> , Retired Annuitant - Safety II <b>Sandra Villarreal</b> , Deputy Probation Officer III
<b>Special Recognition</b>	<b>Tamika Cotright</b> , Administrative Secretary <b>Frederick Dabbs</b> , Unit Supervisor <b>John Fung</b> , Investigator <b>Alfonso Hernandez</b> , Storekeeper II <b>Richard Valle</b> , Juvenile Institutional Officer <b>Candise Draper</b> , Deputy Probation Officer III <b>Sarah Wanser</b> , Deputy Probation Officer III <b>Justin Eaglin</b> , Deputy Probation Officer III <b>Adrienne Mitchell</b> , Deputy Probation Officer III <b>Estial Lett</b> , Deputy Probation Officer II <b>Daniel Alvarez</b> , Deputy Probation Officer II <b>Tanika Fitzgerald-Cain</b> , Deputy Probation Officer II <b>Tyler Zatcoff</b> , Probation Specialist <b>Cai Xue</b> , Specialist Clerk I <b>Carlos Sanchez</b> , Deputy Probation Officer III

2019 FOURTH QUARTER	
<b>Employee of the Quarter</b>	<b>James Rivers</b> , Superintendent <b>Tashena Barrett</b> , Unit Supervisor <b>Matthew Azbill</b> , Specialist Clerk II <b>Ragmani Naidu</b> , Supervising Clerk I
<b>Special Recognition</b>	<b>Esa Ehmen-Krause</b> , Assistant Chief Probation Officer <b>Ian Long</b> , Deputy Chief Probation Officer <b>James Rivers</b> , Superintendent <b>Jessica Fort</b> , Superintendent <b>Julie Marques</b> , Assistant Superintendent <b>Dante Cercone</b> , Chief of Policy Standards & Compliance <b>Tonia Perteet-Gavin</b> , Departmental Human Resources Manager <b>Tanya Cagnolatti</b> , Departmental Personnel Officer <b>Simon Flores</b> , Deputy Probation Officer III <b>Adrienne Mitchell</b> , Deputy Probation Officer III <b>Michele Keller</b> , Deputy Probation Officer III <b>Ibrahiym Safir</b> , Juvenile Institutional Officer I <b>Ryant Diew</b> , Juvenile Institutional Officer I <b>Howard Brown</b> , Juvenile Institutional Officer <b>Johanne Moore</b> , Juvenile Institutional Officer I <b>Gina Hudson</b> , Specialist Clerk I



## 2020 FIRST QUARTER

### Employee of the Quarter

**Alex Garcia**, Probation Specialist  
**Christy Henzi**, Director  
**Edy Elias**, Unit Supervisor  
**Nancy Melero**, Deputy Probation Officer I

### Special Recognition

**Katy Chiang**, Information Systems Analyst  
**Rick Chan**, Information Systems Analyst  
**Manoj Banga**, Information Systems Specialist  
**Donna Wade**, Information Systems Specialist  
**Santiago Garcia**, Information Systems Technician II  
**Andy Ho**, Information Systems Technician II – TAP  
**Sowsan Hamadny**, Information Systems Technician II  
**Samsom Lee**, Information Systems Specialist  
**Ahnye Irby**, Specialist Clerk I  
**Justin McDaniel**, Information Systems Specialist  
**Kelli Martinez**, Clerk II  
**Stefanie Keene**, Deputy Probation Officer III  
**Kristin Sharp**, Deputy Probation Officer III  
**Faris Wallace**, Deputy Probation Officer II

## 2020 SECOND QUARTER

### Employee of the Quarter

**Kelly Winter**, Probation Specialist  
**Shereen Khan**, Probation Training Manager  
**Sandra Villarreal**, Deputy Probation Officer III  
**Jeremy Kwan**, Deputy Probation Officer II  
**Kyndra Mitchell**, Juvenile Institutional Officer II  
**Esmeraldo Antonio**, Deputy Probation Officer III

### Special Recognition

**Jenny Linchey**, Safety Projects Coordinator  
**Anna Kane**, Secretary  
**Claire Helmer**, Designer  
**Daniel Ruezga**, Designer  
**Leah Rothstein**, Consultant  
**Alvin Latayan**, Specialist Clerk I  
**Justin Eaglin**, Deputy Probation Officer III  
**Saul De Anda**, Deputy Probation Officer I  
**Eric Robertson**, Deputy Probation Officer I  
**De Andre Lewis**, Unit Supervisor  
**Tonya Anderson**, Deputy Probation Officer  
**Daniel Alvarez**, Deputy Probation Officer II  
**Mahogany Spears**, Deputy Probation Officer III  
**Cheryl Merchant**, Deputy Probation Officer III  
**Melvin Winn**, Deputy Probation Officer III  
**Rachel Ragas**, Secretary II





