



BUILDING A GREAT TOMORROW TODAY

Alameda County
Probation Department

January 2017 - June 2019



Wendy Still, MAS
Chief Probation Officer



MESSAGE FROM

Welcome to the Alameda County Probation Department's January 2017-June 2019 Report

Organizational change is an evolution of practices that is necessary for an agency to grow and be successful. This evolution and the necessary transformation of business practices comes with unique challenges.

The Alameda County Probation Department's 2 ½ year report, ***Building A Great Tomorrow, Today***, reflects the Department's dedication to this evolution and to making this community the safest in the nation. Every day, Department staff, stakeholders, and volunteers strive to make a lasting difference in the lives of our clients and members of the community. The Department's commitment to utilizing research, data, and evidence-based practices, developing collaborative partnerships, and listening to the experiences and perspectives of our clients, their families, and our stakeholders, enables us to accomplish this goal.

The last 2 ½ years have culminated in the expansion of departmental programs, services, and our reach in many areas: from the care of the youth in Juvenile Hall, Camp Wilmont Sweeney, and the community, to the adults under our supervision and in our re-entry services program.

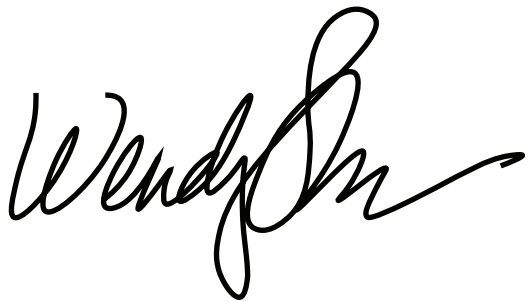
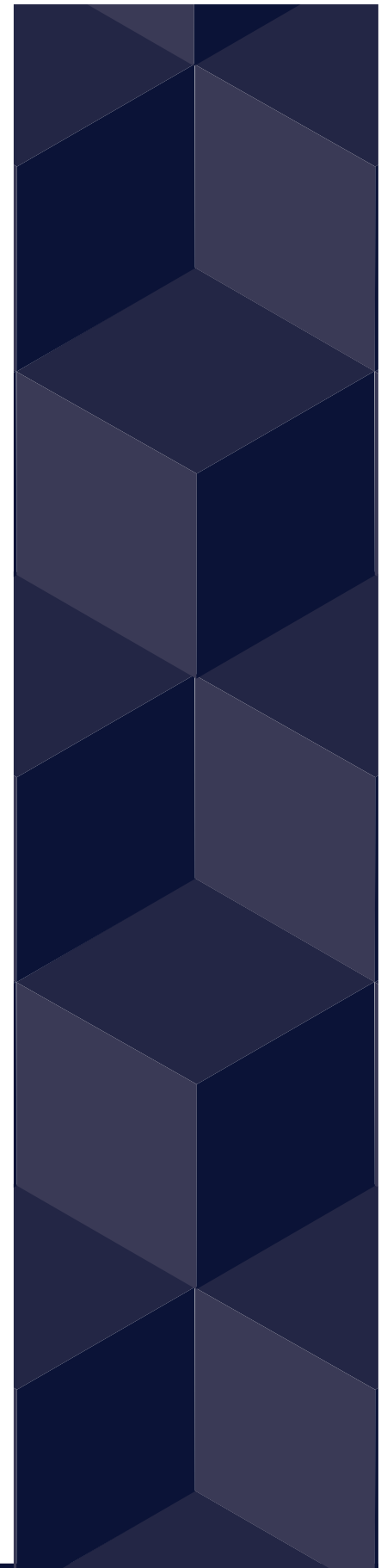
THE CHIEF

The Department has also launched the implementation of its Five-Year Strategic Plan: **VISION 2023**. This Plan establishes goals and objectives that build on the Department's legacy, strengths, and mission. Our perseverance in response to the challenges of a constantly evolving criminal justice system has become a hallmark of this organization. It is a trait that will lead us to become a leader in this industry in the years to come.

The Alameda County Probation Department is committed to providing quality services and supervision to those under our care and to providing a safe environment for our staff. Although much work remains, we will continue to collaborate with our partners on reducing recidivism and improving the lives of those who reside in our communities.

It is my honor to continue to lead this organization to new heights of success. I am confident that through effective partnerships, collaboration, and teamwork, we will accomplish even more in 2020!

Sincerely,

A handwritten signature in black ink, appearing to read "Wendy Still", with a stylized, flowing script.

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 to provide preventative 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



TABLE OF CONTENTS

Overview

A Lesson in Community Corrections	12
Probation Recognized for Innovation	19
Fact Sheet	20
About Alameda County Probation Department	22
Five-Year Strategic Plan - VISION 2023: Defining Our Future	36

Feature Presentation

Reducing Racial & Ethnic Disparities in the Juvenile Justice System	40
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Juvenile Operations

Juvenile Facilities Division Overview	53
Key Juvenile Facilities Initiatives & Programs	54
Juvenile Field Services Division Overview	63
Key Juvenile Field Services Initiatives & Programs	66

Adult Operations

Adult Field Services Division Overview	77
Key Adult Field Services Initiatives & Programs	80

Administration

Administrative Division Overview	97
Key Administrative Initiatives	100
Effectiveness Through Innovative Grant Opportunities	102

Spotlights

Success Story	106
2019 Tyler Award for Innovation and Excellence	108
Succession Planning	110
Professional Standards & Human Resources	112
Chief's Challenge Coin	113
Employee Appreciation & Recognition Program	114
Write to Read Program	116
Recruitment	118
2nd Annual Trunk or Treat	120

Acknowledgements

The Alameda County Superior Court	124
Juvenile Justice and Delinquency Prevention Commission	126
Partnerships	127

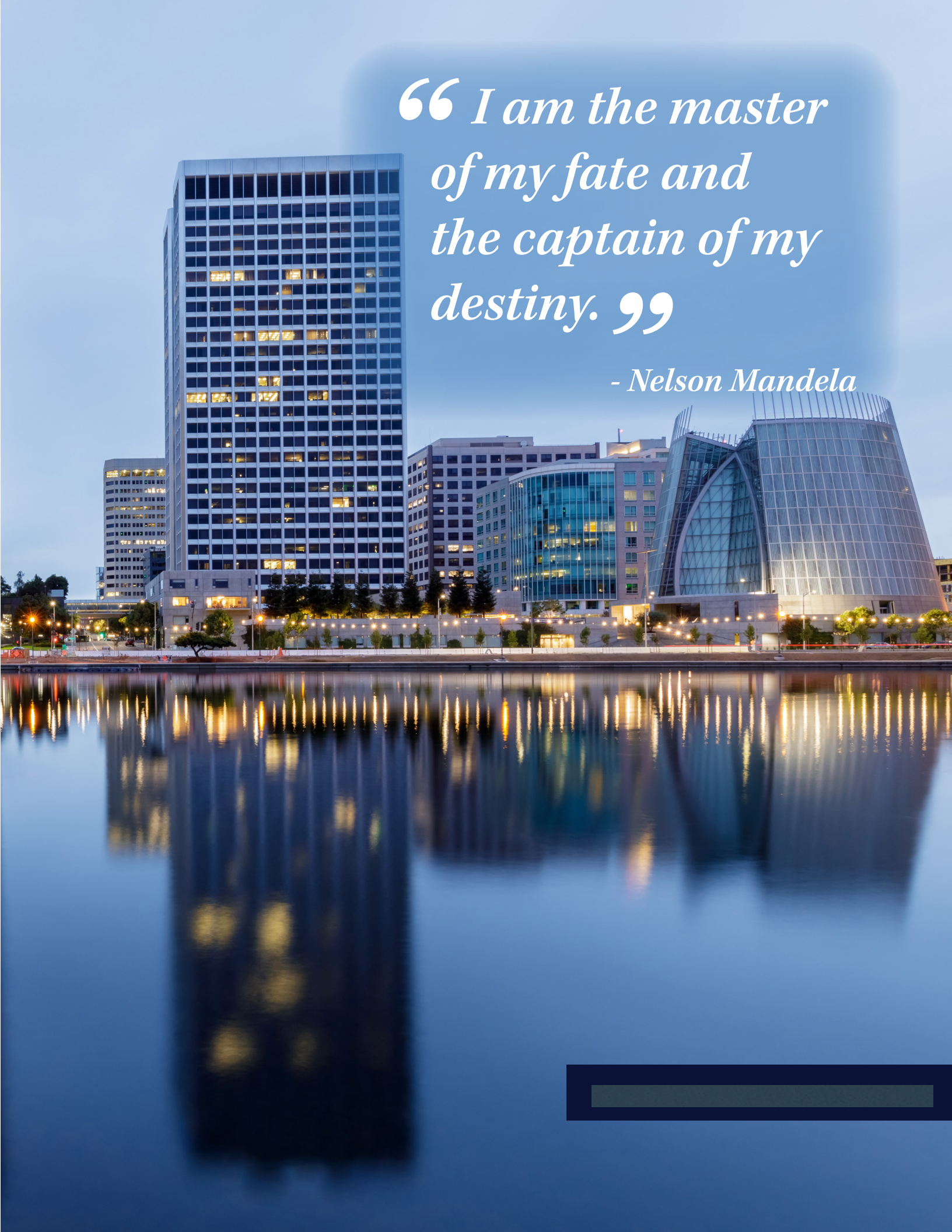
Appendix

Commonly Used Probation Terms	130
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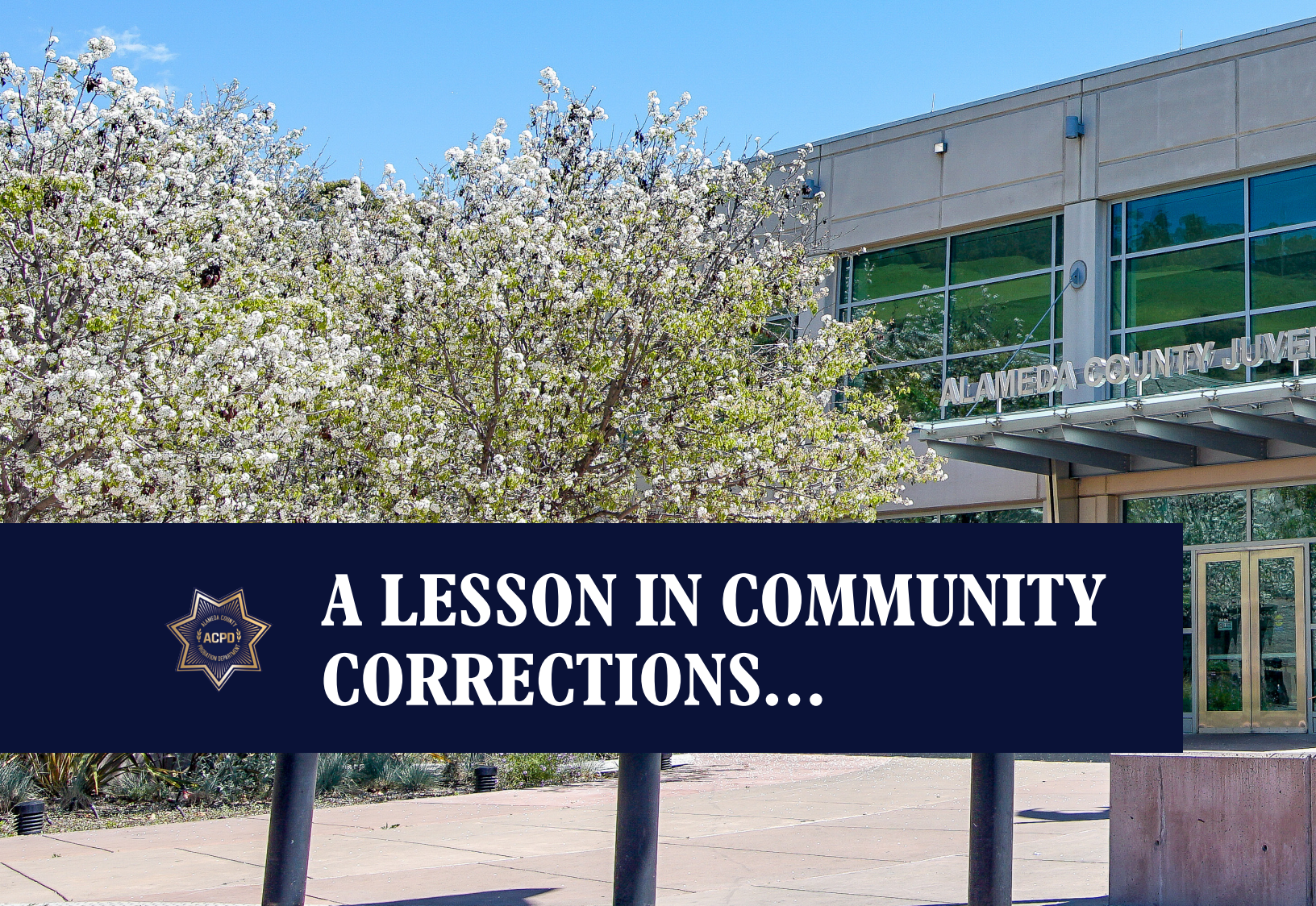
SECTION 1

OVERVIEW



*“ I am the master
of my fate and
the captain of my
destiny. ”*

- Nelson Mandela



A LESSON IN COMMUNITY CORRECTIONS...

In this country there are more people serving criminal sentences through periods of supervision in the community than in prison or jail. Community Corrections provides these individuals with access to programs and services designed to encourage and facilitate law-abiding behavior. As an alternative to incarceration following a sentence in prison or jail, community supervision allows a person to remain in the community while being supervised by a county or federal probation officer or a State parole agent. Community Corrections is an effective alternative to incarceration for many people and perhaps the best opportunity for reforming the criminal justice system in ways that will promote public safety, efficiency, and fairness.

Under the Community Corrections program, the Alameda County Probation Department supervises felony probationers and those serving post-release community supervision and mandatory supervision sentences.¹ The period of community supervision is typically three to five years, as determined by the court.

¹ Those on post-release community supervision involve individuals released from State prison and to the supervision of the county pursuant to Penal Code Section 3451. Mandatory supervision involves/refers to individuals released from county jail and to the supervision of the county pursuant to Penal Code Section 1170(h).



Juvenile Justice Center, San Leandro

During the community supervision period, the person is expected to comply with the conditions of release set by the court. For example, someone convicted of a drug offense might be required to complete a drug treatment program and submit to regular urinalysis tests to ensure that he or she remains drug free, while a client sentenced for domestic violence may be required to complete a batterer's treatment program. In addition, most probationers or parolees must check in regularly with their assigned deputy probation officer or parole agent, and they are required to refrain from further criminal behavior while on probation or parole. If probation or parole is revoked, the person may be required to serve an in-custody sentence.





Alameda County Superior Court

History of Probation

Probation is the most common type of sentence imposed by the courts for criminal behavior. Today, there are more than four million people on probation in the United States. But those four million people started with just one.

In 1841, a Boston cobbler convinced the Boston Police Court to release a man convicted of being drunk and disorderly into his custody rather than sending him to prison. After successfully rehabilitating

the man, the cobbler persuaded the court to release more individuals into his supervision. Probation was born!

Almost 77 years later, Massachusetts became the first state to pass a law authorizing probation. The law required the establishment of an official state probation system with paid probation officers. By the early 1900s, several other states had also enacted laws authorizing probation. In 1903, California enacted a similar law, Penal Code Section 1203.

**Probation now exists
in every state.**

It is a useful tool that:



**Reduces the disruption to
an individual's home life,
education, and employment**



**Allows the individual to remain
in the community to receive
services to address their
rehabilitative needs**



Alleviates prison overcrowding



Saves criminal justice resources



Saves taxpayer money



**Contributes to the
rehabilitation of offenders**

The State of Probation in Alameda County

People in this county who are on probation, post-release community supervision, or mandatory supervision are supervised and provided rehabilitation services by the Alameda County Probation Department. In its 115-year history, the Department has been led by 13 chief probation officers, with Chief Wendy Still currently at the helm.

The Alameda County Probation Department has undergone a significant transformation during the past 36 months. Under Chief Still's leadership, the Department has shifted its focus to rehabilitation by providing prevention and intervention services, re-entry pre-planning, and a continuum of other services, all with the goal of keeping probation clients from engaging in future criminal behavior. From collaborating with judges on the front end of sentencing to leading the effort to eliminate fines and fees for juveniles and adults, the Department continues to position itself as a nationwide leader in Community Corrections.

To support these objectives, during the 2017-18 fiscal year, the Department engaged in a department-wide reorganization of programs and systems. It focused on collaboration and community engagement, along with improving the current service delivery model by using progressive practices intended to reduce recidivism among its youth and adult clients.



In addition, in April 2018, the Department adopted the most comprehensive **Five-Year Strategic Plan (Plan): VISION 2023** in its 115-year history. This Plan is aligned with **Alameda County's Vision 2026 Strategic Plan**, and incorporates an action, execution, and quality control component to ensure it is operationalized.

The past decade has seen a proliferation of research into effective strategies and practices for achieving positive outcomes for justice-involved individuals and the community.² The Alameda County Probation Department has enthusiastically embraced these evidence-based practices in achieving its mission to equip youth and adults with the skills and tools necessary to live successful, crime-free lives and of protecting the community through recidivism reduction efforts.³

This report profiles each division within the Department, providing an overview of their goals, responsibilities, and key strategies. It also highlights the programs, reforms, and initiatives each is undertaking to meet the goals of its **Strategic Plan: VISION 2023**. These are marked throughout the report by flags **[similar to the one on**

the left] indicating which Plan goal or goals the initiative or program supports. The Department is also proud to profile programs that incorporate evidence-based practices and research-based advancements.

GOALS

As the Department enters the latter part of 2019, it will continue to evolve and transform from a system that is punitive in nature to one that is more supportive and strength-based. It will continue to reform its practices to ensure it provides those under its jurisdiction with opportunities for restorative justice, redemption, and rehabilitation.

² Individuals who have become involved with the criminal justice system, to include those in prison, county jail, on probation, parole, or undergoing an adult or juvenile matter through the Court(s).

³ Evidence-based practices refer to outcome-focused approaches and interventions that have been scientifically tested in controlled studies and proven effective. It implies that there are definable outcome(s) which are measurable and defined according to practical realities (recidivism, victim satisfaction, etc.).



A photograph of the East County Hall of Justice in Dublin, featuring a large, modern glass and steel building with a curved facade. The building is surrounded by a paved plaza with several young trees planted in concrete planters. The sky is clear and blue.

*“Hardships often prepare
ordinary people for an
extraordinary destiny.”*

- C.S. Lewis

East County Hall of Justice, Dublin

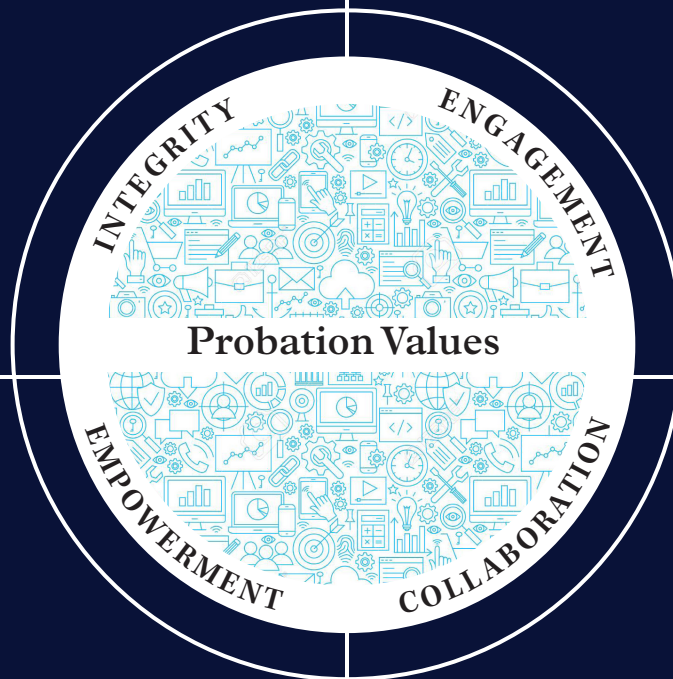


Respect & Integrity

Because acting with respect and integrity is vital to building and maintaining trust and good relationships.