## PROFESSIONAL DEVELOPMENT ACADEMY



Regular opportunities for professional development within an organization are essential to producing a highly-skilled and productive workforce. The Probation Department also recognizes that developing knowledgeable, self-assured and compassionate leaders from within is an investment in the organization's long-term succession planning. With these goals in mind, Assistant Chief Brian Ford and Instructor Albert Banuelos developed an interactive professional development academy for all sworn and non-sworn supervisors, that was subsequently made available to all staff. The academy offers six sessions that prepare participants for managing change, impacting organizational culture and advancing their careers. Lessons emphasize the importance of presenting a professional image, maintaining integrity and taking pride in positively impacting operational outcomes. In addition, participants receive instruction about the Probation Department's organizational structure and administrative functions.

Eighty-one participants have successfully completed the academy since its inception in early 2018. Graduates of the 2019 cohort are pictured above. The academy will continue to be offered annually or as needed to ensure its availability to all staff.





Left to right: Probation Specialist Naseem Badiey, Unit Supervisor Fredrick Dabbs, Probation Specialist Carissa Pappas, Probation Specialist Tyler Zatcoff, Probation Specialist Sadaf Siddiq, Probation Specialist Holly Axe, Probation Specialist Neola Crosby, Institutional Supervisor Nicole Perales, Supervising Financial Services Specialist Eleanor Bituin, Instructor Albert Banuelos, Instructor and Assistant Chief Brian Ford, Probation Specialist Deborah Anderson, Probation Specialist Fred Sahakian, Juvenile Institutional Officer III William Ley, Specialist Clerk II Alison Beahan, Deputy Probation Officer II Shannon Thomas, Probation Specialist Alex Garcia, Specialist Clerk II Ahsan Khan, Departmental Personnel Officer Tanya Cagnolatti, Unit Supervisor Antonio Gomez, Probation Specialist Natasha Middleton, Food Service Worker Brandy Anderson. Not pictured: Probation Specialist Kelly Winter, Probation Specialist Rebecca Wegley

***“Leadership is about action,  
not position.”***

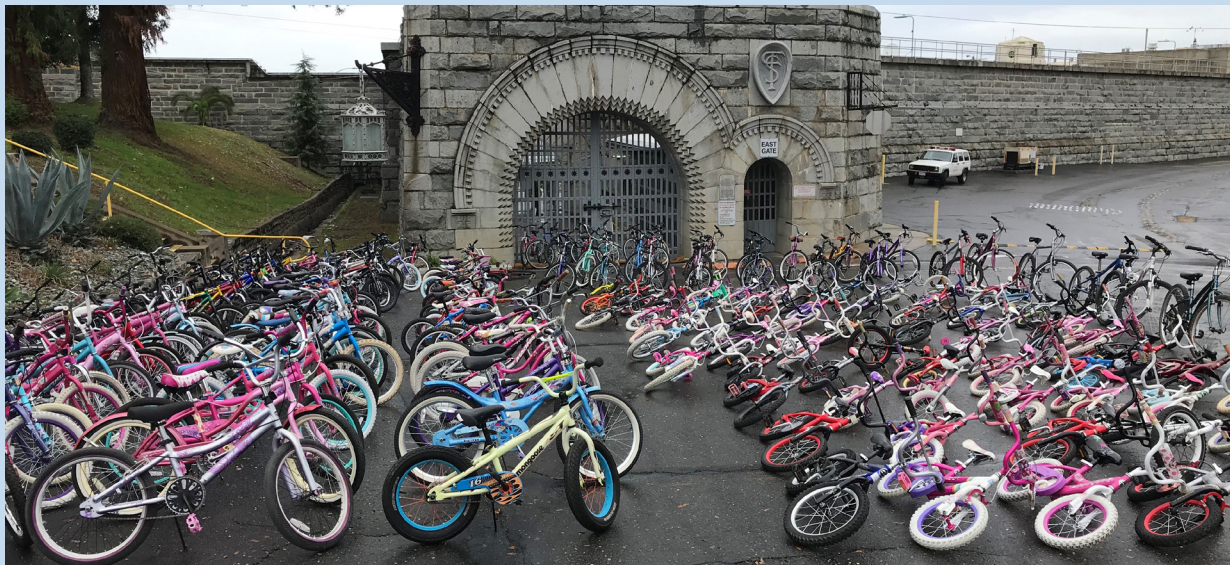


# PARTNERSHIPS THAT BENEFIT OUR COMMUNITIES

Dozens of individuals in need of transportation received newly refurbished bicycles courtesy of a collaboration between Folsom State Prison and the Cameron Park Rotary Club. The program, which has delivered thousands of bicycles since its inception in 1986, has expanded to a year-round operation, that serves residents of Alameda, Butte, El Dorado, Placer, and Sacramento County.

The bike restoration program began at Folsom State Prison as a Toys for Tots initiative during the Christmas season. Hundreds of bicycles are donated throughout the year by community members and local organizations and are refurbished by Folsom Prison inmates utilizing supplies donated by the Rotary program.<sup>18</sup> Bicycles determined to be unsalvageable are recycled and the monies from the sale of the metal is used to purchase safety equipment. This program gives inmates the opportunity to give back to their communities while learning mechanical skills that can benefit them upon their release into the community.

In December 2019, the program gave away nearly 400 bicycles to various groups and individuals, including schools, shelters, Volunteers of America, Salvation Army, victims of the Chico/Paradise camp fire, and Alameda County residents.



**Bike Restoration Program at Folsom State Prison**

<sup>18</sup> Community and local organizations include Waste Management, Union Gospel Mission, Veterans Administration, Volunteers of America, Salvation Army, and local schools.

In 2017, Probation volunteered to assist the bike restoration project through its participation on the Livable Streets Committee.<sup>19</sup> Through the Probation Department's efforts and participation on this committee, dozens of bicycles in need of repair or refurbishment have been donated to Folsom State Prison for restoration. Since 2017, over 200 bicycles have been given to Alameda County youth and residents in need, including clients under probation supervision.



Deputy Chief Ian Long with San Leandro Unified School District Coordinator Martina McCormick. A bicycle was donated for a student who resides in the Brookfield area of the county and walks over an hour to get to school.



Juvenile Institutional Officer Kenneth Bailey and Institutional Supervisor I Tywan Taylor at Folsom State Prison.



Storekeeper II Alfonzo Hernandez with Cherryland School Family Engagement Specialist Rosemary Vazquez after having donated bicycles to students in need.



Assistant Chief Brian Ford, at the Union City Family Center, assisting a youth pick out a refurbished bicycle.



Youth at a community REACH Ashland Youth Center event, after having picked out donated bicycles and helmets.

<sup>19</sup> This Committee focuses on the establishment and promotion of activities intended to support youth in Alameda County. It includes representatives from Bike East Bay, Alameda County Public Health Department's Nutrition Services Program, REACH Center, Supervisor Nate Miley's Office, the Alameda County Sheriff's Office, and the Alameda County Probation Department.



# CREATING POSITIVE ALTERNATIVES FOR YOUNG PEOPLE



Jenny Linchey, Oakland Midnight Basketball League Program Coordinator

Since midnight basketball returned to Oakland in 2018, the Probation Department has operated the league in partnership with the Oakland Police Activities League and has been one of the league's primary sponsors. The Oakland Midnight Basketball League (OMBL) is a violence-reduction and youth-development program designed to: (1) provide a safe activity for players and attendees during hours when shootings increase in Oakland; (2) connect players and attendees to needed resources and services in the community; and (3) foster positive relationships between players, their peers and adult mentors.

Midnight basketball was revitalized in response to the clear need for positive alternatives for young people in Oakland on weekend evenings. From 2014 to 2017, 33% of shootings in Oakland took place between the hours of 9 p.m. and 1 a.m., and shootings routinely spiked on weekends.

In community listening sessions hosted in East

Oakland from November 2017 through February 2018, residents most frequently discussed the lack of extracurricular activities and positive mentors as root causes of community violence among youth and young adults.

Each season, youth and young adults, ages 16 to 25, play on one of 12 to 16 teams over a period of eight weeks. Games take place between the hours of 9 p.m. and 1 a.m. Players are required to attend a life skills workshop for one hour before their game each night. Life skills workshops are intended to connect players to resources and opportunities that can directly benefit them outside the league. Topics include employment, legal aid, financial aid and parenting. Players and spectators also receive a free meal each week provided by local food trucks.

In June 2019, the Probation Department applied for and received a \$1 million grant from the California Board of State and Community Corrections to operate six seasons of the OMBL over three years and to provide intensive case management services to high-need players. Of the total grant amount, \$450,000 will be provided to the Oakland Police Activities League to operate one winter league and one summer league for three years, beginning in the Winter 2020. Winter seasons will serve 120 players and summer seasons will serve 160, for a total of 840 players served over the life of the grant. An additional \$450,000 will be provided to Youth ALIVE! to provide case management services to 20 high-need players per year.