Community Engagement

Because community engagement is the cornerstone to community service.



Empowerment

Because empowering our staff creates an atmosphere of open communication and generates the best ideas.

Collaboration

Because collaboration enables us to leverage resources to provide the best service to our communities.

PROBATION RECOGNIZED FOR INNOVATION IN ITS EFFORTS TO IMPROVE THE CRIMINAL JUSTICE SYSTEM

In 2019, the Alameda County Probation Department received four major awards in the areas of data, juvenile services, adult field services, and technologies, of which three were from the National Association of Counties (NACo), an advocacy organization that represents the interests of county governments within the United States. The fourth was received from Tyler Technologies, a leading provider of end-to-end information management solutions.

GOALS
1, 2, 4 & 5

THE NACo AWARDS RECOGNIZED:



The Department's Public Data Program, in the category of Civic Education and Public Information



Achieving significant reductions in out-of-home placements and racial and ethnic disparities in the Juvenile Justice System in Alameda County, in the Category of Criminal Justice and Public Safety



Eliminating adult criminal justice fees in Alameda County, in the category of Criminal Justice and Public Safety

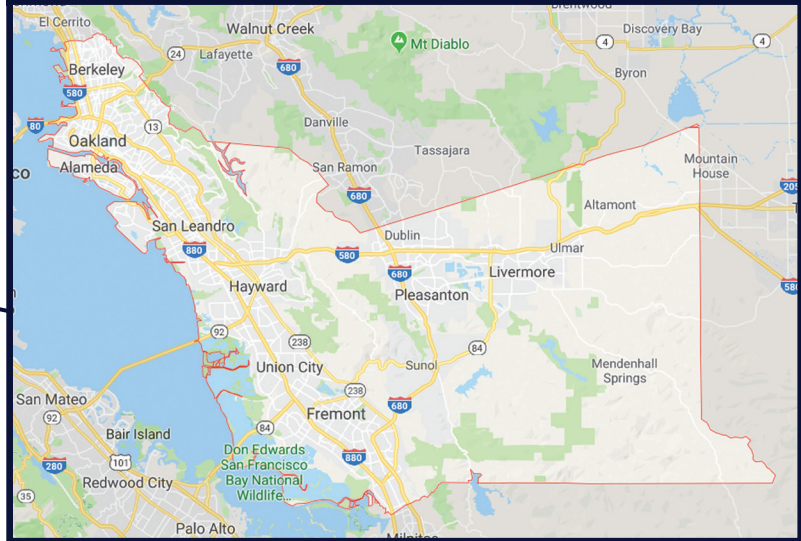


Recognition of the Department's selection as the winner of the 2019 Tyler Technologies Excellence Award for implementation of Tyler Supervision, the Department's caseload management system



FACT SHEET

ALAMEDA COUNTY



ALAMEDA COUNTY
PROBATION
WAS FORMED IN
1909

Alameda County is the **7th most populous county** in the state.

Alameda County Probation was formed in 1909 as a result of the California Probation Law enacted in 1903, which required counties to establish separate courts for juveniles.

Although probation officers 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 until 1953, a total of **37 years**.

ALAMEDA COUNTY PROBATION IS **1 OF 59***
COUNTY PROBATION DEPARTMENTS
THROUGHOUT THE STATE.

1 OF 59*

* San Francisco County has an Adult Probation Department and a Juvenile Probation Department thereby making it 59 departments in 58 Counties.



ALAMEDA COUNTY PROBATION



In April 2018, the Probation Department formally adopted the most comprehensive **Strategic Plan: VISION 2023** in its 115-year history.

VISION 2023

EMPLOYEES: **658**

70%

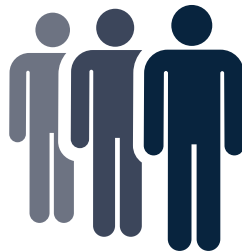
SWORN PEACE OFFICERS

Alameda County Probation has more than **650 employees**, 70% of whom are sworn peace officers.

Alameda County Probation currently supervises **7,160 adults** at three offices throughout the County.

30%

ADMINISTRATIVE STAFF



Alameda County Probation supervises 439 youth on formal/informal probation in the community, a **77% reduction** since 2013.

Currently, Alameda County Probation supervises an average of **67 youth in Juvenile Hall** and **12 in Camp Wilmont Sweeney**.

Camp Wilmont Sweeney has undergone several name changes since it was built in 1957. In 1996, in honor of a highly respected Presiding Juvenile Court Judge, the Camp was renamed Camp Wilmont Sweeney.

Alameda County Probation's juvenile facility population has **decreased by 72%** since 2010 as the Department continues to move toward detaining only the most high-risk youth, while diverting others to community supervision.

JUVENILE FACILITY
POPULATION HAS
**DECREASED BY
72% SINCE 2010**

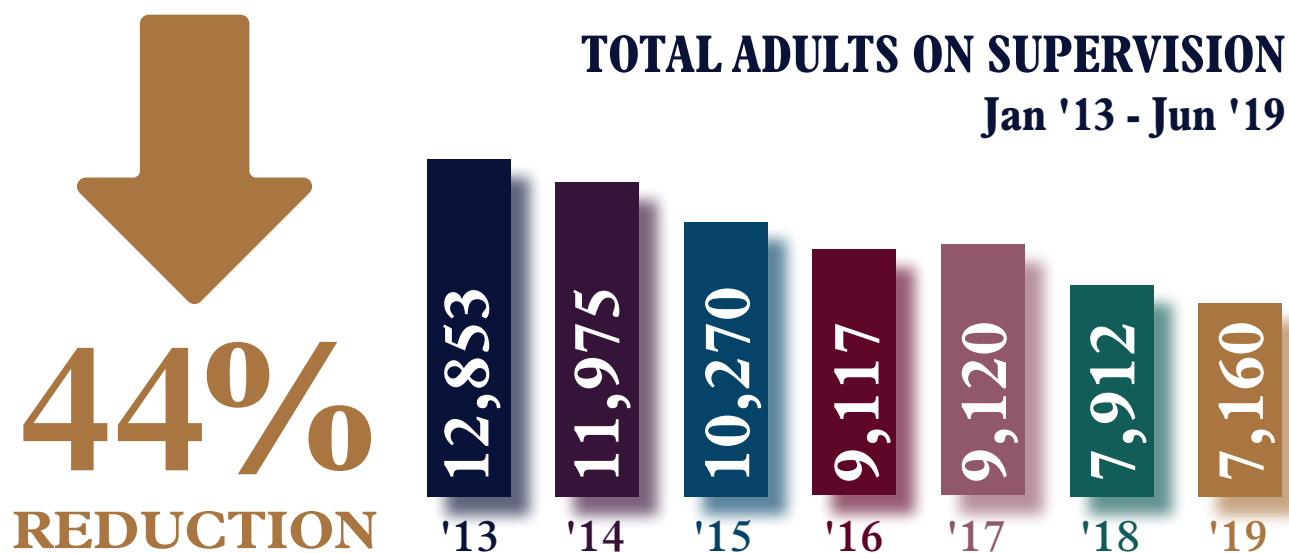


ABOUT THE ALAMEDA COUNTY PROBATION DEPARTMENT...

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 and ethnically diverse regions in the United States. During the past several years, the Department has made significant strides in improving its effectiveness by strengthening its service delivery in administration, juvenile facilities, and juvenile and adult field operations. With the support of the Alameda County Board of Supervisors, the County Administrator, and many public and private partners, the Department has effectively strengthened its collaboration with community, labor, and other key partners.

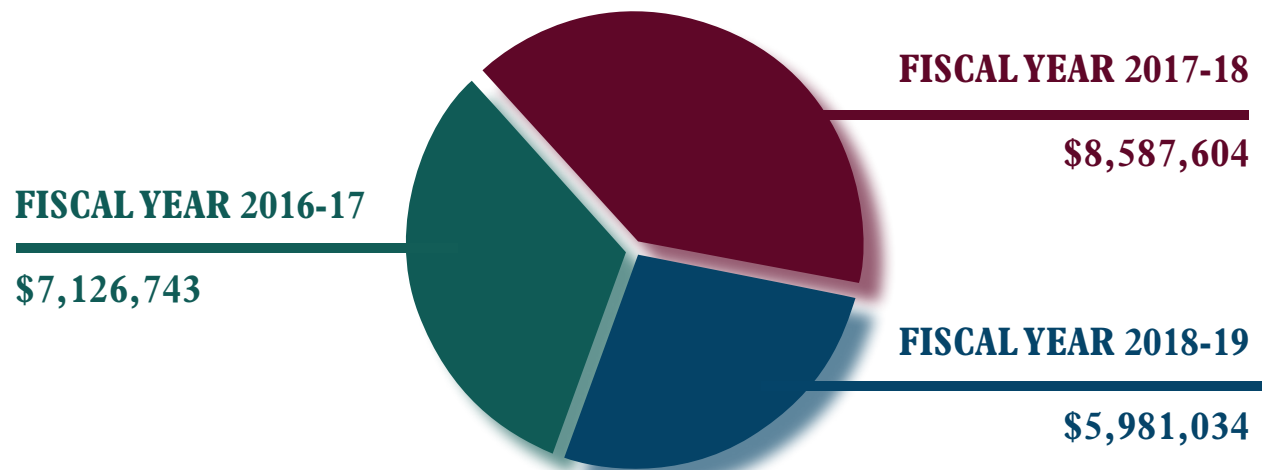
Adults on Probation Supervision

The Department supervises and provides case management services to more than 7,100 adults, including those sentenced by county courts, those released to county supervision from state prison, those committed by collaborative specialized courts, mental health, and domestic violence courts, and transfers from elsewhere in California. Since 2013, the number of adults supervised has declined by 44%, despite the implementation of Assembly Bill (AB) 109, the Public Safety Realignment Act of 2011, and due in part to the passage of Proposition 47, the 2014 Safe Neighborhoods and Schools Act. However, due to changes in sentencing laws and practices, those under the jurisdiction of the Department are typically those who have been convicted of more serious offenses than in previous years.



Investing in the Adult Population and the Rehabilitative Services Provided by Community-Based Organizations

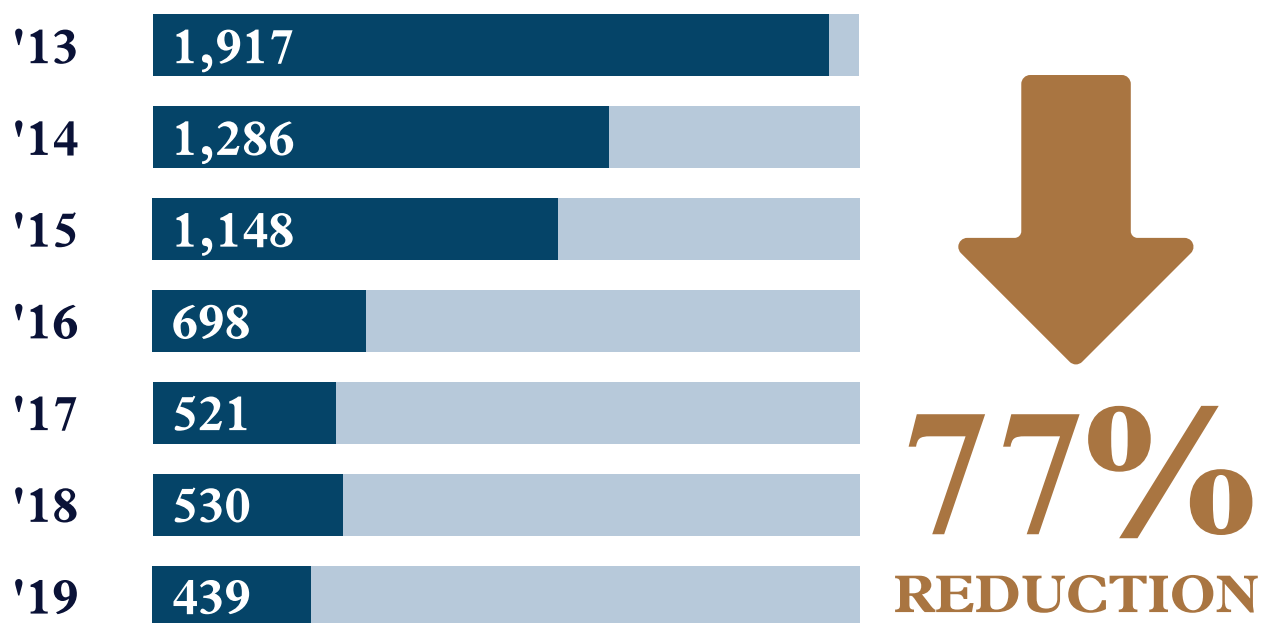
In fiscal years 2016-17 and 2017-18, the Department invested approximately \$15,714,347 to enable community-based organizations to provide services to adults under the Department's jurisdiction. In fiscal year 2018-19, it invested an additional \$5,981,034.



Youth on Probation

The Department also supervises and provides case management to 439 youth who are on formal and informal probation. This does not include youth processed through the Intake and Investigations Unit.⁴ As the Department continues to incorporate a more holistic approach with the youth under its supervision, its focus will continue to be on encouraging their engagement in a restorative justice program that helps them understand the impact of crime on victims and the community. It is through this comprehensive and collaborative approach that the Department has been successful in reducing the number of youth in the community by 77% in 5 ½ years' time.⁵

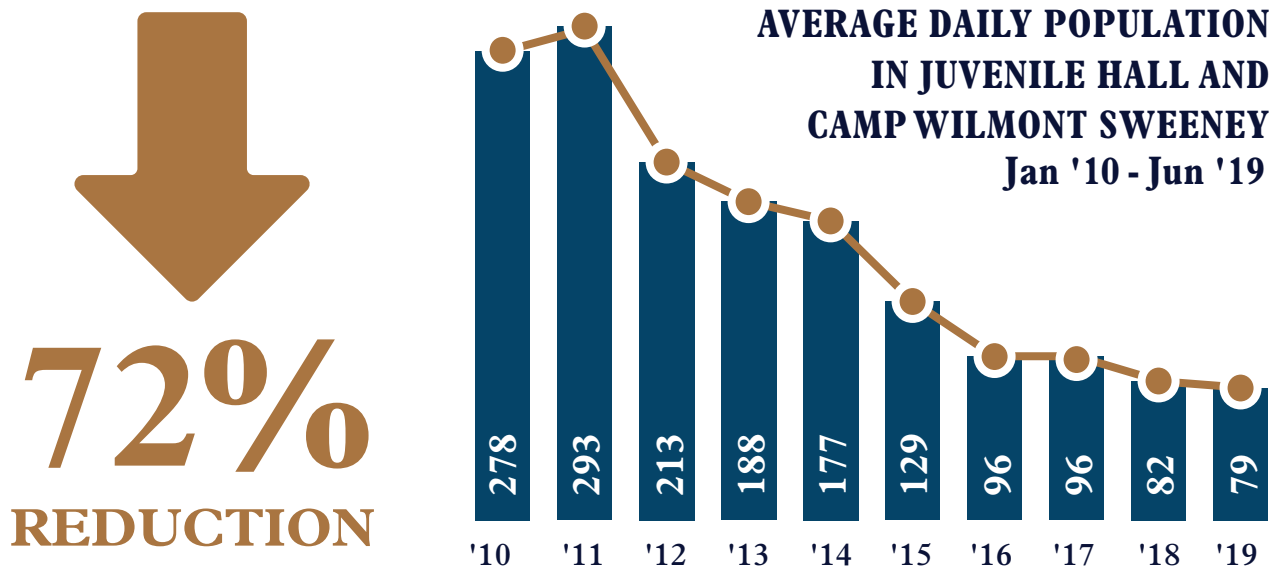
YOUTH IN THE COMMUNITY⁵ Jan '13 - Jun '19



⁴ The Intake Unit investigates all new referrals to the Department in circumstances where the District Attorney has opted to file a formal petition. If an affirmative finding is made by the Juvenile Court, the Investigations Unit generates a Dispositional Report to the Court.

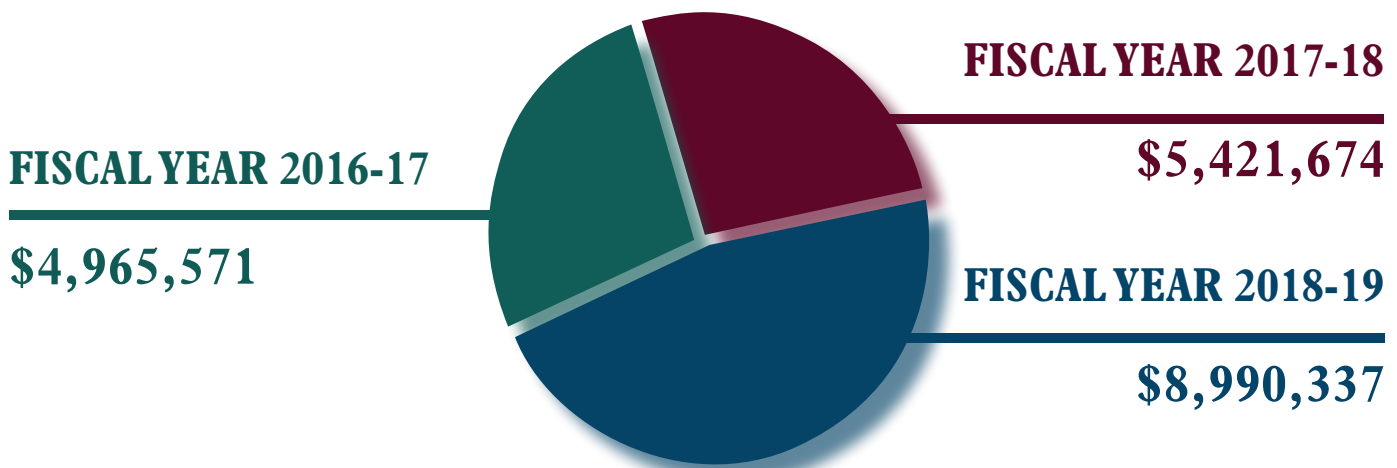
⁵ Includes youth on formal/informal probation

Additionally, the number of youth held in Juvenile Hall or Camp Wilmont Sweeney has decreased from 278 in 2010 to 79 in 2019 - a 72% reduction in 8 ½ years.⁶



Investing in the Youth Population and the Rehabilitative Services Provided by Community-Based Organizations

Reflecting that the average cost of incarceration is \$240 a day and community programs is \$75 per day, in fiscal years 2016-17, 2017-18, and 2018-19, the Department invested approximately \$19,377,582 in services provided by community-based organizations.⁷

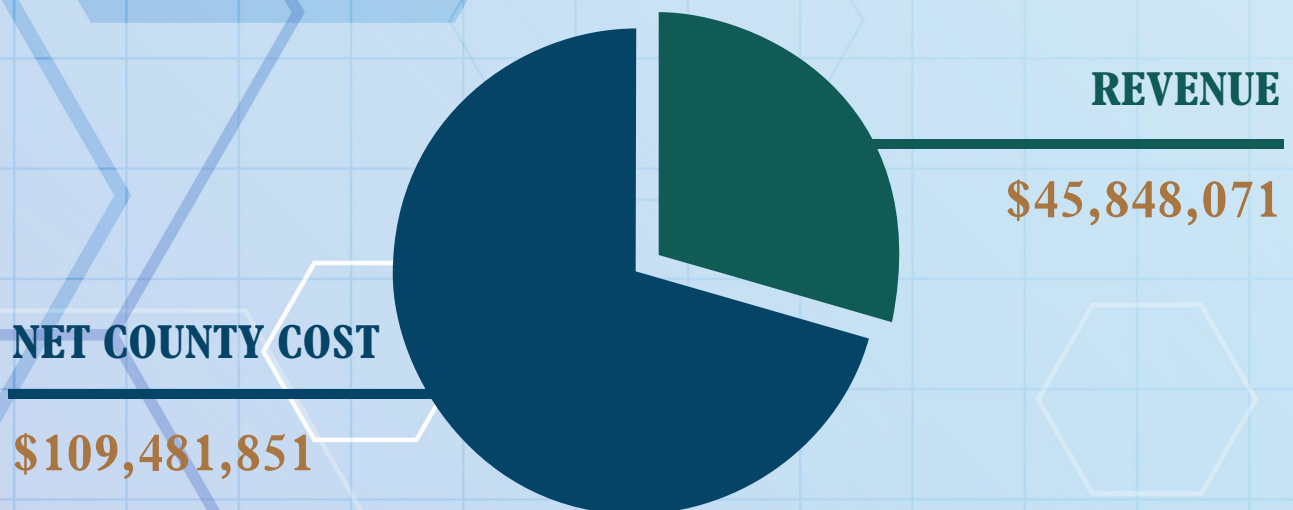


⁶ Reflects the average daily population of youth held in Juvenile Hall and Camp Wilmont Sweeney for the years shown. The average daily population for 2019 reflects January – June 2019.