## DEVELOPING OPPORTUNITIES FOR YOUTH TO BE MENTORED AND PARTICIPATE IN PROSOCIAL ACTIVITIES & PEER ASSOCIATIONS

The goal of the OMBL is to reduce the likelihood of violent victimization or perpetration among players by impacting the following constructs that have been demonstrated through research to reduce an individual's likelihood of delinquent behavior:

- Increase positive peer associations, prosocial attitudes and orientation

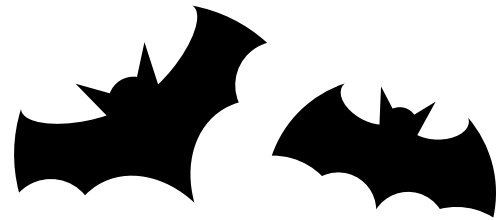
- Occupy individuals during leisure time

- Connect individuals to employment and internship opportunities



OMBL has been temporarily suspended as a result of the COVID-19 pandemic.

# 3RD ANNUAL TRUNK OR TREAT



In 2017, members of the Probation Department's iCare Committee initiated the first-annual Trunk or Treat event, a community outreach event intended to provide children with a safe alternative to traditional trick or treating. iCare is the Probation Department's Inclusion, Cultural Awareness, Respect, and Equity committee. It was created in 2014 to promote public outreach, staff inclusion and community engagement.

Volunteers from the Probation Department, the Alameda County Sheriff's Office, the Alameda County Fire Department, and the Alameda County District Attorney's Office decorated the trunks of their cars in festive themes and handed out candy to hundreds of local children on Halloween night. The event was held in the parking lot of the Juvenile Justice Center in San Leandro. Trunk or Treat has been a resounding success, increasing in size each year since its inception.

In 2019, approximately 20 representatives from the Probation Department and partner agencies decorated their trunks and handed out candy to over 650 guests on Halloween evening. The family-friendly environment included music, popcorn, picture booths, and games. Youth from Camp Wilmont Sweeney participated in the event and helped operate carnival games. To make the event even more festive, a contest was held for the most creative trunk designs, with trophies awarded to the top three winners.

The Probation Department looks forward to continuing to operate Trunk or Treat annually in order to promote a safe and fun Halloween night for local families.



## SCARY SPOOKY TRUNK

**Haleh Soltani**  
Information Systems  
Manager



## PIRATES TRUNK

**Alex Garcia**  
Probation Specialist



## SUPERHERO TRUNK

**Alicia Mitchell**  
Director  
**Stefanie Keene**  
Deputy Probation  
Officer III  
**Kristin Sharp**  
Deputy Probation  
Officer III  
**Faris Wallace**  
Deputy Probation  
Officer II













Pagoda, Oakland



# ALAMEDA COUNTY SUPERIOR COURT

## ADULT COURT

Each branch of the Superior Court of California has jurisdiction over infraction, misdemeanor and felony cases that occur in the county where the court is located. Within the superior court system, criminal courts conduct arraignments, pretrial hearings, preliminary examination hearings, pretrial law and motion hearings, readiness hearings, trials, sentencing, probation-related hearings, and other criminal proceedings. Alameda County has four criminal courts: Fremont Hall of Justice, René C. Davidson Courthouse, Wiley W. Manuel Courthouse, and East County Hall of Justice. The Superior Court of Alameda County also includes collaborative courts that focus on underlying issues in the lives of persons who come before the court on criminal, juvenile or dependency matters. Collaborative courts may focus on specific groups of people (e.g., veterans or unhoused individuals) or treatment needs (e.g., substance abuse or mental health).

## JUVENILE COURT

The juvenile court system focuses on delinquency matters or violations of criminal law involving children under the age of 18 (minors), extended foster care for youth up to age 21 and dependency matters. The court also handles juvenile dependency matters related to the abuse or neglect of a minor. In Alameda County, cases involving juveniles are heard and disposed through the Juvenile Justice Center located in San Leandro. Deputy probation officers play a prominent role in the juvenile court process. They represent the Probation Department in matters involving juveniles, conduct investigations, and prepare detailed reports with recommendations for the court to consider on the disposition of individual cases.



Alameda County Superior Court



# JUVENILE JUSTICE & DELINQUENCY PREVENTION COMMISSION

The Juvenile Justice and Delinquency Prevention Commission of Alameda County is a state-mandated, court-appointed authority. Its general purpose is to inquire into the administration of juvenile court law in Alameda County to ensure that youths' rights and their physical, mental and moral welfare are not violated.

The Commission is dedicated to promoting an effective juvenile justice system that operates with credibility, dignity, fairness, and respect for youth, their families, and their communities.

## THE COMMISSION'S RESPONSIBILITIES INCLUDE:

Conducting annual inspections of juvenile facilities in the county, including jail and lockup shelters, detention facilities, and group homes used for the confinement or placement of minors

Conducting public and closed hearings on matters related to juvenile law

Advocating for youth involved in the justice system and for services to meet their needs

The Commission currently consists of 15 members appointed to four-year terms (two years for youth members) by the presiding judge of the Superior Court of Alameda County with agreement from the supervising judge of the Juvenile Court. As an objective and diverse body, the Commission is a critical and collaborative partner of the Probation Department.

COMMISSION MEMBERS	
<b>MEMBERS - CITY</b>	<b>Elana Metz - Emeryville</b>
<b>Vamsey Palagummi, Chair - Dublin</b>	<b>Kacy Robinson - Berkeley</b>
<b>Zachary Norris, Vice Chair - Oakland</b>	<b>Eddy Zheng - Oakland</b>
<b>Jessica Selvin - Oakland</b>	<b>Xochtil Larios - Oakland</b>
<b>Erica Arana - San Leandro</b>	<b>MEMBERS EMIRITUS - CITY</b>
<b>Louise C. Anderson - Oakland</b>	<b>Lois Brubeck - Berkeley</b>
<b>George Galvis - Oakland</b>	<b>Kamal Nair - Los Altos Hills</b>
<b>Spencer Hooper - Oakland</b>	<b>Arnold Perkins - Oakland</b>
<b>Pamela Mchombo - Oakland</b>	

# ACKNOWLEDGEMENTS

The Alameda County Probation Department would like to acknowledge the contributions of its many partners, including, but not limited to:

Alameda County Board of Supervisors

Alameda County Administrator's Office

Alameda County Behavioral Health Care Services

Alameda County District Attorney's Office

Alameda County Health Care Services Agency

Alameda County Office of Education

Alameda County Public Defender's Office

Alameda County Public Health Department

Alameda County Sheriff's Office

Alameda County Social Services Agency

Alameda County Superior Court

Oakland Unified School District

Juvenile Justice and Delinquency Prevention Commission

City Police Departments Within Alameda County

Community Advisory Board

Community Corrections Partnership Executive Committee

International Brotherhood of Teamsters

Service Employees International Union

Alameda County Management Employees Association

Probation Peace Officers' Association

Community & Faith-Based Organizations

Victim Advocates



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***We are stronger when we work together for the betterment of our children, families and community.***

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# CREATIVE DESIGN, PHOTOGRAPHY & EDITING TEAM

The professionalism of this report is attributable to an internal creative design, photography and editing team that worked tirelessly to ensure this report was as cogent and aesthetically pleasing as it is informative.



**ALVIN LATAYAN**  
**SPECIALIST CLERK II & PHOTOGRAPHER**

**Mr. Alvin Latayan** serves as the Probation Department's photographer and videographer. He also provides support to the Administrative Support Services Unit, participating in outreach and recruitment events, managing legal documents, setting up audio/video systems, configuring networks, and creating website content for the Probation Department's intranet. In addition to his many talents, Mr. Latayan is a graduate of Le Cordon Bleu, with a certificate in culinary arts. Prior to his employment with the Probation Department, Mr. Latayan served as a sushi chef with Akebono in Folsom.

**Ms. Claire Helmer** is a fourth year student at California State University, Long Beach, where she is majoring in graphic design with a minor in art history. She is a talented designer who specializes in signage, logo and print design, typography and production. As a former designer for LogoBoss, Inc., she was involved in the design and production of the Probation Department's previous report. As a result of the creativity and talent she displayed on this particular project, Ms. Helmer was personally tapped to lead the design component of this report. In designing the report, Ms. Helmer utilized her extensive expertise in Adobe InDesign, Adobe Illustrator and Adobe Photoshop to create a report that has enabled the Probation Department to promote its brand and convey its ideas through an aesthetically appealing canvas. View her portfolio at [clairehelmer.myportfolio.com](http://clairehelmer.myportfolio.com)



**CLAIRE HELMER**  
**GRAPHIC DESIGNER**



**DANIEL RUEZGA**  
**ASSISTANT GRAPHIC DESIGNER**

**Mr. Daniel Ruezga** was the assistant graphic designer in the creation of this report. He has approximately eight years of design experience working for private industry and educational institutions. He possesses a Bachelor of Arts in communications with an emphasis in digital media with a minor in studio art, from California State University, Bakersfield, and an Associate of Arts in digital arts from Bakersfield College. He is also experienced in screen printing, photography and video production. Mr. Ruezga was the 2013 1st place winner of the California state competition for advertising design sponsored by SkillsUSA. He also placed 1st in the 2013 California State Fair competition for digital painting and illustration. View his portfolio at [danielruezga.wixsite.com/danielruezga](http://danielruezga.wixsite.com/danielruezga)

**Ms. Leah Rothstein** leads research and data projects for the Probation Department. Prior to this role, she was the research director for the San Francisco Adult Probation Department during and following the implementation of AB 109. Ms. Rothstein led county-wide efforts to respond to AB 109's new county requirements, and created methods to track data and information on AB 109 implementation. She specializes in managing, interpreting and displaying criminal justice data to inform, track and evaluate policy change. She holds a master's degree in public policy from the University of California, Berkeley and a bachelor's degree from the University of California, Santa Cruz.