⁷ 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.

OPERATING BUDGET & STAFFING

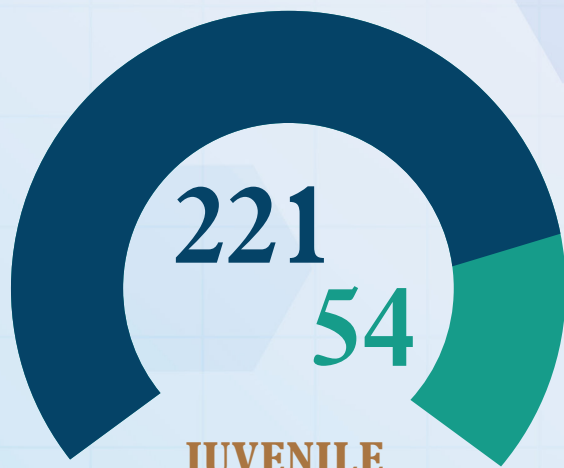
FISCAL YEAR 2018-19 ADOPTED BUDGET



The Alameda County Probation Department's 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 Department's budget that is funded by county monies.

FISCAL YEAR 2018-19

FULL-TIME EMPLOYEES AUTHORIZED

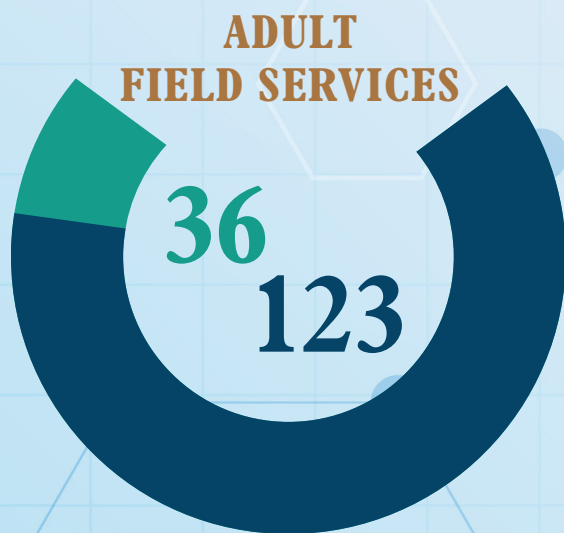


JUVENILE
FACILITIES

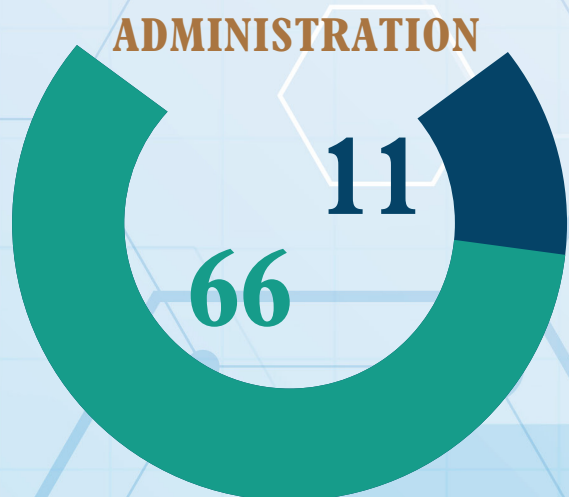


JUVENILE
FIELD SERVICES

658 EMPLOYEES



ADULT
FIELD SERVICES



ADMINISTRATION



SWORN STAFF

NON-SWORN STAFF



WENDY STILL, MAS
Chief Probation Officer

Esa Ehmen-Krause
Assistant Chief
Probation Officer

Marcus Dawal
Assistant Chief
Probation Officer

Ian Long
Deputy Chief Probation
Officer-Juvenile Facilities

Brian Ford
Deputy Chief Probation
Officer-Juvenile Field Services

Vacant
Deputy Chief Probation
Officer-Adult Field Services

James Rivers
Superintendent
Juvenile Hall

Adrienne Chambers
Division Director

Craig Emmons
Division Director

Jessica Fort
Superintendent
Camp Wilmont Sweeney

Paulyne Jones
Division Director

Christy Henzi
Division Director

Julie Marques
Assistant Superintendent
Juvenile Hall

Ryan McCreary
Division Director

Dennis Bradshaw
Division Director

Shauna Conner
Director
Transition Center / SB 1004*

Jenifer Brown
Division Director

Anthony Villegas
Division Director

Tamika Cotright
Administrative
Secretary

Christian Pedrotti
Director of Professional
Standards Unit

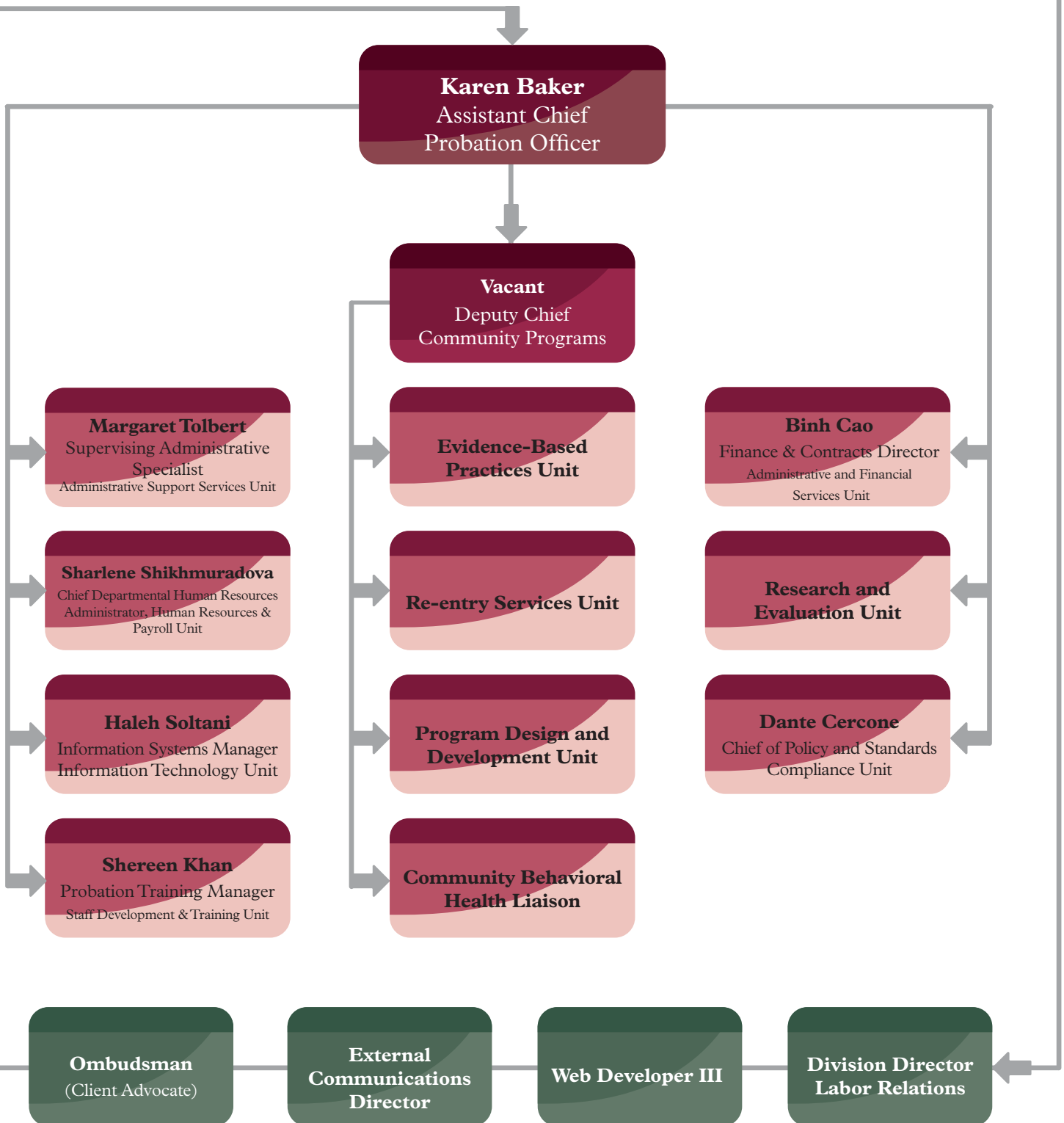
Fina Perez
Executive Program
Coordinator

Ombudsman
(Client Advocate)

*Senate Bill 1004: Deferred Entry of Judgement Pilot Program



ALAMEDA COUNTY PROBATION DEPARTMENT'S EXECUTIVE MANAGEMENT TEAM



*Current As of July 9th, 2019





CHIEF WENDY STILL'S ADMINISTRATIVE SUPPORT TEAM

Tamika Cotright
Administrative Secretary

Fina Perez
Executive Program
Coordinator

Jenny Linchey
Project Manager



ASSISTANT CHIEF KAREN BAKER'S EXECUTIVE SUPPORT TEAM



Haleh Soltani

Information Systems
Manager

Shereen Khan

Probation Training Manager

Dante Cercone

Chief of Policy and
Standards Compliance Unit

Sharlene Shikhmuradova
Chief Departmental Human
Resources Administrator

Binh Cao
Finance and Contracts Director

Patricia Hsu

Finance and Contracts Assistant Director

Tonyita Rogers (Acting)

Supervising Administrative Specialist





ASSISTANT CHIEF ESA EHMÉN-KRAUSE & DEPUTY



JESSICA FORT
Superintendent
Camp Wilmont Sweeney



JAMES RIVERS
Superintendent
Juvenile Hall

CHIEF IAN LONG'S EXECUTIVE SUPPORT TEAM



Shauna Conner
Director

Julie Marques
Assistant Superintendent





ASSISTANT CHIEF MARCUS DAWAL'S EXECUTIVE SUPPORT TEAM



Dennis Bradshaw
Director

Anthony Villegas
Director

Christy Henzi
Director

Craig Emmons
Director

DEPUTY CHIEF BRIAN FORD'S EXECUTIVE SUPPORT TEAM



Jenifer Brown
Director

Paulynne Jones
Director

Adrienne Chambers
Director

Ryan McCreary
Director



FIVE-YEAR STRATEGIC PLAN **VISION** 2023



Goal 1

*A commitment
to the success of
every client and
their family*



Goal 2

*A robust system
of wraparound
client services and
continuity of care*



Goal 3

*A vibrant and
exemplary
workforce*

To elevate the organization and place it on a path to more effectively meet its mission, vision, and guiding principles, the Department engaged in an intensive six-month journey towards the development of a five-year **Strategic Plan: VISION 2023**. (Plan).⁸ The journey involved wisdom and collaboration that resulted in a carefully crafted Plan, with goals and objectives that will enhance the Department's service delivery model, and ultimately, impact the safety of our communities.

In May 2018, the chief probation officer and her executive team officially adopted the Plan, the first of its kind in over 14 years. This Plan represents a diverse set of voices and is grounded in an understanding of the interests, needs, and concerns of staff, stakeholders, and clients. It reflects the Department's role in the context of the larger community we serve and in the County's overarching **Vision 2026** plan.

⁸ https://www.acgov.org/probation/documents/Strategic_Plan_Vision.pdf

DEFINING OUR FUTURE ...



Goal 4

A high-functioning, data-driven organization



Goal 5

A network of partnerships fostering a safe community



Goal 6

A victim-centered approach supporting those impacted by crime

As we operationalize **VISION 2023**, the Department will focus its energy on strengthening the Plan's impact by aligning existing practices with those proven to reduce recidivism and improve our clients' long-term success. This Plan is the path by which the Department will change lives in our communities.



ALAMEDA COUNTY'S
VISION 2026



ALIGNMENT WITH
PROBATION'S
VISION 2023 GOALS

Safe & Livable Community

Goals 1, 2, 3, 4, 5, 6

Thriving and Resilient Population

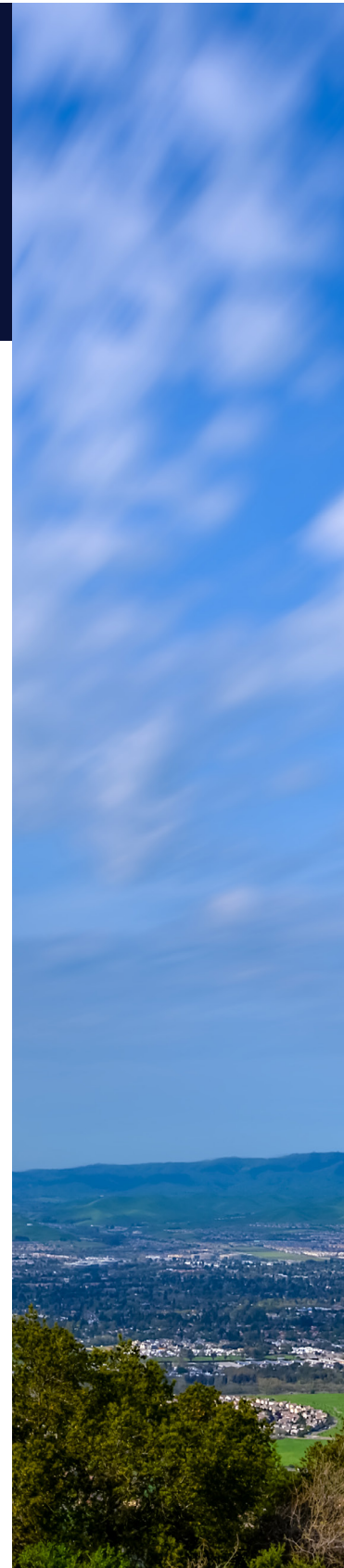
Goals 1, 4, 5, 6

Healthy Environment

Goals 1, 2, 4, 5, 6

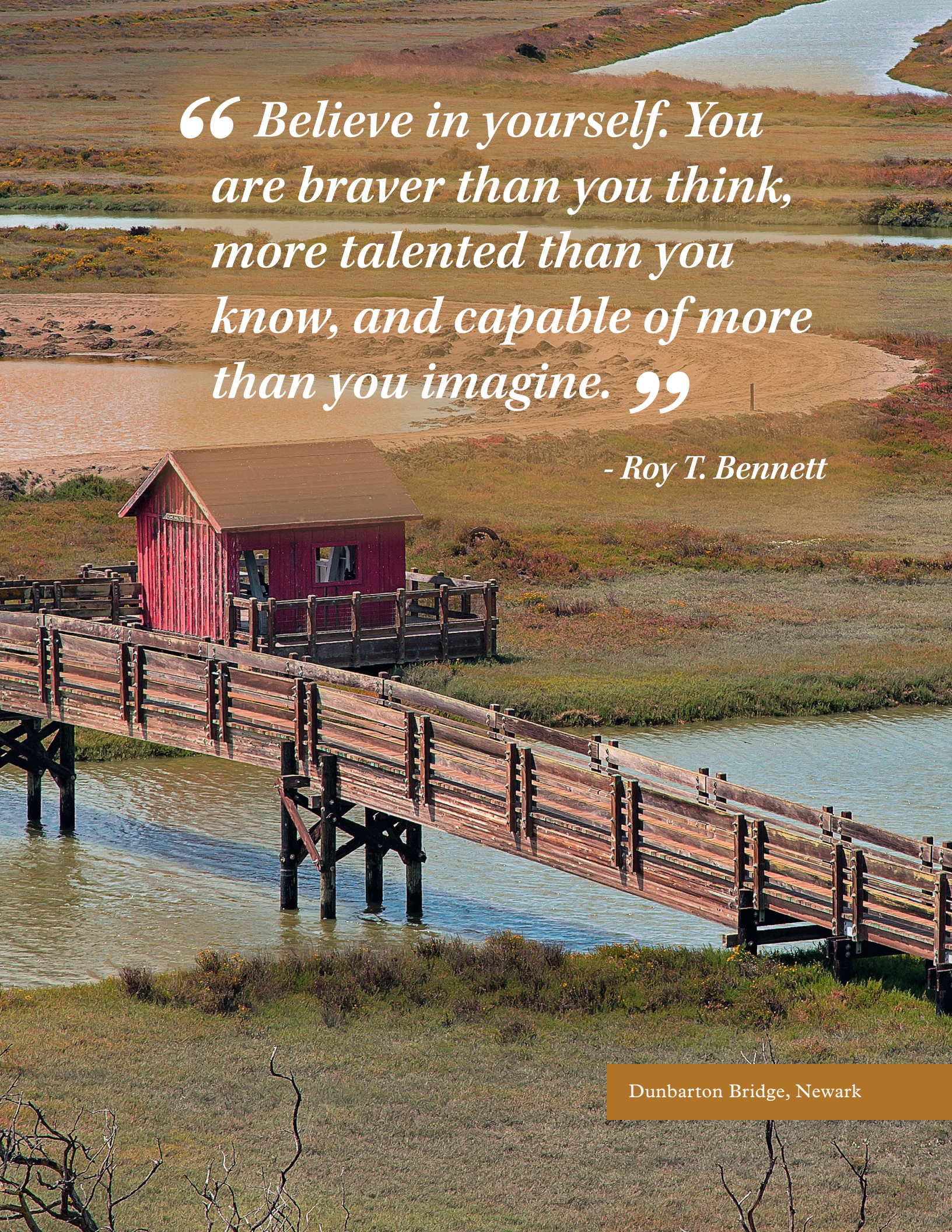
Prosperous & Vibrant Economy

Goals 1, 2, 3, 4, 5



SECTION 2

FEATURE PRESENTATION



*“ Believe in yourself. You
are braver than you think,
more talented than you
know, and capable of more
than you imagine. ”*

- Roy T. Bennett

Dunbarton Bridge, Newark

REDUCING RACIAL & ETHNIC DISPARITIES IN THE JUVENILE JUSTICE SYSTEM

GOALS 1 & 2

An out-of-home placement is an option for the juvenile court when it is determined that a youth's home environment is not suitable or the youth is of imminent risk of removal because of safety concerns. It is recognized that removing a youth from the home is an adverse childhood experience that should be avoided and one that can be disruptive to the entire family. Youth are more likely to thrive when they reside with their families/guardians and are provided with supportive services to meet their needs.