**LEAH ROTHSTEIN**  
**RESEARCH & DATA CONSULTANT & REPORT EDITOR**



**ANNA KANE**  
**SECRETARY II & REPORT EDITOR**

**Ms. Anna Kane** provides administrative support to Juvenile Operations, where her primary duties include providing executive support to Assistant Chief Brian Ford. Given her diverse background and talents, she also participates in website testing, editing and event planning. Ms. Kane possesses a Bachelor of Science in economics from San Jose State University. She also holds a certificate of proficiency in biomanufacturing (the process of using living systems, particularly microorganisms and cell cultures, to produce biological molecules and materials on a commercial scale) from Laney College, Oakland.

As Safety Projects Coordinator for the Probation Department, **Ms. Jenny Linchey** leads efforts to reduce violence and justice-system involvement among youth and young adults in Alameda County, with a primary focus on Oakland. Ms. Linchey coordinates the Oakland Midnight Basketball League and the Probation Department's partnership with the Oakland Unified School District to train high school students to mentor at-risk middle school students. She also manages a Second Chance Act grant that provides intensive case management support to gang-involved youth who are returning to Oakland from Juvenile Hall. Prior to her current assignment, Ms. Linchey worked at the University of California, Berkeley and University of California, San Francisco for nine years managing research studies related to childhood obesity. She holds a master's degree in public health from the University of California, Berkeley and a bachelor's degree in psychology from the University of California, Los Angeles.



**JENNY LINCHEY**  
**SAFETY PROJECTS MANAGER & REPORT EDITOR**



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*A special thank you is also extended to the many staff who contributed to the creation and publication of this report. From the staff who submitted ideas and photographs to those who submitted articles, this was a team effort that enabled the Probation Department to so eloquently illustrate its achievements in collaboration with its many external partners.*

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An aerial photograph of a suburban neighborhood at dusk. A winding river flows through the center of the image, reflecting the twilight sky. Houses with illuminated windows and streetlights are visible on both sides of the river. In the background, a range of mountains is silhouetted against the darkening sky. The overall scene is peaceful and scenic.

# APPENDIX

08





View of Newark



# COMMONLY USED PROBATION TERMS

**ADJUDICATION:** The portion of a hearing in which the judge or a hearing officer determines whether a youth committed the crime or any portion of the crime for which they have been charged.

**ADJUDICATORY HEARING:** A fact-finding court proceeding that determines whether the allegations of a juvenile petition or other pleading are supported by legally-admissible evidence. An adjudicatory hearing is similar to a non-jury trial in a criminal or civil proceeding.

**AFTERCARE:** Refers to the post-release services, supervision, and supports that help adults and youth reintegrate safely and successfully.

**ALTERNATIVE SANCTIONS:** Nontraditional sentences in lieu of imprisonment and fines. Examples of alternative sanctions are community service, in-home detention, day reporting, drug treatment, or placement on electronic monitoring.

**ARRAIGNMENT:** The initial appearance of youth or adults before a court, at which time the court advises them of their formal charges, informs them of their constitutional rights, appoints counsel, schedules a hearing date, and establishes the need for detention, incarceration, alternative placement, or conditional release pending the next hearing.

**ARREST:** The act of taking a person into custody to be questioned or charged for the commission of a crime.

**BEYOND A REASONABLE DOUBT:** A legal standard in which the degree of certainty required by the judge or jury to find a defendant guilty leaves no reasonable doubt that the defendant committed the alleged crime. This standard requires that no other logical explanation can be derived or inferred from the evidence provided.

**BURDEN OF PROOF:** The duty to establish a claim or allegation by admissible and credible evidence at the time of hearing. Also referred to as “the legal standard,” this duty is usually the responsibility of the accuser, not the accused.

**COMMUNITY SERVICE:** A specified period of supervised work or service ordered by a court to be performed by a youth or adult without payment or compensation.

**COMMUNITY SUPERVISION:** Formal or informal probation supervision in the community ordered by a court.

**COMPETENCY TO STAND TRIAL:** A defendant's capacity to understand the nature and object of the proceedings, consult with counsel and assist in preparing his or her defense. Due process prohibits the government from prosecuting someone who is not legally competent to stand trial.

**CONGREGATE CARE:** Term used to describe placement settings that consist of 24-hour supervision for youth in varying degrees of highly structured settings, such as group homes, residential child care communities or institutions, residential treatment facilities, or maternity homes.

**COOPERATIVE SUPERVISION:** Supervision by the correctional agency of one jurisdiction of a person placed on probation by a court or on parole by a paroling authority in another jurisdiction. This is also known as "courtesy supervision."

**COURT:** An agency of the judicial branch of government, authorized or established by statute or constitution, consisting of one or more judges or judicial officers who have the authority to decide on legal cases.

**CRIME:** An illegal act punishable by law. A misdemeanor is a low-level crime, while a felony is a more serious crime.

**CRIMINOGENIC NEEDS:** Issues, risk factors, characteristics, or problems that relate to a person's likelihood of reoffending or recidivating.

**DEFERRED ENTRY OF JUDGEMENT:** A possible avenue for a youth who commits a felony. To be eligible for a deferred entry of judgement, the youth must be at least 14 years old and have never had probation revoked or been committed to the state's Division of Juvenile Justice. If a youth successfully completes deferred entry of judgement, the matter is dismissed and deemed never to have occurred.

**DEPENDENT:** A minor who needs the services or intervention of the state, pursuant to Welfare & Institutions Code 300, as a result of parental abandonment, neglect, abuse, or failure or inability to control the minor's behavior. In some jurisdictions, very young children who have committed delinquent acts are treated as dependent children.

**DEPUTY DISTRICT ATTORNEY (DDA):** An attorney who works for the County District Attorney's Office and is charged with prosecuting crimes and representing the state's interest. DDAs are tasked with reviewing cases referred to their office by law enforcement, determining which cases should be brought before the court, and prosecuting cases. They may also work with the defendant's attorney to settle a case or take it to trial, depending on multiple factors.

**DEPUTY PROBATION OFFICER:** An agent or officer responsible for the court-ordered investigation and community supervision of youth or adults, under oversight of the Probation Department.

**DEPUTY PUBLIC DEFENDER:** An attorney appointed to represent defendants who cannot afford to hire a private lawyer.

**DETENTION:** The temporary care of youth in physically restrictive facilities, usually before the adjudication and disposition of their case.

**DETENTION HEARING:** A court proceeding in which the court determines the interim custody or placement of an accused youth pending adjudication.

**DIRECT FILE:** Youth who commit a serious or violent felony after the age of 14 whose case is filed directly in adult court and who face adult consequences. Proposition 57, approved by voters in November 2016, ended the practice of direct file and instead allows a judge to determine if a youth should be transferred to adult court.

**DISPOSITION:** A court order that determines what is to be done with a youth following adjudication; or the formal resolution of a case before the court. For a youth, disposition is analogous to the term "sentence" in an adult criminal case. Dispositions in cases regarding youth and status offenders may include sanctions and limitations upon the youth's conduct and liberty, as well as treatment and other rehabilitative interventions.

**DISPOSITION HEARING:** A hearing that determines the appropriate sentence, placement, or terms and conditions of supervision for a youth following adjudication. Includes considerations of the youth's social and treatment needs.

**DIVERSION:** The practice of officially stopping or suspending a case prior to court adjudication and referring the youth to a community-based program in lieu of adjudication or incarceration. Successful completion of a diversion program results in the dismissal or withdrawal of formal charges. Youth who fail to comply with the diversion terms and conditions are normally subject to adjudication.

**ELECTRONIC MONITORING:** An option in community corrections, that is designed to verify that a youth or adult is at a given location during specified times or to ensure compliance with sanctions or restrictions, such as house arrest or curfew.

**EMANCIPATED MINOR:** A legal mechanism by which the court agrees to free a person under the age of 18 from the control of their parents or guardians. Emancipated minors are totally self-supporting, and their parents no longer have the right to their care, custody, and earnings, nor the responsibility to perform parental duties.



**FELONY:** A serious crime designated by law or statute, for which the maximum penalty may be incarceration in a county jail, state prison, or federal penitentiary.

**HEARING:** A proceeding before a judicial officer in which information, documentation and legal arguments are submitted by the parties and legal findings are made.

**HOME SUPERVISION:** A temporary release program in which a youth or adult is released to their home, with or without an electronic monitoring device, until the court process is complete.

**INCORRIGIBILITY:** Youth on probation supervision, pursuant to Welfare & Institutions Code 601, for repeatedly failing to obey parents, habitual truancy, or harmful conduct.

**INTAKE/INVESTIGATIONS:** Youth cases, pursuant to Welfare & Institutions Code 601 or 602, processed through the Intake or Investigations Units of the Probation Department.

**INTERSTATE TRANSFER:** The transfer of supervision of a youth or adult from one state to another, pursuant to an agreement called an Interstate Compact.

**JUSTICE-INVOLVED:** Individuals who have become involved with the criminal justice system, including individuals in prison, in county jail, on probation, on parole, or undergoing an adult or juvenile matter through the court(s).

**JUVENILE:** According to California state law, a minor or child under the age of 18.

**MIRANDA RIGHTS:** A warning read by a probation or law enforcement officer reminding a youth or adult of their right to remain silent and to have an attorney present during questioning.