Given nationwide acknowledgement of the harm that out-of-home placements can create, the juvenile justice system has seen a national decline in the total number of youth in post-adjudication probation and out-of-home placements over the past 10 to 15 years. However, despite this encouraging trend, racial and ethnic disparities have persisted and, in some cases, increased.⁹

In recognition of these facts, in 2016 the Alameda County Probation Department commissioned an independent study by *Impact Justice*, a national innovation and research center, to analyze the disproportionate number of African American and Latino youth who are removed from their homes in the County, and to make recommendations for improvements. The study "*Reducing Out-of-Home Placements in Alameda*," analyzed a total of six years of data (2010-2016), including three years of prior comparison data, from the Department.¹⁰

Alameda County – Bucking National Trends That Impact Minorities

In response to this analysis and with the support of state legislation and local community and government partners, the Department instituted changes that have had significant impact in out-of-home placements. Between 2010-13 and 2014-16, the Department achieved significant reductions in the number of youth placed in out-of-home situations, particularly among African American and Latino youth.

⁹ Examples of our out-of-home placements include youth being sent to group homes, ranches, camps, and foster homes.

¹⁰ https://impactjustice.org/wp-content/uploads/alameda.placement.grid_16apr2018.pdf

Specifically, between these two time periods, the Department experienced:

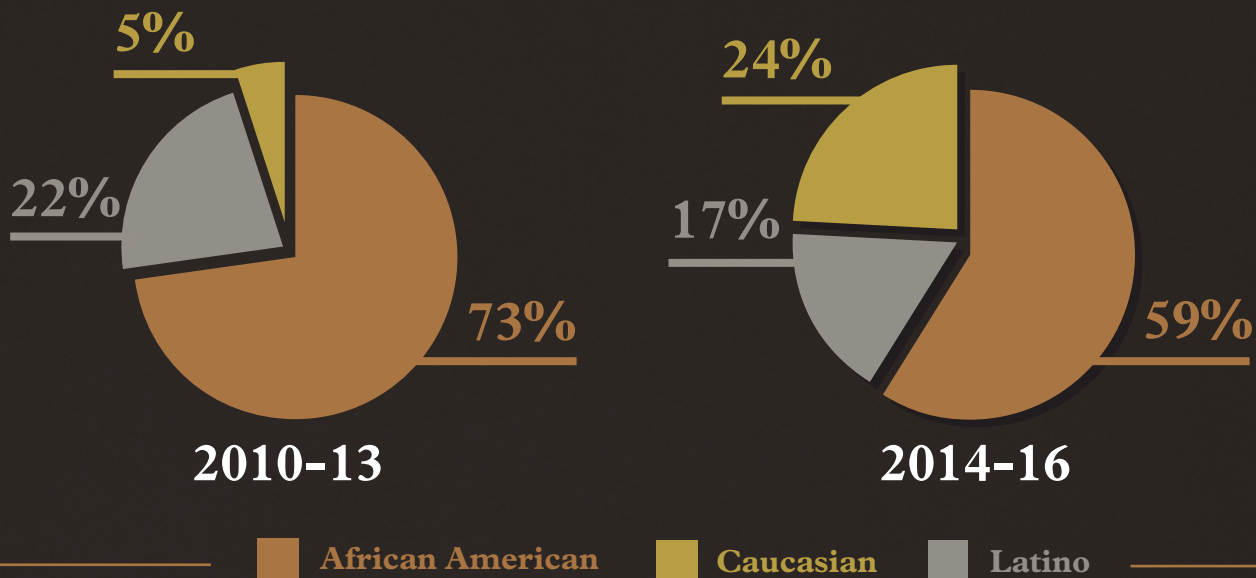


83%

An 83% reduction in out-of-home placements. This represents a drop from 846 placements over four years to 140 youth over three years.

A reduction in racial/ethnic disparities. In 2010-13, 73% of out-of-home placements were African American and 22% were Latino. In 2014-16, the percentage of African American youth in placement dropped to 59% and the percentage of Latino youth in placement dropped to 17%. This is an accomplishment that goes against national trends in justice reform.

REDUCTION IN OUT-OF-HOME PLACEMENTS



These reforms help place the county's rates of institutional placement below the state average. For example, on average, 21.3 youth per 1,000 youth in the state justice system are served while they are home, while 3.2 youth per 1,000 are sent to institutional placements. In contrast, 13.1 youth per 1,000 in the county are placed at home and 1.6 per 1,000 are sent to institutional placements—about half the state average (Wong and Ridolfi, 2018).

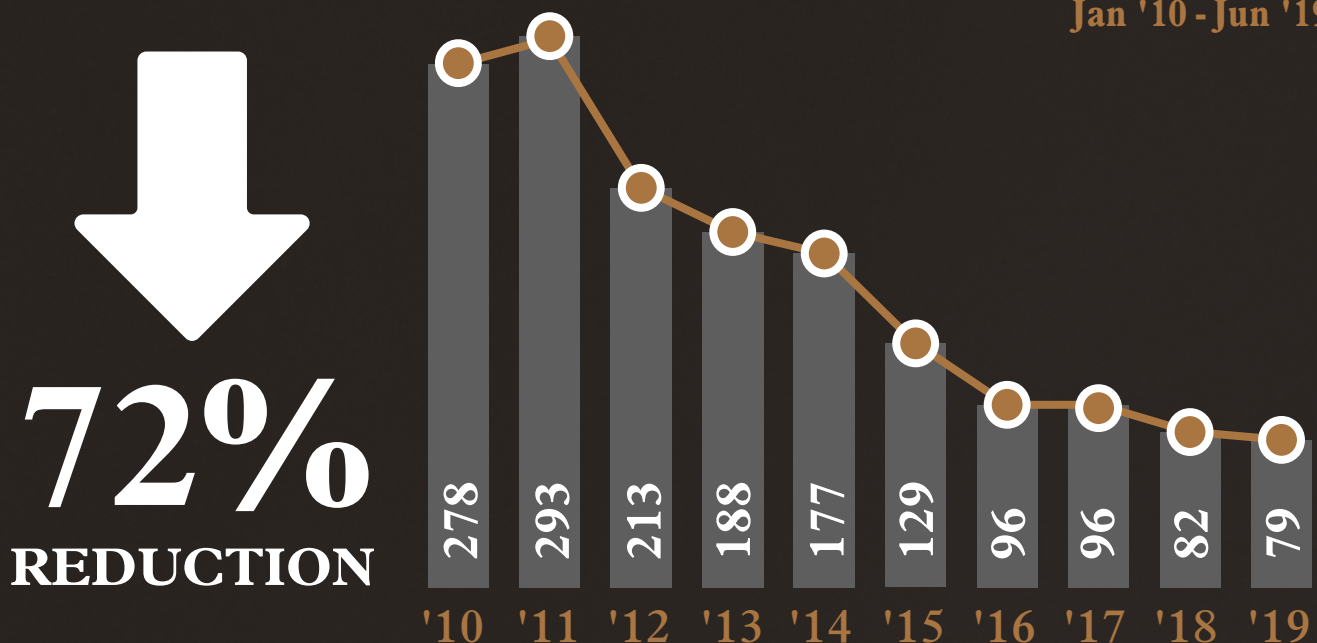


DRAMATIC CHANGES

Corresponding with these reductions, the impact to the number of youth committed to Camp Wilmont Sweeney by the Juvenile Court or detained at the Juvenile Hall has also experienced significant declines in response to these reforms.

AVERAGE DAILY POPULATION AT JUVENILE HALL AND CAMP WILMONT SWEENEY

Jan '10 - Jun '19



These decreases are largely a result of the Department's focus on incorporating multiple reforms into the existing system, in collaboration with a community of local, state, and federal partners intent on improving outcomes for youth.

These substantive changes include:

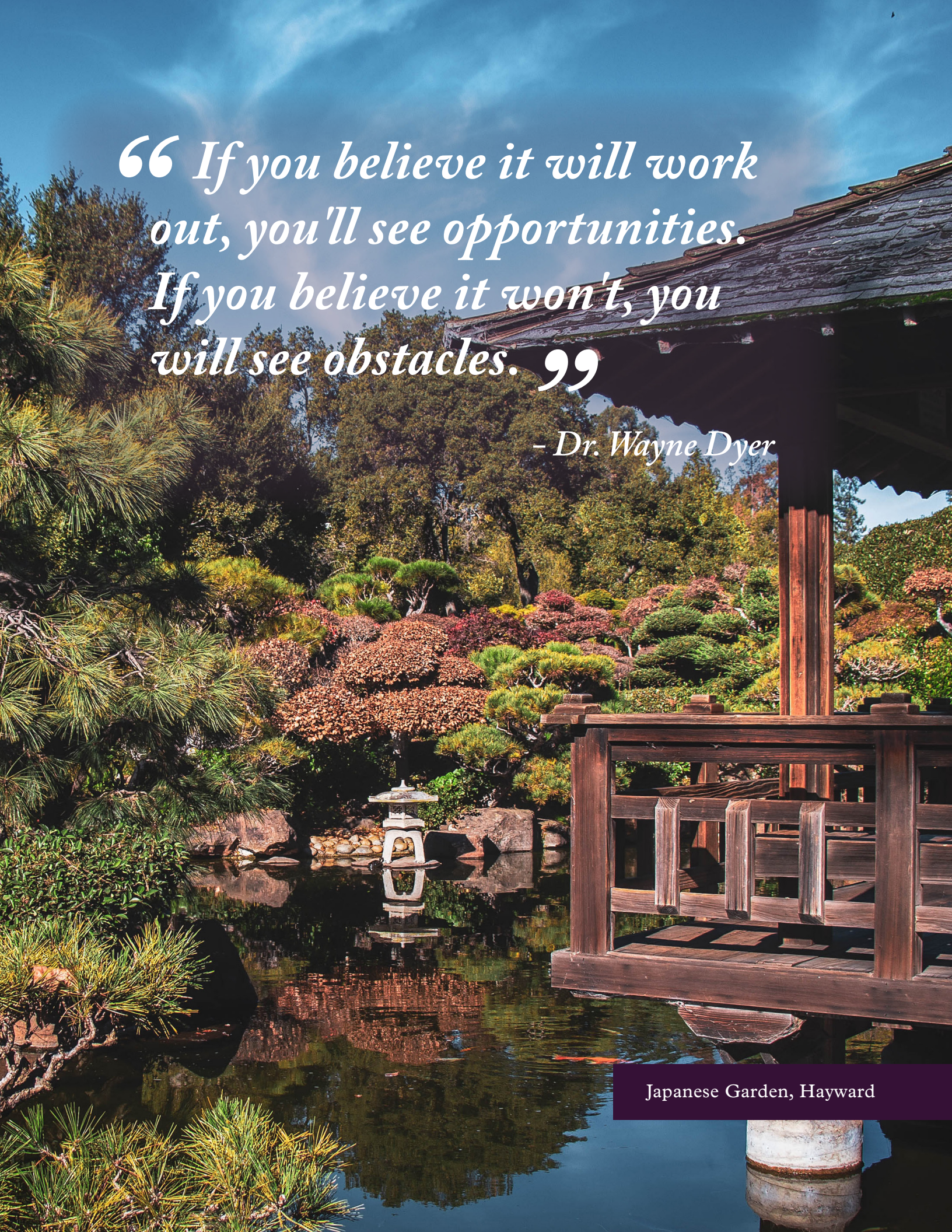
- ✓ Providing Wraparound Services to strengthen the family unit to enable families to more effectively address issues that, in the past, would have resulted in out-of-home placement decisions by the courts
- ✓ Strengthening family-finding efforts as an option for the Juvenile Court
- ✓ Incorporating strength-based, family-centered, and reunification supportive services
- ✓ Developing a robust System Improvement Plan to enable our county partners to effectively utilize and leverage resources (e.g., mental health, behavioral counseling, parenting classes)
- ✓ Increasing training and staff meetings focused on the changes in policy and practice
- ✓ Educating staff and stakeholders on research demonstrating the importance of limiting out-of-home placements and reducing the amount of time spent in those placements
- ✓ Improving collaboration with outside entities, such as community-based organizations and school districts

These reductions have placed Alameda County's rate of institutional placements below the state average, a commendable accomplishment that would not have been possible without the collaboration among our many local partners. These reductions are encouraging and have poised the county to become a model for other counties across the United States to emulate. The Department is committed to continuing its reforms in an effort to continue decreasing out-of-home placements, and in particular, those that impact youth of color.



SECTION 3

JUVENILE OPERATIONS

A photograph of a traditional Japanese garden. In the foreground, a wooden pavilion with a dark, weathered roof and a railing is partially visible on the right. A calm pond reflects the surrounding greenery and the pavilion. In the middle ground, a white stone lantern stands on a small island in the pond. The background is filled with lush, manicured trees and shrubs in various shades of green and autumnal colors. The sky is a clear, vibrant blue.

*“ If you believe it will work
out, you'll see opportunities.
If you believe it won't, you
will see obstacles. ”*

- Dr. Wayne Dyer

Japanese Garden, Hayward



Esa Ehmen-Krause
Assistant Chief
Probation Officer

MESSAGE FROM THE ASSISTANT CHIEF

The past 2 1/2 years have brought about many welcome changes to Juvenile Operations, none of which could have been accomplished without the diligence of the dedicated staff of the Alameda County Probation Department and the commitment of local, community, and government partners. I am delighted with what the Department has accomplished so far and excited by what it will achieve in the future.

Through these partnerships, many programs have been born and much has been achieved, from 100% compliance with standards set by the Board of State and Community Corrections, to an impressive and historical decrease in the number of probation youth removed from their homes. All of this and more represents the Department's commitment to improving all facets of its service delivery model and to ensuring our approach remains comprehensive, viable, and most importantly, effective.

As a public safety agency, the Department will continue to define its success through its partnerships and by the impact it has on youth and the families it is privileged to serve.

JUVENILE OPERATIONS

FACILITATING POSITIVE CHANGE IN OUR CLIENTS

Overview

Each year hundreds of youth in Alameda County are arrested and detained by law enforcement and/or the Alameda County Probation Department. Many of these youth face multiple complex challenges. They come from families struggling with substance abuse, domestic violence, and poverty, factors that often contribute to the youth's recurrent delinquency.

In order to address these needs, the Department uses a multidisciplinary team approach that is designed to help youth on probation achieve a seamless reintegration to their home and school environments from Juvenile Hall or Camp Wilmont Sweeney. Youth are referred to the Transition Center before their release. There, Probation staff connect youth and their families to services in the community, including those provided by the Alameda County Behavioral Health Department, the Alameda County Office of Education, the Center for Healthy Schools and Communities, Alameda County Public Health Care, the Oakland Unified School District, and Oakland Unite.



*I can't change the direction
of the wind, but I can adjust
my sails to always reach my
destination.*

”

- Jimmie Dean



ACHIEVING OUR OBJECTIVES THROUGH EFFECTIVE PROGRAMS & COLLABORATION

GOAL 1

The Department's service delivery model offers multiple opportunities to increase the effectiveness of its services. The model provides structured practices that outline processes and time frames for connecting youth to tailored interventions that address their individual needs and allow for links to supportive services from the first day of detention through transition, reintegration, and aftercare.

The goal of the Juvenile Facilities Division is to integrate systems and practices that:

- ✓ Reduce the impact of racial and ethnic disparities in the juvenile justice system
- ✓ Interrupt the cycle of behavior that leads to inappropriate acts
- ✓ Provide youth with skills that build upon their strengths
- ✓ Provide youth with opportunities for positive behavioral change
- ✓ Reduce rates of recidivism
- ✓ Provide individualized case planning
- ✓ Connect youth to community-based services prior to release
- ✓ Provide ongoing aftercare case planning and continuity of care
- ✓ Increase family engagement

JUVENILE HALL

A FOCUS ON INTERVENTIONS

To meet the goals outlined in the previous page, upon detention at the Juvenile Hall, staff:

- ✓ Assess a youth's risk and needs utilizing a multidisciplinary approach that includes county departments and local partners. This assessment includes an evaluation of the youth's medical, mental health, and educational needs, as well as other needs that may be identified
- ✓ Develop a strength-based case plan that focuses on education and outlines the resources that will be provided to the youth
- ✓ Monitor the case plan and modify it as needed
- ✓ Initiate pre-release planning through the Transition Center at the Juvenile Justice Center



The measure of who we are is what we do with what we have. ”

- Vince Lombardi

CAMP WILMONT SWEENEY

A THERAPEUTIC ENVIRONMENT

Youth committed to Camp Wilmont Sweeney remain in this therapeutic environment for six to nine months before being released into the community by the Juvenile Court. The youth committed to Camp are typically those who have failed community probation supervision in the past and would benefit from a more structured and holistic environment.

Camp Wilmont Sweeney offers an array of services designed to comprehensively examine and address a youth's needs. After being committed to the Camp, the youth undergoes an additional assessment to re-evaluate their needs relative to the type of services available.



Juvenile Institutional Officer Lance Winston with youth at Camp Wilmont Sweeney

Upon release from Camp Wilmont Sweeney, the youth is transferred to the supervision of the Juvenile Field Services Division, which is the entity responsible for providing supervision, support, and services to youth in the community. Deputy probation officers continue their collaboration with the family or caregiver to ensure the youth's successful transition.



Artwork in front of the Juvenile Justice Center represents the diversity in Alameda County

The deputy probation officers serve as the central point of contact, the bridge between the community, the youth, and the service providers. They make sure the youth is linked to the appropriate services, and they monitor both the delivery of services and the youth's progress in the community. By continuously monitoring progress on treatment goals and adjusting the case plan as needed, deputy probation officers facilitate a youth's transition and help to reduce their risk of returning to the juvenile justice system.



Ian Long
Deputy Chief
Probation Officer

MESSAGE FROM THE DEPUTY CHIEF

The Alameda County Probation Department recognizes that pathways to success are reinforced and an understanding of the world is expanded when youth are exposed to and take advantage of the vast body of knowledge that an education can provide. With that in mind, "Opportunities Through Education" has been established as the Juvenile Facilities Division's theme.

The Juvenile Facilities Division provides youth with these opportunities through traditional educational school credit recovery, literacy programs, college preparation courses, tutoring, skill building curricula, art, and an array of other programs intended to stimulate, motivate, and assist them through the stages of the change process.

As former President Barack Obama said in his 2009 inspirational address, "[T]he circumstances of your life, what you look like, where you come from, how much money you have, what you've got going on at home, that's no excuse for not trying . . . And even when you're struggling, even when you're discouraged, and you feel like other people have given up on you, don't ever give up on yourself."