**MISDEMEANOR:** A crime designated by law or statute that is of a less serious nature than a felony. The maximum penalty provided for a misdemeanor may include imprisonment for up to one year, usually in a county or municipal facility, a fine, or both.

**PERMANENCY:** A social work practice philosophy that promotes a permanent living situation for every child entering the foster care system.

**PETITION:** A document prepared by a prosecuting attorney and presented to the court that requests relief, damages, or performance by an opposing party.

**PLACEMENT:** Youth placed by a juvenile court in a residence in the community other than that of their primary caretaker.



**PREPONDERANCE OF THE EVIDENCE:** A legal standard in which the evidence, facts, or circumstances are more convincing than those offered in opposition. To establish a preponderance of the evidence, a plaintiff needs to show that a particular fact or event was more probable than not to have occurred.

**PRIVATE ATTORNEY:** An attorney hired and paid for by a defendant who requires representation in court.

**PROBABLE CAUSE:** A legal standard in which the evidence, facts or circumstances would lead a reasonable person to believe a suspect has committed a specific crime or delinquent act. To establish probable cause, law enforcement officers must be able to point to objective circumstances that led them to believe the suspect committed the crime or delinquent act.

**PROBATION:** A legal status imposed by court order that permits an adjudicated youth or sentenced adult to be supervised in the community by a probation officer and requires the individual to comply with conditions, restrictions, and treatment prescribed by the court.

**RE-ENTRY:** Re-entry is the process of preparing and planning for adults released from jail or prison or youth who have been in out-of-home placements to transition back to their home communities.

**RESTITUTION:** A payment or service rendered by an offending youth or adult within a specified time for the benefit of their victim(s) who suffered personal injury or economic loss as a result of the offense. Restitution is often imposed as a condition of probation or parole.

**RESTORATIVE JUSTICE:** A process and practice in which all parties with a stake in an offense voluntarily come together to determine collectively how to deal with the aftermath of the offense and its implications for the future. Restorative justice is a facilitated approach that involves collaboration among victims, the youth or adult who committed the offense, and the community. It establishes a process and forum for implementing sanctions that make amends for the wrongdoing.

**REVOCAION:** The termination of probation by the court or termination of parole by the paroling authority following a hearing and the finding of a violation. Revocations of probation usually result in more restrictive dispositions or sentences, including confinement.

**REVOCAION HEARING:** A judicial or administrative hearing held to determine whether a youth or adult's probation or parole status should be vacated because of an alleged violation of terms and conditions. The hearing is to determine whether the youth or adult has violated the terms of his or her supervision, not to establish criminal liability; the standard of proof is usually by preponderance of the evidence.

**STATUS OFFENDER:** A youth who has been adjudicated for conduct that would not be an offense if committed by an adult (Welfare & Institutions Code 601), such as running away from home, truancy from school, disobeying parents or guardians, or drinking alcohol.

**SUBPOENA:** A written order issued by a court clerk or judicial officer requiring that a person appear in court on a specified day and time to serve as a witness in a case. Failure to comply can result in a contempt of court charge, which may be punishable by a fine, jail time, or both.

**SUPERVISION:** The court-authorized and required oversight of youth or adults by a probation or parole agency that monitors their activities to ensure they comply with the terms, conditions and restrictions of their probation or parole.

**SUSTAINED JUVENILE PETITION:** The same as a guilty verdict in adult court. When a minor is accused of committing a felony or misdemeanor crime, the prosecutor files a “petition” against the minor.

**TECHNICAL VIOLATION:** An act by a youth or adult on probation that does not conform to the terms and conditions of their probation, but is not an actual crime.

**TRUANT:** Youth on probation supervision, pursuant to Welfare & Institutions Code 601, for habitual truancy.

**VICTIM:** An individual or entity that suffered injury or economic loss as a result of an individual's illegal conduct. A victim may be a private citizen, a business, an organization, or a unit of government.

**VIOLATION:** An offense designated by statute, ordinance or regulation for which there is no penalty enacted other than a fine, forfeiture, or other civil penalty. A violation is also known as an infraction.

**VIOLATION OF PROBATION:** When a probation client engages in conduct that is prohibited by his or her conditions of probation or fails to perform an action that is required by his or her conditions of probation. A violation of probation is not considered a crime.

**WARRANT:** An order of arrest issued by the court.

**WARDSHIP:** A circumstance where a youth has been placed on formal probation and is considered a ward of the court (Section 602 of the Welfare & Institutions Code). This is commonly referred to as “wardship status.”















*"An investment in  
our clients is an  
investment in our  
future..."*

**- Wendy Still, MAS**

Chief Probation Officer  
Alameda County Probation Department