We are proud of what the Alameda County Probation Department, along with our government and volunteer partners, have been able to achieve to strengthen the education, development, and future of the youth under our care.

JUVENILE FACILITIES DIVISION

A FOCUS ON THE FUTURE OF OUR YOUTH

Overview

The Alameda County Probation Department strives to create avenues that enable youth to gain skills that will help them successfully reintegrate into their communities and reunify with their families.

As a vital part of the community, the Department remains committed to the philosophy that youth have the capacity to change and it is up to us to create an environment that provides therapeutic interventions that challenge them to make lasting changes in their attitudes, beliefs, and behaviors. These changes cannot be imposed upon them; change can result only from internal choices made by the youth themselves. With this philosophy at the forefront, programs offered at the Juvenile Hall and Camp Wilmont Sweeney provide incentives that encourage, inspire, and motivate youth to build and increase engagement during their treatment and rehabilitation.

Family Engagement

In addition to coordinating continuity of care with county departments and our community partners, the Department is guided by family engagement and collaboration as key principles. The early development and establishment of rapport between a youth and the juvenile institutional officer, the deputy probation officer, and the youth's family is essential to supporting their success upon release from Juvenile Hall or Camp Wilmont Sweeney. This level of family engagement gives the youth the chance to communicate his or her wishes regarding their re-entry plan, while preserving the family's influence on decisions and creating a joint responsibility for outcomes.

GOAL 1



KEY JUVENILE FACILITIES INITIATIVES & PROGRAMS

Juvenile Justice Center

The Juvenile Hall, located at the Juvenile Justice Center in San Leandro, is a 358-bed, 24-hour secure, temporary holding facility for youth awaiting court services. At the facility, youth are provided with support in the form of academic courses, medical and behavioral health services, recreational opportunities, religious services, and a wide range of other services intended to promote personal growth and development. Programs at the facility operate using a strength-based approach that prioritizes an individual's self-determination and strengths. It is a philosophy and a way of viewing probation clients as resourceful and resilient in the face of adversity. This approach is further supported by an environment that promotes accountability and a system intended to reward and recognize socially acceptable behavior.

Transition Center Redesign: A focus on aftercare for youth and their families

Involvement in the juvenile justice system is emotionally difficult for youth and their families, often leading to feelings of helplessness and anxiety. Youth and their families cannot take advantage of opportunities for change unless they are aware of and have access to those opportunities. This belief is the cornerstone of the Transition Center.

GOAL 2

Under the leadership of the Alameda County Probation Department, the Transition Center is a collaboration of partners that includes the Alameda County Office of Education, the Center for Healthy Schools and Communities, Oakland Unified School District, Oakland Unite, Alameda County Behavioral Health, and Alameda County Public Health. The Center provides a "one-stop shop" for service referrals.

The Transition Center focuses on providing re-entry services and support to youth, families, and/or caregivers before the youth is released from custody. The Center also provides support and services to those youth who come to the attention of the Juvenile Court as a result of allegations of misbehavior.



In the summer of 2017, the Transition Center began a three-step process to enhance its service delivery model.

This process involved:

- ✓ Refining and enhancing its re-entry planning processes and service referral systems
- ✓ Creating an automated data collection process that enables the Probation Department to measure the efficacy of its service referrals
- ✓ Implementing a physical redesign of the Transition Center

Re-entry Processes

Re-entry processes were strengthened to ensure that youth and their families are provided referrals to resources that effectively support their success. With this objective in mind, the Department determined that transition planning for all youth should begin at the time of their booking into the Juvenile Hall and/or referral by the Juvenile Court.



This comprehensive re-entry transition plan involves a multidisciplinary team consisting of Probation staff, service providers, the youth, and the youth's family and/or caregivers. This collaboration helps the Department leverage resources and utilize the vast knowledge of the various disciplines to develop a plan that best meets the youth's needs.

In addition to connecting families with services in the community, such as vocational training and referrals to counseling and/or mentoring services, the Transition Center provides families with transportation, food vouchers, relocation support, clothing, school supplies, and household items. In the spirit of our **"no wrong door"** practice, all youth, regardless of their standing on probation or pending court matters, are provided services.¹¹ This allows continuity of care in an environment where access to services can potentially make a significant difference in the life of the youth and their families or caregivers.

To support continuity of care, the Transition Center's multidisciplinary team meets with the youth, family, and/or their caregivers shortly after the youth's release to the community and/or referral to services to assess the effectiveness of the referrals and to determine if additional services are needed.

Automated Data Collection

In 2017, a custom database was created to enable the Department to collect data and measure outcomes related to the services provided by our county partners and community-based organizations. Since implementing the database in September 2017, 1,254 youth have had at least one transition plan developed in preparation for their release. As the Department continues to collect information about the youth served over time, it will continue to make data-driven decisions and service refinements in an effort to improve outcomes.

Redesigning the Transition Center

In early 2018, the Department's focus shifted to the creation of a welcoming and inviting physical space where youth and their families could decompress from the pressure of court and where families and caregivers could wait for a youth's release from custody. As a result, two confidential conference rooms furnished with computers, telephones, and current community resources and events were constructed, a smart curved television with educational and inspiring programming was installed, and fresh fruit and filtered water were made available.

¹¹ "No wrong door" refers to the practice that no client or member of the public will be turned away when requesting information and/or access to services simply because they may have inquired of an entity that is not in charge of that area.

A **mosaic mural** and a **mirrored "reflecting tree,"** created by Camp Wilmont Sweeney youth in partnership with Community Works West, greet youth and their families when they arrive at the Transition Center. The lobby area was repainted with calming colors, new carpeting, and a comfortable seating area with USB charging capabilities.



Mosaic Mural

Mirrored
"Reflecting Tree"



EDUCATION

THE CORNERSTONE OF SUCCESS FOR OUR YOUTH

GOAL 1

In collaboration with the Alameda County Office of Education, youth detained in Juvenile Hall and Camp Wilmont Sweeney are provided with educational opportunities to ensure they remain current in their studies, allow them to expand their horizons and make more informed choices in their lives, and reduce the potential for social and economic disparity.

Student Extended Education Program

The Student Extended Education Program (S.E.E.P.) was introduced in 2015 and is currently in its 10th six-week session. The goals of the program are to educate, enhance, and prepare students for their next phase in life by providing life skills, career advice, and college preparation guidance.

Youth in this program participate in advanced skill building courses, including Aggression Replacement Therapy, making proud choices, podcasting, gardening, creative writing, culinary science, music therapy, law and restorative justice, sports fundamentals, and financial literacy.

During the 2017-18 school year, 24 youth participated in the S.E.E.P program and another 7 joined as of June 2019. These youth were also offered online college courses through Merritt College, as well as tutoring and access to the computer lab to enable them to continue their education.

Camp Wilmont Sweeney

Camp Wilmont Sweeney is a 50-bed minimum security residential program for adolescent males ranging in ages from 15 through 19. The Camp is administered by the Department and utilized by the Juvenile Court as a local sanction in circumstances where a young person has incurred a sustained juvenile petition.¹²

¹² A sustained juvenile petition is equivalent to a guilty verdict in adult court. When a minor is accused of committing a California felony or misdemeanor crime, the prosecutor files a "petition" against the minor.

MERIT REWARD SYSTEM

FACILITATING CHANGE IN OUR YOUTH THROUGH REWARDS AND POSITIVE REINFORCEMENT

Camp Wilmont Sweeney uses a behavior management program that is based on a merit badge system in which youth are incentivized and rewarded for reaching their goals and exhibiting positive behavior. This merit badge system encourages youth to follow the rules. If they do, they can progress through the badge-level system and earn incentives, such as rewards, accolades, and additional privileges.

Each badge level is celebrated as a competency-driven milestone in a youth's progress within the Camp environment. There are a required number of weeks and established goals which must be accomplished before the youth can come before the Behavior Review Board and ask to be advanced to the next badge level.

GOAL 1

As part of the process, the youth must justify to the Board why they feel they should advance to the next badge level. When youth present before the Board, they perform tasks, such as reciting an essay or presenting a book review, that are intended to help develop their reasoning and public speaking skills. Youth who complete all four merit badge levels successfully earn a certificate of achievement and are recognized at a biannual graduation hosted by the Alameda County Office of Education.

The impact of this program was clearly articulated by one youth who stated, ***"What I learned since I have been at camp is that you can do anything you put your mind to ... When I get out, I will show my sister that there is a better way to be."***



Juvenile Justice Center Mural



A Holistic Approach to Facilitating the Success of our Children: Comprehensive, Family-Focused, Strength-Based Programming & Re-entry Planning

GOAL 1

In recognition of the fact that the youth the Department and its partners serve will eventually return to their communities, extensive re-entry planning begins the moment a youth enters the Camp environment. Multidisciplinary teams, consisting of probation staff and our education, medical, mental health, and community-based partners, work together to develop and implement individualized treatment plans that focus on promoting pro-social behavior, mature decision-making, and educational achievements.

The program focuses on helping youth develop and strengthen coping and life skills to enable them to manage situations in a more productive manner. To achieve this objective, Camp Wilmont Sweeney offers a range of programs and services geared toward strengthening a youth's individual skills. This includes anger management, violence prevention, gang awareness and prevention, substance abuse treatment and education, life skills training, tutoring, and vocational programming for job readiness. Camp Wilmont Sweeney advances the Department's mission of incorporating a family-centered approach into its services by providing outreach to a youths' family and community through education and support groups for parents, supervised off-grounds activities, and temporary home passes.

We can change our lives. We can do, have, and be exactly what we wish.

- Tony Robbins

”



To ensure continuity of care and identify appropriate individualized Wraparound Services for youth before their discharge from Camp, the Transition Center staff develop a comprehensive aftercare plan. The overall goal is to sustain positive behavior by providing youth with tools and skills to enable them to successfully transition back into the community.

GOAL 1

Freedom School

For the fourth consecutive summer, Freedom School, in partnership with the Children's Defense Fund, Lincoln Families, and the Alameda County Office of Education, has delivered innovative, engaging, literacy-based programming to youth at Camp Wilmont Sweeney. The Freedom School program seeks to build strong, literate, empowered youth who are prepared to make a difference for themselves, as well as for their families and communities.

By providing summer and after-school reading enrichment for youth who might otherwise not have access to books, the program plays a much-needed role in helping to curb summer learning loss and close achievement gaps. The program is a key part of facilitating a level playing field for all youth. The interactive curriculum encourages free expression and provides a non-traditional learning environment in which youth have the opportunity to engage in daily reading. They engage in over 150 minutes of literacy development every day and are exposed to a variety of arts and science-based enrichment activities.

In the summer of 2018, Freedom School provided a six-week program that culminated in a spirited graduation and a showcase of the reading material used in the curriculum. Youth who participated in the program ***improved their reading comprehension scores by 88%***, on average, over the course of the program, the equivalent of a two-year gain in reading level.



Youth in Freedom School reviewing a selection of reading material





Brian Ford
Deputy Chief
Probation Officer

MESSAGE FROM THE DEPUTY CHIEF

As one of the newest additions to the Alameda County Probation Department's executive leadership, it is a pleasure to be associated with a community of partners focused on providing justice-involved individuals with opportunities for positive change and on reducing the racial and ethnic disparities that permeate the criminal justice system.

As the number of youth involved in the justice system continues to decline, the Department remains committed to utilizing progressive trends to inform its practices, enabling us to continue to safely and strategically reduce the number of youth in the criminal justice system, all with the utmost sensitivity to those impacted by crime. The Department will accomplish these objectives by carefully analyzing and evaluating its performance on a regular basis and by remaining true to the core correctional practices that guide the Community Corrections profession.

I look forward to what the Department, in collaboration with our government and community partners, will accomplish in the ensuing months and years to come as we work together to create a juvenile supervision model worthy of replication nationwide.

JUVENILE FIELD SERVICES DIVISION

FACILITATING POSITIVE CHANGE IN OUR CLIENTS

Overview

The Juvenile Field Services Division offers rehabilitative services to justice-involved youth. Deputy probation officers serve in numerous roles, including youth advocate, case manager, and supervision officer. Many of the Division's programs, such as truancy and prevention services, focus on diverting at-risk youth from entering the juvenile justice system. Others address substance abuse, keeping youth actively participating in school, and reuniting families.

Prevention Services Program

In addition to the Juvenile Field programs profiled in this section, the Division offers direct services, collaborates with external entities, and leverages resources to provide youth with Wraparound Services and a range of programmatic options.

To accomplish these objectives, our partners in the Preventative Services Program include 18 community-based organizations across Alameda County, some of which are listed below.

The **Delinquency Prevention Network** (DPN) is a collective of specialized non-profit and city government entities that coordinate with law enforcement agencies, schools, and service providers to provide appropriate services to justice-involved youth.

Each provider in the DPN has a unique service that is tailored to a youth's needs. The DPN provides services to youth who are at risk of becoming involved in the criminal justice system (at-risk youth) and youth on formal or informal probation to stabilize them and their families and reduce risky behavior. The DPN includes both Youth Service Centers and Local Service Centers.

GOAL 1



COMMUNITY-BASED SERVICES

Youth Service Centers provide:

- ✓ Therapeutic Counseling
- ✓ Crisis Intervention
- ✓ Case Management
- ✓ Diversion Services
- ✓ Truancy Mediation

During fiscal year 2017-18, the DPN's 10 Youth Service Centers reported serving a total of 1,476 youth throughout Alameda County. In July 2018, a new Youth Service Center was added, increasing the number of centers to 11. Since then, an additional 2,521 youth have been served as of April 2019.

Local Service Centers provide:

- ✓ Civic and Social Engagement Activities
- ✓ Mentoring Services
- ✓ Restorative Justice Services
- ✓ Diversion Services
- ✓ Life Skills and Support Services

During fiscal year 2017-18, five Local Service Centers provided specialized diversion services to a total of 159 youth. In December 2018, the Department contracted with seven additional Local Service Centers to work with youth with the most need in specific service areas within Alameda County.

As of April 2019, both the Youth and Local Service Centers have provided diversionary services to 2,268 youth.

The Juvenile Field Services Division is involved in numerous other activities, partnerships, and collaborations intended to serve youth under the jurisdiction of the Alameda County Probation Department, including:



Collaborative Courts, where the goal is to link youth charged with a criminal offense who are suffering from a mental illness or disorder with individualized mental health treatment services, educational and vocational opportunities, and other community support.

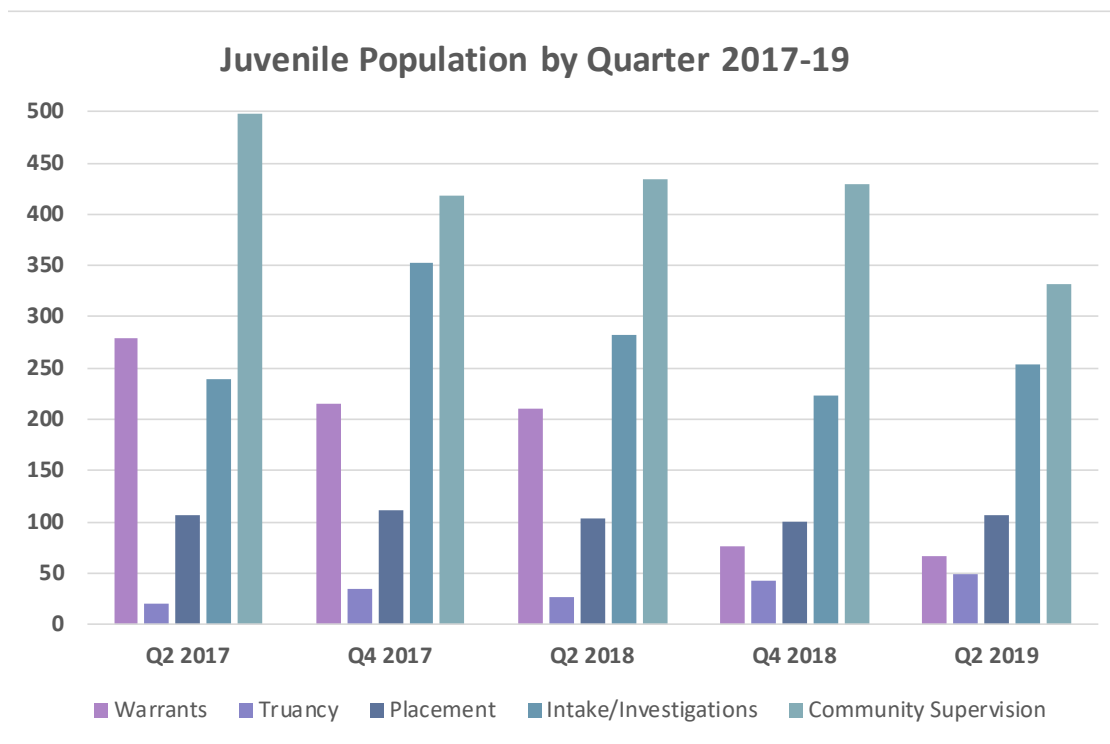


Continuum of Care Reform, which focuses on improving outcomes for youth in foster care by providing youth and families with services to maintain a stable and permanent family environment.



Cross-Age Mentoring Program, a collaborative effort to reduce school suspensions of youth in the Oakland Unified School District.

As shown below, the overall juvenile probation population has declined 29% from the second quarter of 2017 to June 2019, dropping from 1,144 to 809. The largest decline, 76%, was seen in the number of youth with warrants, because the Department has made a concerted effort to clear warrants.¹³



¹³ **Warrants:** An order of arrest issued by the Juvenile Court. **Truancy:** Youth on probation supervision, pursuant to Welfare & Institutions Code 601, for habitual truancy. **Placement:** Youth placed by the Juvenile Court in an alternative residence in the community other than that of their primary caretaker/guardian/parent(s). **Intake/Investigations:** Youth cases, pursuant to Welfare & Institutions Code 601 or 602, processed through the Intake or Investigations Units of the Probation Department. **Community Supervision:** Youth placed on formal or informal probation supervision in the community by the Juvenile Court.



KEY JUVENILE FIELD SERVICES INITIATIVES & PROGRAMS

CROSSOVER YOUTH PRACTICE MODEL:

Our Focus On Youth With The Greatest Needs

GOAL 2

Crossover youth are youth who are involved in both the child welfare and the justice systems. They have unique needs and require a more intensive array of services and support than other youth. Research has established that youth who have been abused or neglected are more likely to engage in delinquent behavior that results in involvement with the juvenile justice system.

In 2017, the Department incorporated a practice model that involves collaboration with the Alameda County Social Services Agency, juvenile court system, district attorney, county counsel, community-based organizations, the youth, the youth's attorney, and the youth's family. Known as the Crossover Youth Practice Model (CYPM), this model describes a specific set of practices to reduce the number of youth who cross over between the child welfare and juvenile justice systems.

The CYPM improves outcomes by facilitating communication, collaboration, planning, and access to resources between organizations, agencies, and systems for youth and their families. At every stage of the process, the model utilizes data to help improve decision-making. The goal is to reduce disparities, improve outcomes for foster youth



*Turn your wounds
into wisdom.*

”

- Oprah Winfrey

who commit delinquent acts, and mitigate further justice system involvement. While there are some youth who cross over from the juvenile justice system to the child welfare system, the clear majority cross over from the child welfare to the juvenile justice system.

The Department's focus for crossover youth is permanency and a safe transition into the community.¹⁴ When the Department receives a case for a crossover youth, it conducts an assessment to determine the needs of the youth and the family and to identify the system best suited to meet those needs.

The Department will then:

- ✓ **Engage the youth and family in decisions that impact them**
- ✓ **Make referrals to the appropriate supportive services**
- ✓ **Explore diversion strategies, including restorative justice programs**
- ✓ **In the most serious circumstances, make a referral to the District Attorney's Office**

Incorporating the CYPM into the Department and county programs has resulted in reduced detentions of foster care youth in Juvenile Hall and a more comprehensive review of a youth's needs.



Left to right: Specialist Clerk I Rachel Crawford, Specialist Clerk I Tony Burton, and Specialist Clerk I Angela Agabao

¹⁴ The goal of permanency is to expeditiously secure a safe, permanent placement for every child in foster care.

Probation Youth Employment Program

GOAL 2

The Department created the Probation Youth Employment Program (PYEP) to improve the well-being and increase the self-sufficiency of probation-involved youth. By helping youth improve their employment skills and obtain jobs, PYEP helps them become more independent and self-reliant. The target population includes youth ages 14 to 19 in the care and supervision of the Department who have been arrested for criminal offenses and require a low to medium level of supervision. These youth may have limited or no previous work experience and/or may be experiencing socioeconomic barriers that keep them from obtaining the documentation needed to be employable (e.g., birth certificates, social security cards, identification cards, work permits, etc.).

In July 2016, the Department contracted with community-based organizations that have expertise in providing employment services to youth.

Since the PYEP's inception, more than 813 youth have been referred to contracted providers for assistance in finding employment. Many of these youth have been placed in internships, subsidized jobs, and permanent positions, fulfilling the Department's goal to help them become more self-sufficient and independent.



Jul '16 - Jun '19 Outcomes



**771
Employed**



**519
Enrolled in
Employment
Workshops**



**299
Completed
Employment
Workshops**

Title IV-E Child Welfare Waiver

A Focus on Providing Preventative Services & Effective Interventions to Youth & Their Families

Title IV-E of the Social Security Act (42 U.S.C. §§ 671-679b) is an important funding stream to support foster care youth, providing federal reimbursement for a portion of the maintenance and administrative costs of caring for youth who meet specified federal eligibility requirements. The California Well-Being Project offers participating counties the flexibility to invest Title IV-E resources in proven and innovative approaches that enhance the safety of youth and the success of families. The Department is one of seven probation entities throughout the State who participate in the project.

GOALS 1 & 2

The Department's target population includes youth up to 17 years of age, including those who are currently in out-of-home placements or who are at risk of entering or re-entering foster care.

The Department's revenue from Title IV-E reimbursements had decreased during the past five years as a result of the decline in our juvenile population. However, a close review of this revenue stream indicated that the decrease in revenue was not proportionate to the drop in the population.

To ensure the Department took full advantage of the opportunity to invest in services that support the safety, well-being, and future of our youth, the Alameda County Probation Department conducted an extensive analysis, utilizing a nationally recognized partner with expertise in the Title IV-E program, to examine factors that were contributing to the decline in revenue.



*The best preparation
for tomorrow is doing
your best today.* ”

- H. Jackson Brown, Jr.



The Department also conducted a comparative analysis with other participating county departments to determine which services, provided by other agencies, could be claimed for purposes of Title IV-E reimbursement.

The result was improved staff training and reporting procedures and the implementation of an automated “time study” system that drastically improved the revenue picture. This enabled the Department to claim “activities” tied to the support provided to eligible youth. As a result, by the end of fiscal year 2017-18, the Department’s revenues from Title IV-E increased to over \$13 million, a 65% increase over the prior year.

Utilizing this flexible funding stream, Probation established three interventions to facilitate a youth’s reunification with families and reduce out-of-home placements:

- ✓ **Wraparound Services designed to envelop the youth and family with services intended to avoid out-of-home placements and facilitate a youth's reunification with their families**
- ✓ **Collaborative Court case management services for youth with high mental health needs and unstable living environments**
- ✓ **Multidimensional Family Therapy, an integrated, comprehensive and family-centered treatment for teens and young adults with complex issues and cognitive disorders**

Outcomes associated with youth participating in one or more interventions continues to demonstrate promising results, as evidenced by the statistics outlined on the following page.



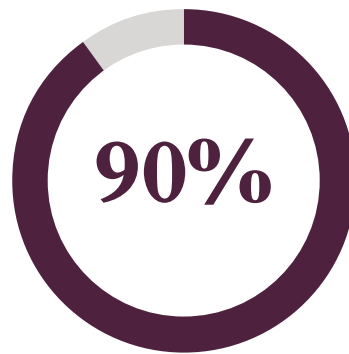
Reach for the Stars. ”

- H. Jackson Brown, Jr.

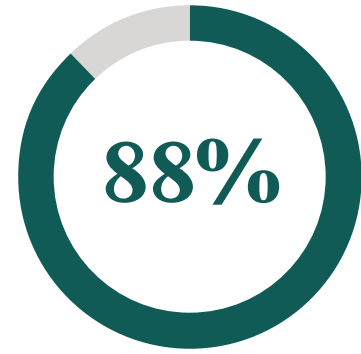
Percent of Youth Who Did Not Sustain a New Offense



**Wraparound
Services**



**Collaborative
Court**



**Multidimensional
Family Therapy**

- ✓ Out of 291 youth who received Wraparound Services between July 2012 and April 2018, 262 (90%) had no new sustained offenses within six months of their discharge date from the program.
- ✓ Out of 237 youth who received Collaborative Court services between August 2010 and April 2018, 90% had no new sustained offenses within six months of their discharge date from the program.
- ✓ Out of 43 youth who received Multidimensional Family Therapy services between August 2016 and April 2018, 38 (88%) had no new sustained offenses within six months of their discharge date from the program.

These outcomes demonstrate that the services provided to youth and their families have been effective in reducing and/or eliminating behavior that would have resulted in a Juvenile Court commitment to an in-custody term, an out-of-home placement, or probation supervision.¹⁵ Overall, the success achieved through this program has been unprecedented, encouraging, and indicative of what can be achieved when the Department partners with external stakeholders in the development and implementation of innovative and promising practices within the criminal justice system.

¹⁵ An in-custody commitment can encompass a term of confinement in Camp Wilmont Sweeney or with the California Department of Corrections and Rehabilitation.



Assembly Bill 12: California Fostering Connections to Success

Assembly Bill (AB) 12, the California Fostering Connections to Success Act, was signed into law on September 30, 2010 and became effective on January 2, 2012. The bill was designed to extend foster care services to young adults, from ages 19 to 21. These individuals are designated as “non-minor dependents.”

The Primary Objectives of AB 12:

- ✓ Young adults will maintain a safety net of support while residing in a supervised living environment
- ✓ Young adults will receive extended time as “non-minor dependents” to obtain educational and employment training opportunities which help them become better prepared for a successful transition into adulthood and independence

Alameda County Probation strongly believes that non-minor dependents can achieve independence through the extension of foster care payment benefits and transitional support services. The Department’s goal is to ensure that these youth not only secure safe and stable housing, but also maintain permanent connections to caring and committed adults who are invested in their long-term success.

To achieve this goal, services are provided to non-minor dependents who are willing and medically able to work with an assigned deputy probation officer to meet independent living goals and who meet one or more of the following requirements:



Working to complete high school or an equivalent program (i.e., a GED)



Enrolled in a university, community college, or a vocational education program



Employed at least 80 hours per month or participating in a program designed to help the young person find employment

A cadre of dedicated deputy probation officers provide case management services to non-minor dependents who live outside of Alameda County, but within the jurisdiction of the Alameda County Juvenile Court. They offer support while these young adults transition to independence and gradually develop a self-sufficient lifestyle. The officers stay in constant contact with these young adults, providing guidance and assistance with every day living skills. Staff also refer them to community-based organizations that can provide additional services.

As of June 2019, the Alameda County Probation Department was actively serving the needs of more than 118 former foster youth through AB 12, with the hope that this population will achieve a long-lasting pattern of autonomy.

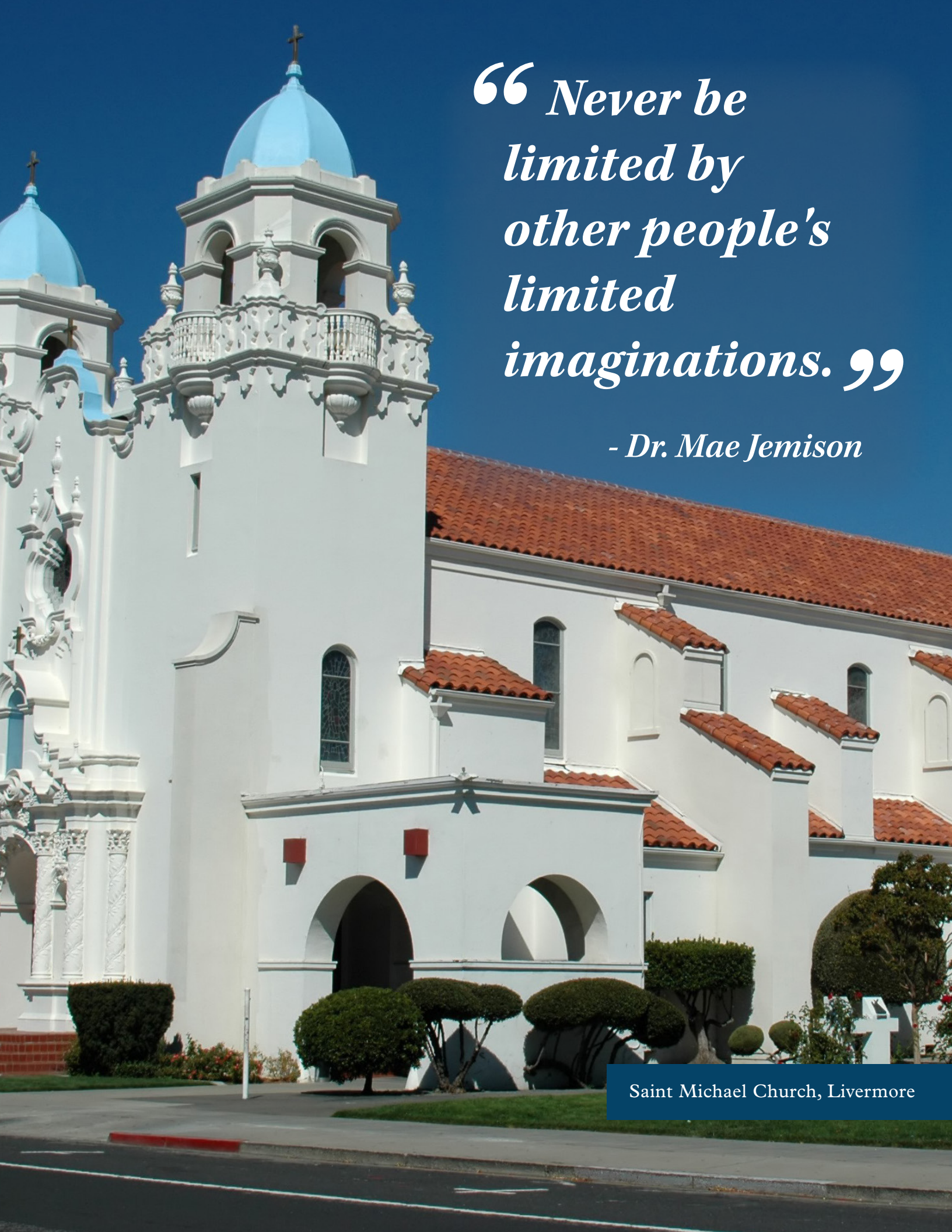


Left to right: Unit Supervisor Frederick Dabbs, Jr., Deputy Probation Officer III Theresa Lofton-Bradley, Deputy Probation II Shaquilla Wilson, Unit Supervisor Yolanda Stenhouse, Deputy Probation Officer III Yvette Salazar, Deputy Probation Officer III Chavon Johnson, Deputy Probation Officer III Karimah Keene



SECTION 4

ADULT OPERATIONS

A photograph of Saint Michael Church in Livermore, California. The church is a white, Spanish Colonial Revival style building with a prominent bell tower on the left featuring a blue dome and ornate carvings. The main body of the church has a red-tiled roof and arched windows. In the foreground, there are manicured green bushes and a paved street.

*“ Never be
limited by
other people’s
limited
imagination. ”*

- Dr. Mae Jemison

Saint Michael Church, Livermore



Marcus Dawal
Assistant Chief
Probation Officer

MESSAGE FROM THE ASSISTANT CHIEF

In the past 2 ½ years, the Adult Field Services Division has undergone a transformation with a focus on improving public safety through the implementation of progressive evidence-based practices. This transformation has been accomplished by incorporating a variety of technological solutions and Community Corrections programs intended to help adult clients turn their lives around.

The Alameda County Probation Department recognizes that the time available with probation clients is limited, and therefore, the Department must do all it can to support, encourage, and facilitate rehabilitative changes that are sustainable. Furthermore, we recognize that creating rehabilitative opportunities for adult clients is a responsibility that can best be achieved, in collaboration with our many partners, when we take advantage of the tools and resources at our disposal. As an agency that leads in providing these critical services, we also appreciate the need to stay abreast of emerging practices and training in order to maintain our position at the forefront of the industry and to increase our effectiveness.

An ongoing investment in these critical components is paramount to our success and to the success of those we serve. Equally important, with the continued support of the Board of Supervisors and our local, state, federal, labor and community leaders, the Department will meet this goal and continue to exceed expectations.

ADULT FIELD SERVICES DIVISION

MAKING A DIFFERENCE

Overview

The Adult Field Services Division provides supervision and specialized programs to justice-involved adults, working closely with community partners to deliver effective services. This population includes adults released from State prison (post-release community supervision) and county facilities (mandatory supervision, felony probation) under AB 109, the Public Safety Realignment Act of 2011, and those placed on formal probation by the courts. The Division is responsible for supervising these individuals in the community 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 adult clients obtain the skills they need to live productive, crime-free lives. This objective is accomplished by linking clients to services that address their education, employment, substance abuse, and mental health needs.

The Division also conducts investigations, prepares pre-sentence reports for the court, and represents the Department on various probation-related matters. The Division provides specialized services to clients convicted of domestic violence and/or sexual offenses, as well as others who have been assessed at a high risk to reoffend.

In our continued effort to make the criminal justice system more equitable and more aligned with effective criminal justice practices, and to create “opportunities for change” for adult clients, the Department is engaged in a number of internal and external collaborative efforts. Those efforts include:



A partnership with the District Attorney’s Office to identify clients for **early termination of probation** after two years of successful supervision. Research indicates that higher rates of recidivism occur within the first two years of supervision and are dramatically reduced thereafter, therefore demonstrating that the first two years of supervision are the most critical. Since the inception of this program, 113 clients have been granted an early termination, while 46 have had their felonies reduced to a misdemeanor.



The creation of a **Pathways to Success** web portal, intended to provide clients with easy access to employment opportunities.

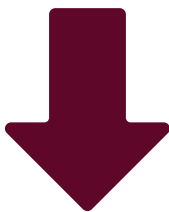


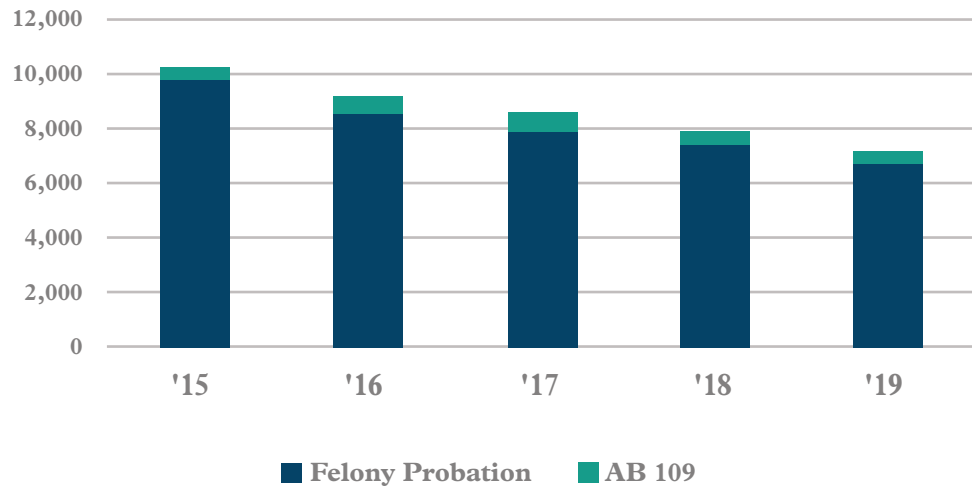
The **expansion of contracts with community-based agencies** that have demonstrated the capacity to improve outcomes through education, vocational training, and other services funded through the Community Capacity Fund.

As shown on the following page, the total adult probation population has declined from 9,120 in 2017 to 7,160 in June 2019. The AB 109 population has seen the largest proportional decline, 27%, over the last two years, compared to a 21% decline in the felony probation population.

Adult Probation Population

Jan '15 - Jun '19


30%
REDUCTION



* Population counts as of the last day of the year. For 2019, the population is as of June 2019.

Despite this decline, deputy probation officers continue to supervise clients on caseloads that exceed American Probation and Parole Association Standards (APPA).¹⁶ For example, to allow deputy probation officers to effectively supervise and service medium to high-risk clients on their caseloads, APPA recommends 50 cases per officer. Additionally, clients on intensive supervision caseloads, such as sex offenders, domestic violence clients and those with significant mental health issues, would ideally be supervised on caseloads of 20 clients per deputy probation officer.

Case Type Based Upon A Validated Risk Assessment	Recommended by APPA	Average Alameda County Probation Caseloads
Medium to High Risk Cases	50	89
Intensive Supervision, i.e., Sex Offenders, Domestic Violence, Mental Health Cases	20	64

¹⁶ The American Probation and Parole Association is the Correctional field's leading professional membership association. Its goal is to reduce recidivism by strengthening the Community Corrections industry.



KEY ADULT INITIATIVES & PROGRAMS

EVIDENCE-BASED SERVICE DELIVERY MODEL

GOALS 1, 2, 3, & 4

The Adult Field Services Division's program model is aligned with the United States Department of Justice's Smart Supervision initiative, a strategy for reducing incarceration rates throughout the country by using evidence-based practices that effectively address individual needs. To maintain the integrity of the program and remain faithful to the model, the Department has incorporated an evaluation and outcome component. Over time, this component will allow Probation to evaluate the program's quality and overall implementation, and to determine whether changes in supervision practices and the provision of services positively impact the behavior and outcomes of adult clients.

The Department is currently in the final stages of implementing nine programmatic components designed to ensure a marked improvement in the delivery of services for its adult population. These components include:



Mandatory **evidence-based practices training** for all sworn and non-sworn staff to ensure that our employees are familiar with progressive practices proven to reduce recidivism



Mandatory **BriefCASE training** to enable supervisors to coach, mentor, reinforce and refine deputy probation officers' skills in using risk reduction techniques with their clients



Establishment of **caseload management standards** for adults who require a more intensive level of supervision and additional community services (e.g., sex offenders, domestic violence offenders, and clients with mental illness)



Incorporation of an **automated caseload management system**, Tyler Supervision, to enable the Department to more effectively manage individual clients and produce quality control reports



Establishment of an **automated service referral system**, Partner Portal, hosted in Tyler Supervision, to allow direct communication with service providers



Utilization of a **mobile case management application**, Probation Remote Information Management Environment (PRIME), to enable deputy probation officers to remotely access information specific to their clients



Use of an **adult risk and needs assessment tool**, Correctional Offender Management Profiling for Alternative Sanctions, COMPAS, to enable deputy probation officers to develop case plans specific to the risk and needs of the client



Mandatory utilization of **specialized risk assessment tools** to enable deputy probation officers to determine the risk and needs of clients with convictions for sex offenses, domestic violence, and/or with a history of mental health issues



Use of **Skype**, to enable deputy probation officers to interview adult clients who are pending release from State prison in order to facilitate the completion of the COMPAS risk and needs assessment and to begin pre-release planning

These programmatic components will help deputy probation officers develop progressive, individualized “state of the art” case plans that address the criminogenic factors that contribute to a client’s involvement in the criminal justice system.¹⁷ These factors may include substance abuse, mental health issues, antisocial behaviors, and poor coping skills, along with a lack of education and/or employment skills. Addressing these factors will help the Department strengthen its service delivery and accountability, and achieve effective, measurable risk reduction outcomes.

¹⁷ Issues, risk factors, characteristics and/or problems that relate to a person’s likelihood to reoffend or recidivate.



Re-entry Hiring Initiative

GOALS 1 & 5

The Probation Department continues to take the lead in coordinating activities to support Alameda County's Re-entry Hiring Initiative. This Board of Supervisors initiative aims to foster partnerships with public agencies and community-based organizations in order to reduce employment barriers and provide access to a livable wage for the "hardest to employ" population, i.e., justice-involved individuals. This population is typically defined as individuals who have been involved with the criminal justice system and/or those with felony convictions (also called "the re-entry and/or justice-involved population").

Between 2016 and 2019, the Department collaborated with various County agencies and community organizations to develop a comprehensive strategy to support the re-entry population. These partnerships resulted in the following:



A significant increase in the number of criminal justice involved hires.

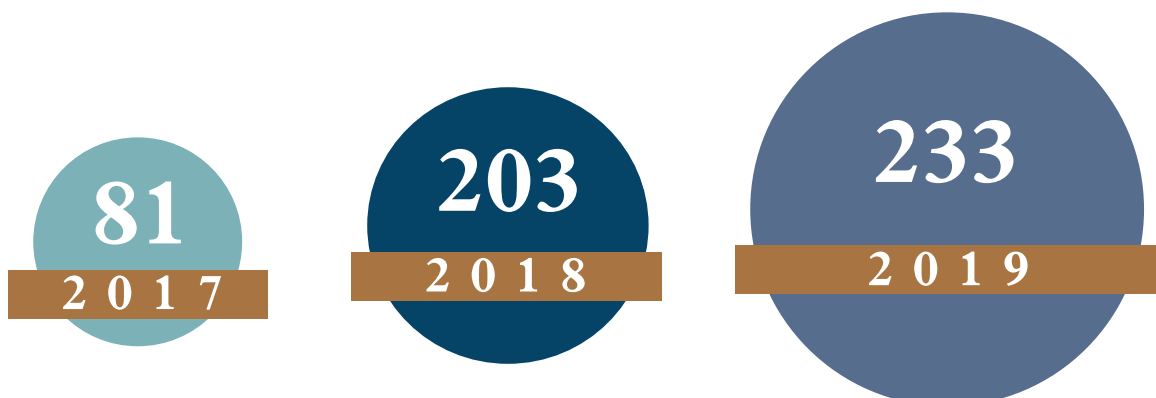
Probation's partnership with the Alameda County Human Resources Agency boosted the overall tally of justice-involved county employees from 81 to 233 in a 30-month period.



A pilot of the Program Worker classification, a civil service designation for formerly incarcerated individuals.

Two county agencies piloted this classification, which allows them to reserve certain entry-level positions for re-entry individuals who have completed a program that prepares them for the competitive hiring process. In 2018, 45 justice-involved individuals applied, and 23 were hired into full-time positions. Within the first six months of 2019, an additional seven hires were made into this classification.

Criminal Justice-Involved Cumulative Hires in Alameda County (as of Jun '19)





Civil Service Seminars to help prepare re-entry job seekers for employment opportunities. Probation partnered with Caltrans and the County's Human Resources Agency to develop Navigating Alameda County: Civil Service 101 workshops designed to help re-entry job seekers take advantage of civil service employment opportunities. In 2018 more than 350 people registered for the 30-minute workshops hosted at Probation Administration Offices.



Pathways to Success Job Portal: The Department's multi-agency collaborative, including the County's Information Technology Department, developed the draft business requirements for the county's Pathways to Success job portal for the re-entry population.

The portal is anticipated to be fully functional no later than the end of 2019 and will feature:

- ✓ Candidate applications
- ✓ Employer job listings
- ✓ Employment tips
- ✓ A data dashboard
- ✓ Vignettes and user stories



Beyond the Barriers Career & Resource Exposition:

The Department hosted its first Beyond the Barriers Career & Resources Exposition at the Oakland Marriott in 2018. The event linked 304 job candidates to fair chance employers, those who implement fair hiring policies for justice-involved job seekers. It gave job-seekers the opportunity to network and/or interview with more than 47 agencies and businesses, including Alameda County Transit, Goodwill Industries, Home of Chicken and Waffles, Express Pros, M2E2, Inc., New Seasons Market, Red Bay Coffee, and Tri Cities. The event also provided educational opportunities through a series of interactive workshops developed by Probation, employers, and community-based providers.



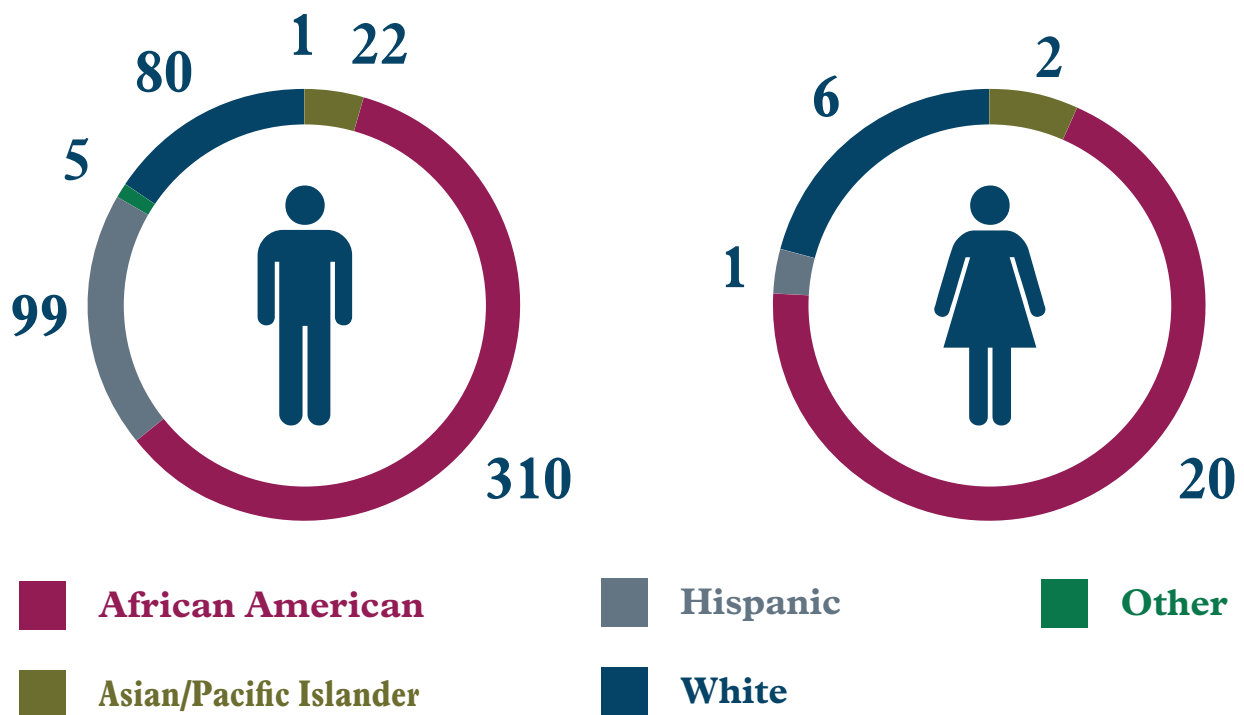


Public Safety Realignment Act of 2011, also known as AB 109

Many of the Probation Department's current and planned programs are a response to the Public Safety Realignment Act (AB 109), enacted in April 2011 by the California Legislature and signed into law by Governor Edmond G. Brown, Jr.

AB 109 shifted responsibility for certain populations of felons from the state to the counties, i.e., post-release community supervision and mandatory supervision cases. Specifically, the state transferred the responsibility of community supervision for non-violent, non-serious, and non-sex offenders from the jurisdiction of State parole to the county level criminal justice system. The county receives an annual allocation from the state in response to the shift in this population. By mid June 2019, the Department was responsible for supervising 479 clients under AB 109, of which 94.7% are male and 5.3% are female.

AB 109 Clients by Race and Gender, Jun '19



Oversight, Resources, & Community Input

The implementation of the AB 109 Alameda County plan is coordinated by the Community Corrections Partnership Executive Committee (CCPEC), which is chaired by the chief probation officer and includes local government partners and other community stakeholders. The CPPEC is tasked with making funding and budgetary recommendations to the Alameda County Board of Supervisors.

To ensure that funding, resources and systems are used efficiently to support the goals of the county's AB 109 Program, the CCPEC created several workgroups. The workgroups are tasked with designing integrated data management systems, developing an AB 109 allocation plan, creating a process and evaluation system, and making program and service recommendations. A Community Advisory Board ensures that community input is reflected in the decision-making process.

Supervision & Supportive Services

To carry out the Probation Department's supervisory role, a special AB 109 Unit was created to manage this population of clients. The AB 109 Unit incorporates evidence-based practices and supportive services to meet our clients' needs. In addition to establishing conditions of release in collaboration with the courts and the California Department of Corrections and Rehabilitation, deputy probation officers assigned to this Unit work closely with adult clients to develop plans tailored to address their criminogenic risk and needs. In partnership with local government agencies and community and faith-based organizations, the Department provides services in the areas of housing, mental health and medical treatment, education, employment, transportation, substance abuse treatment, mentoring, and legal services.

The Adult Field Services Division is currently in the process of expanding its service contracts through the Community Capacity Fund Grant program; a program designed to support organizations in developing effective, culturally responsive, and coordinated systems of services that reduce recidivism and promote the health of our communities. By addressing a probation clients' needs through supportive services, the Department provides these individuals with a greater chance of successfully completing supervision and re-integrating into the community.

AB 109 Pathways Pilot

In late 2018, the Probation Department received a grant to pilot an innovative program called ***"Redesigning the Pathways Home: Alameda County's Pilot to Positive Re-entry"*** (Pathways). Pathways is an intensely collaborative effort led by the Department in conjunction with the California Department of Corrections and Rehabilitation.

The goal of the program is to weave together critical re-entry support systems and create targeted pathways infused with evidence-based services that reduce barriers and reduce recidivism for the highest-risk and highest-need individuals when they return to Alameda County from the State prison system. The Alameda County Probation Department is the first probation department in the State of California to initiate a partnership of this kind with the California Department of Corrections and Rehabilitation.

KEEPING OUR COMMUNITIES SAFE THROUGH EFFECTIVE PARTNERSHIPS

Special Task Force Operations

GOALS 5 & 6

To carry out its public safety mission, the 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. These task forces include representatives from the Alameda County Sheriff's Office, Oakland Police Department, Hayward Police Department, District Attorney's Office, Regional Parks Police, Oakland Housing Authority, California Highway Patrol, United States Marshall's Service, and the National Insurance Crime Bureau.

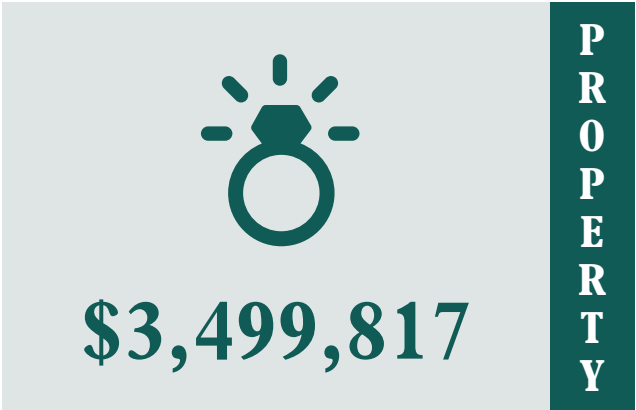
The task forces include highly trained deputy probation officers who volunteer for these teams, despite the high-risk nature of task force operations. They conduct operations to locate and apprehend fugitives, conduct surveillance, and search for firearms, narcotics, human trafficking, and chop shop operations. Coordinating efforts among agencies make it possible to leverage resources and establish professional relationships that facilitate a more comprehensive multidisciplinary response and an efficient use of limited resources. As a result, the Department can provide better service to victims, key stakeholders, and our communities.



Left to right: Deputy Probation Officer III Melvin Winn, Deputy Probation Officer III Enrique Cisneros, Division Director Dennis Bradshaw, Unit Supervisor De Andre Lewis, and Deputy Probation Officer III Carlos Sanchez.

Between January 2017 and June 2019, special task forces carried out numerous operations, from recovering stolen vehicles and conducting surveillance activities, to confiscating firearms and illicit substances, to include cocaine, methamphetamine, and heroin.

Total Task Force Recoveries Jan '17 - Jun '19



Operation Ceasefire

Probation task force members also participate in Operation Ceasefire, a coordinated multi-agency effort that targets high-crime areas and uses gang outreach and prevention to reduce gun violence in the City of Oakland. Operation Ceasefire provides services to chronic offenders and gang members who have been identified as responsible for a significant portion of the violence within their communities.

Operation Ceasefire team members conduct “call-ins” with probationers and parolees to encourage their participation in services that address the precursors to their involvement in violent and/or illegal activities. In determining who to “call-in,” the Operation Ceasefire team reviews the most recent shootings in Oakland to identify the perpetrators and whether they are on supervision with State parole or probation and/or are gang affiliated. The perpetrators are then contacted directly by the team, with a request that they avail themselves to a sit-down meeting involving faith-based representatives, local, state and federal prosecutors, law enforcement, community partners affected by violence, medical facility representatives who treat gunshot victims, and community-based organizations.

The ultimate goal of these quarterly meetings, involving up to 20 participants, is threefold:

- ✓ **To convey to participants an understanding of the impact of their actions upon victims, their families, and the community**
- ✓ **To encourage participants to avail themselves of a variety of services intended to support their success in the community**
- ✓ **To reduce violence within the community**

In 2017-18, nine call-ins were held, with a total of 97 individuals in attendance. Seventy-five of those clients (77%) took advantage of services provided by our community partners. In May 2019, an additional 18 individuals participated, with similar results.

Adult Transition Day Reporting Center: A One-Stop Shop for Services

The Alameda County Probation Department contracts with Leaders in Community Alternatives, Inc., to provide and coordinate essential supportive services to help clients engage with the Transition Day Reporting Center (TDRC) program and successfully re-enter the community. The TDRC's onsite partners include the Department of Social Services, which provides Medi-Cal and CalFresh enrollments, and a variety of employment partners.

GOALS
1, 2 & 5

The core components of the TDRC program are evidence-based Cognitive Behavioral Therapy workshops proven to change criminal thinking by targeting criminogenic risks and needs identified through validated assessment tools. The results of the risk assessments are used to guide the discussion between the probation client, case manager, and deputy probation officer to build the client's individual case plan. Research has clearly revealed that targeting individualized risks and needs is essential for helping formerly-incarcerated individuals permanently exit the criminal justice system.



The past is a place of reference, not a place of residence. The past is a place of learning, not a place of living.

- Rev T. Bennett



Engagement: The Key to Initiating Change

Engagement for high-risk, justice-involved clients is a major challenge throughout the country. The TDRC has deployed several strategies to address this issue. For example, TDRC staff coordinate transition plans with clients exiting the Santa Rita jail and their

assigned deputy probation officer beginning 30 days prior to their discharge date. The TDRC provides transportation from the jail to Probation, the TDRC, and/or housing on the day the client is released. Clients who are actively participating in the core cognitive components of the program receive a Clipper card to help them get from their home to the program, and those with additional transportation barriers are provided with alternative transportation options. TDRC staff also make outreach calls to clients to remind them about scheduled group meetings and to inquire as to whether they need assistance with transportation.



Ryan Siang received a certificate of completion on January 4, 2018 for his successful completion of the TDRC curriculum.

To encourage engagement, participating clients can bring family members and friends to the TDRC to participate in special events, including birthday and holiday celebrations. Clients can also participate in an incentive program where they earn points by completing activities and then redeem those points for items such as gift cards, telephones, duffle bags, and computer tablets. Free meals and clothing closet access are also available for active participants.

In fiscal year 2017-18, deputy probation officers referred 180 clients to the TDRC, 96% (173 individuals) of whom were determined to be eligible to participate in the program. Of those eligible, 74% (128 individuals) successfully enrolled in services, and most of those (66%) were connected to one or more services within 30 days of enrollment. TDRC participants overwhelmingly identified employment as their preferred short and long-term goal, followed by immediate housing and healthcare. Collaborative teamwork between the deputy probation officers and TDRC case managers is an essential component of the TDRC model. Frequent case conferences improve services and client outcomes.

TDRC risk assessment results demonstrate reduced risk levels for those clients who participate for at least six to eight months, with an average risk assessment score dropping by 12% between enrollment and a follow-up assessment. With 13% of the total enrolled clients still active, the TDRC reports its success rate as 35%, with 12% graduating from their program and 23% having other successful non-completion outcomes (e.g., completing probation, obtaining full-time employment, etc.)

In fiscal year 2018-19, deputy probation officers referred 195 clients to the TDRC, of which 132 have been enrolled in one or more services. Statistics related to these clients will become available in September 2019.



*Your life does
not get better by
chance, it gets
better by change.*

- Jim Rohn



SECTION 5

ADMINISTRATION

*“Don't count the days,
make the days count.”*

- Muhammad Ali



Flower Shop in Piedmont



Karen Baker
Assistant Chief
Probation Officer

MESSAGE FROM THE ASSISTANT CHIEF

The Administration Division supports the organization in its public safety mission and service to the community. It makes it an every day mission to provide effective and responsibly-managed financial, business, technological, human resource, training, and clerical support services and to safeguard the Department's financial and physical assets and interests.

Through the various offices, the Division uses its knowledge and expertise in administration, human resources, labor relations, research and evidence-based practices, legislation, policy, business, budget management, contracts, and procurement to deliver superior and cost-effective services to support the Department and the public.

I am proud to be part of an enthusiastic and committed Probation team. I am also excited about the Department's internal reorganization: a reorganization that will strengthen Probation's ability to make evidence-based decisions using the latest research and quality metrics. It is through these systems and processes that the Alameda County Probation Department will continue to enhance its service to the public.

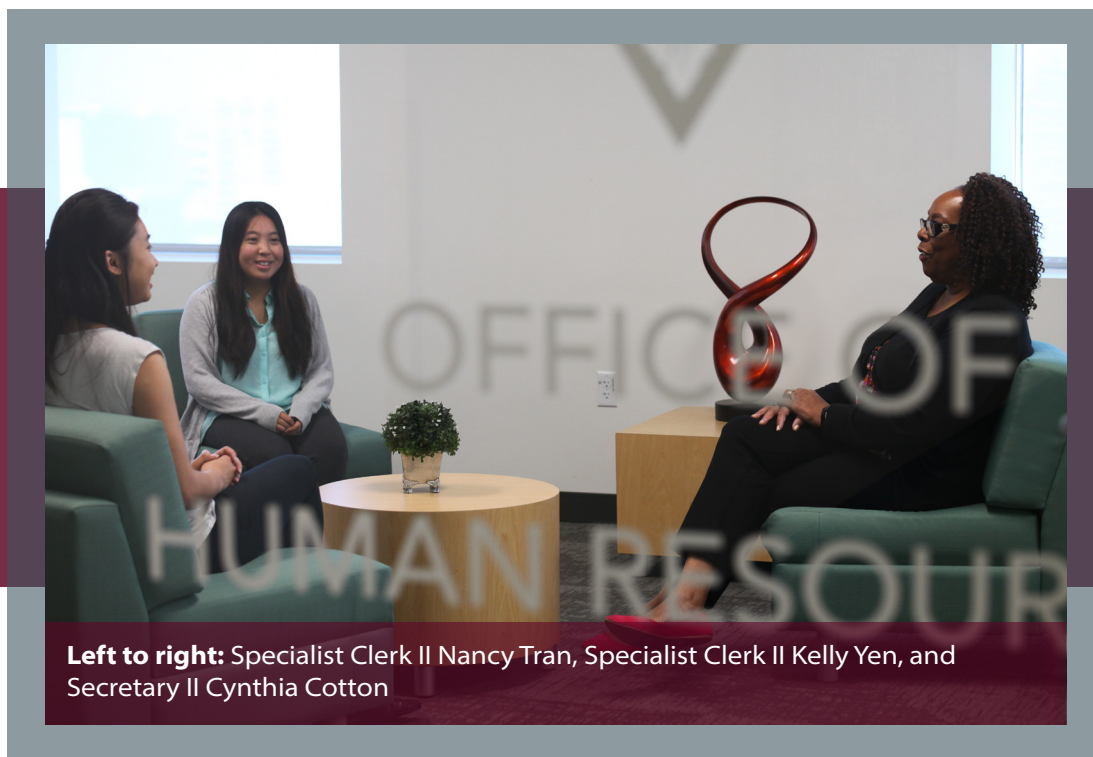
ADMINISTRATION DIVISION

Providing the Support That Keeps the Organization Moving Forward

Overview

The Administration Division consists of more than 100 employees and several distinct operational units which support human resources, training and professional development, information systems, information services, financial services and more. Division staff proactively spearhead processes that promote efficiency. They play an essential role as the face of the Department, frequently the initial point of contact with clients, victims, and our judicial partners.

The following two pages reflect administrative units in existence prior to the Department's structural reorganization.



Left to right: Specialist Clerk II Nancy Tran, Specialist Clerk II Kelly Yen, and Secretary II Cynthia Cotton



PRE-REORGANIZATION ADMINISTRATION DIVISION STRUCTURE

THE OFFICE OF HUMAN RESOURCES & PAYROLL UNIT

The **Office of Human Resources** provides oversight of the Department's selection, hiring, onboarding, and promotional practices to ensure compliance with County Civil Service Rules and our equal employment opportunity program. The Office of Human Resources also assists with sensitive and confidential employee relations matters, participates in contract negotiations, and monitors compliance with the Americans with Disabilities Act and our Affirmative Action and Worker's Compensation Programs. The **Payroll Unit** ensures that all timekeeping and payroll deadlines for our workforce of 600+ employees are met.

ADMINISTRATIVE SUPPORT SERVICES UNIT

The **Administrative Support Services Unit** provides a broad range of cross-functional administrative support in all major program areas of the Department: **Administration, Juvenile Field Services, Adult Field Services, and Juvenile Facilities**. In alignment with the Division's mission, this Unit strives to enhance Probation's ability to eliminate disparate treatment of clients, better serve victims, and enhance community partnerships and officer safety.

STAFF DEVELOPMENT & TRAINING UNIT

The **Staff Development & Training Unit** implements and manages high-quality, evidence-based training and development programs for all sworn and non-sworn staff in the Department. Their responsibilities include developing, planning, organizing, implementing, evaluating, and making recommendations for a variety of staff development, training, and performance-improvement initiatives to meet Departmental, county, state, and federal requirements. The Unit also ensures compliance with the Board of State and Community Corrections Standards and Training for Corrections.¹⁸

INFORMATION TECHNOLOGY UNIT

The **Information Technology Unit** provides technical support services and facilitates automation throughout the Department. This Unit plays a significant role in accomplishing the Department's goals by designing, developing, operating, and maintaining our information technology systems and infrastructure and keeping them secure.

¹⁸ Vested in statute with the authority to set standards for the training of county corrections and probation officers. It includes mandates set in the California Penal and Welfare and Institutions Codes, with operating regulations in Title 15 of the California Code of Regulations and physical plant regulations in Title 24.



KEY ADMINISTRATIVE INITIATIVES

Reorganization: Improving Our Effectiveness Through an Internal Restructure

GOALS 4 & 5

The Alameda County Probation Department has undergone a reorganization of its administrative infrastructure to strengthen operations, enable it to collect the information it needs to make data-driven decisions, facilitate its ability to make the most effective use of its limited resources, and to better serve its probation population and the community. These complimentary support functions, profiled on the following pages, will help to further streamline operations and better measure the outcome of various programs.

The new organizational structure, complete as of June 2019, is reflected on pages 28 and 29. It was predominately funded internally by leveraging available resources. In the ensuing months, the Department will focus its efforts on filling critical vacancies associated with this new organizational structure.



Left to right: Probation Specialist Holly Axe, Deputy Probation Officer III Linda Campbell, Institutional Supervisor II (retired) Robert Calvin, Specialist Clerk II Alison Beahan, Management Analyst Robert Madison

POST-REORGANIZATION ADMINISTRATION

DIVISION STRUCTURE

RE-ENTRY SERVICES UNIT

The **Re-entry Services Unit** is responsible for ensuring that a re-entry plan and a referral to services in the community occurs prior to an individual's release from custody. This includes referrals to employment, housing, education, family reunification services, substance use disorder, mental health, etc. This process allows continuity of care to occur in an effort to prevent a break in service for our clients.

EVIDENCE-BASED PRACTICES UNIT

The **Evidence-Based Practices Unit** is responsible for incorporating progressive evidence-based practices into the fabric of the organization by ensuring that its programs, contracted services, policies and practices are implemented with fidelity. By utilizing the information collected and synthesized by this Unit, the Department is in a better position to modify its practices in an effort to improve outcomes.

RESEARCH & EVALUATION UNIT

This **Research & Evaluation Unit** is responsible for identifying and putting systems in place to collect the data the Department needs to make informed decisions related to the utilization of its resources, and the effectiveness and quality of its programs. This information enables the Department to make effective decisions that improve outcomes and reduce recidivism.



ADMINISTRATIVE & FINANCIAL SERVICES UNIT

The **Administrative & Financial Services Unit** is responsible for ensuring that county and grant funds are used in accordance with county, state, and federal policies and guidelines. The Unit's primary functions include: preparing and maintaining the Department's budget, conducting internal financial audits, managing financial grants and trust funds, handling procurement and contracts, managing facilities and assets, and handling cash disbursement.

POLICY & STANDARDS COMPLIANCE UNIT

The **Policy & Standards Compliance Unit** is responsible for developing, tracking and publishing policies and procedures. The Unit accomplishes this task in collaboration with a variety of stakeholders, to include internal staff, County Counsel, Alameda County Human Resources Department, labor, etc.

PROGRAM DESIGN & DEVELOPMENT UNIT

The **Program Design & Development Unit** is responsible for collaborating with numerous entities within the Department to design programs intended to improve outcomes for our clients. This facilitates the Department's ability to deploy well-designed programs that are supported by research and to improve outcomes through the structure, processes and systems built into the programs.

Establishing Operational & Performance Standards

A critical component of any organization is establishing policies, procedures, and practices that guide performance, processes, and operational expectations. These components also enable the Department to establish standards and to operationalize local and legislative mandates in a consistent and well-defined manner. Since the establishment of the Policy and Standards Compliance Unit in late 2017, the Department has successfully developed and published 61 policies in collaboration with its internal and external partners. This is an unprecedented accomplishment in the history of the Alameda County Probation Department.

GOAL 3

Policies Published Between Jan '17 - Jun '19



EFFECTIVENESS THROUGH INNOVATIVE GRANT OPPORTUNITIES

In an effort to enhance its service delivery model and pilot innovative programs, the Alameda County Probation Department has focused on seeking external sources of revenue from federal, state, and foundation funders who make funds available to local units of government. These funding sources enable Probation to implement programs and strategies to improve outcomes for adults and youth. It is through these efforts that innovative and effective ideas are born and improvements made to the criminal justice system and to how it responds to vulnerable populations.

In 2017-18, the Department was awarded multiple grants. Most of these grants are in the process of development and include multi-year implementation and evaluation phases.

They include:



Opioid Affected Youth Initiative (\$1 million): This initiative, funded by the Office of Juvenile Justice and Delinquency Prevention (OJJDP), will enable the Department to develop the Alameda County Opioid Affected Youth Initiative, an effort to combat the county's opioid crisis by examining the ways that it effects the most vulnerable youth populations.



Re-entry Anti-Gang Strategies Pilot (\$519,000): Through this pilot program, funded by OJJDP, the Department will develop and implement a comprehensive, community-based Youth Gang Intervention Strategy with our partners at the City of Oakland that begins when a youth is released from the Juvenile Hall or Camp and continues through their re-entry journey. The goal is to deter youth from further gang involvement and reduce the likelihood they will recidivate. It is significant to note that Alameda County was the only jurisdiction in California to receive an award for the Re-entry Anti-Gang Strategies.



Redesigning the Pathways Home: Alameda County's Pilot to Positive Re-entry (\$1 million):

This innovative pilot program is the first of its kind in the State of California. Funded by the Bureau of Justice Assistance, Alameda County Probation will establish the first-ever comprehensive Community Corrections supervision partnership to enhance the re-entry system for those returning to Alameda County on probation from State prison. The ultimate goal is to develop a model that can be replicated Statewide.



Proud Parenting Program (\$139,570): This endeavor is a partnership with the Alameda County Public Health Department's Maternal, Paternal, Child, and Adolescent Health Unit's Nurse-Family Partnership program, Fatherhood Initiative, the Alameda County Office of Education, and the Youth Employment Partnership. It allows for the development and implementation of a seamless continuum of care for justice-involved, expectant, and parenting clients through evidence-based home visits by the Nurse-Family Partnership and by providing parenting education that promotes responsible parenting and healthy relationships that will give babies the best start in life. This funding will enable the Department to improve its internal capacity to collect data and evaluate outcomes relative to family-focused services.



Proposition 47 (\$6 million): The Alameda County Behavioral Health Care Services Agency is the lead agency on this project, in partnership with Probation. This grant provides targeted mental health and substance use disorder services and housing-related assistance to the adult re-entry population. This project addresses gaps in services and focuses on those with the most pressing needs.



Fiscal Year 2017 Innovations in Re-entry (\$1 million): This is a partnership with the Alameda County Sheriff's Office and the Alameda County Social Services Agency. The grant funds a data collection position within Probation to support the Operation My Home Town (OMHT) initiative within the Santa Rita Jail. The OMHT program connects inmates with services prior to their release to help plan for their needs and goals upon release. Linkages and services are provided to programs inside the jail and upon release, to include housing, employment, family support, legal advocacy, drug and alcohol treatment, health care, recreational activities, educational resources, and social services.





SECTION 6

SPOTLIGHTS



*“Believe you can
and you're halfway
there.”*

- Theodore Roosevelt

University of California, Berkeley

Probation Success Story:

Daniel Mora, Deputy Probation Officer II

Daniel Mora was raised in the projects in East Oakland, a place where the apartments were stacked on top of each other and prostitution, high crime, and illicit narcotics were rampant. The youngest child of immigrant parents, Daniel sought refuge in gangs when he was 12 years old and started using illicit substances, skipping school, committing robberies, and fighting – actions which landed him in the juvenile justice system and in juvenile hall on multiple occasions.

Daniel describes his time in custody as a learning experience that allowed him to hone his natural talent in creative writing, poetry, and storytelling; a time when his confidence in himself and in others grew. Daniel explains that the counseling, case management, mentoring, and Wraparound Services he received during his time at juvenile hall were life-changing and motivated him to re-enroll in school and eventually earn his high school diploma, complete a security-officer trade certificate at Treasure Island Job Corps, attend community college, and ultimately, obtain a Bachelor of Arts in Ethnic Studies from the University of California, Berkeley. Part of Daniel's inspiration comes from an old saying...

“ *An educated mindset understands that happiness is not the absence of problems ... but the ability to deal with them.* ”

With the support and encouragement of his mentor, Daniel obtained his first traditional job at Youth Employment Partnership in Oakland. There, he gained basic job, people, and customer service skills that enabled him to go on to build an extensive resume of work at various non-profit programs and youth centers. In 2010, Daniel became a Volunteer in Probation, which enabled him to inspire positive changes within youth at the Juvenile Hall. In 2014, he was hired as a juvenile institutional officer, working with youth at the Juvenile Justice Center. In 2018, he was promoted to Deputy Probation Officer II and is currently assigned to the Juvenile Field Services Community Probation Unit where he manages a caseload of first-time youthful offenders on formal probation

pursuant to Welfare and Institutions Code 602. In this capacity, he engages youth and their families and provides a variety of service referrals, unique to the youth's needs.

Daniel joined the Department with an abundance of life and work experience, a degree from the University of California, Berkeley, and a great passion for serving others. In addition to his regular duties as a deputy probation officer, he takes advantage of professional development opportunities available to him, represents the Department at recruitment events, and keeps a growing list of ideas and ways that he believes he can serve the larger organization and further engage the community to build a bridge between law enforcement and the people they serve.

Daniel recently wrote a one-man play about his life, which includes a soundtrack that features his storytelling and poetry. His message is intended to prevent youth from experiencing the obstacles he faced and to give them living proof that it is not too late for them to choose another path. Daniel believes that people essentially want to make good choices for themselves, and often thrive with the help of positive role models who genuinely want to help them.



“There was a time when other people had to make choices for my future because I chose to not make positive decisions. That is a cycle that I hope to break for others by sharing my story and doing this work.”

2019 TYLER AWARD FOR INNOVATION & EXCELLENCE

GOAL 4

The 2016-17 Alameda County Grand Jury Report found that the Probation Department, along with law enforcement and the courts, play a key role in maintaining public safety. However, an examination of the Department's ability to keep track of clients and track the services provided demonstrated serious deficiencies and raised questions about the Department's ability to protect the public as effectively as possible.

The Alameda County Grand Jury's report opined that the Adult Field Services Division was utilizing 20th century tools to address 21st century problems. Much of the criticism fell on the outdated technology and paper-based system the Division was utilizing, along with staff's memory and instincts.

It further detailed that many probation departments throughout the nation had adopted technological solutions to help them make evidence-based decisions about case management, risk assessments, treatment planning, and resource management. The report further indicated that previous attempts by the Alameda County Probation Department to modernize these systems had failed. In total, there were six findings and four recommendations that detailed the critical changes the Department needed to address in order to modernize its practices and provide improved services to its clients.



Tyler Technologies is a leading provider of end-to-end information management solutions and services for local governments. Tyler partners with clients to empower cities, counties, schools, and other government entities in an effort to become more efficient, more accessible, and more responsive to the needs of their constituents.

Transparency and a Commitment to Our Community

In November of 2016, the Department recruited external consultants to immediately begin the process of outlining the organization's automation needs for case management and data reporting capabilities. The planning phase included a detailed review of what the Department currently had at its disposal, an inventory of external databases that could be utilized to assist with data migration, and interviews with probation staff and community partners to determine what was necessary to maximize efficiency, collect and report data, and meet the findings and recommendations of the Grand Jury Report.

Following the recommendations of the Grand Jury, the consultants interviewed key management and executive staff from other California probation departments to gain insight into their electronic systems. Furthermore, more than 500 hours of interviews and work-related documentation were outlined to ensure that the system that would be designed would meet current legal and practical standards. A vendor was subsequently selected, systems and forms designed, and training established and implemented.

On January 7, 2019, the Alameda County Probation Department launched its first successful automated caseload management system known as Tyler Supervision. This first of its kind database was launched and resides in the government cloud where the highest level of security available to safeguard data is maintained. The Department is the first in California to launch and host its data in the State's Department of Justice authorized environment.

In brief, hundreds of customizations related to data integrity, staff usability, and ease of reporting were necessary to meet the recommendations of the Grand Jury. By doing so, the Department didn't just enter the 21st century, it was leading the way for other agencies to follow.

In February 2019, the Alameda County Probation Department received the **Public Sector Excellence Award for Innovation and Technology** from Tyler Technologies. Alameda County ascended to a leadership position with its peer agencies throughout the United States in just over 24 months and as a result, has a strong foothold in continuing its newfound path as a leader in innovation and technology. The ability to securely store data and report accurate information to its partners and stakeholders not only meets, but exceeds the recommendations of the Grand Jury. This commitment to the community and public safety was a result of a dedicated approach to ensuring the Department exceeded basic standards and followed through on the need to modernize, improve its service delivery model, and provide data to its stakeholders and the public.



Left to right: Project Consultant Robert Ambroselli, Assistant Chief Marcus Dawal, and Deputy Chief Ian Long



Assistant Chief Marcus Dawal receiving the Tyler Award from Bruce Graham, Chief Strategy Officer, Tyler Technologies, Inc.



SUCCESSION PLANNING

PREPARING OUR FUTURE LEADERS

Professional Development Academy

GOAL 3

Professional Development and leadership opportunities are essential for producing a highly skilled and productive workforce. The Department's long-term succession planning is an investment in equipping its future leaders with the tools they need to understand trends, convey where our industry is headed, and speak with self-assurance. When staff are given the opportunity to identify their strengths, maximize their potential, and challenge their abilities, the favorable outcomes are endless.

FIRST GRADUATING ACADEMY CLASS



Left to right, Back Row: Ricca Alcantara, Tashena Barrett, Yasmin Burke-Taylor, Crystal Barton, Sherron Lee, Robert Madison, Jasdeep Sandhar, Michael Calvin, Fabian Martinez **Front Row:** Whilma DeDios, Yolanda Stenhouse, Muntu Mbonisi, Jon Clover, Sandra Pitts-Johnson, Andrea Askew, Lavina Miller, Cynthia Cotton, Amy Hall, Jimmy Lee, Jacqui Jackson-Foster, Troy Patterson, Alicia Mitchell
Not pictured: Diana Baile, Michael Jackson, Sue Lewis

With these goals in mind, the Department recruited an external consultant to conduct an interactive **Professional Development Academy**, unique to the Alameda County experience, for all sworn and non-sworn supervisors. In two four-hour sessions once per month over a six-month period, participants have the opportunity to learn strategies and skills for managing change, impacting organizational culture, and advancing their careers.

Academy participants develop and apply standards of professionalism, learn about the Department's organizational structure and various administrative functions, and gain an understanding of the importance of presenting a professional image, maintaining integrity, and taking pride in positively impacting operational outcomes.

The first Academy session began in February 2018 and culminated in a graduation involving 30 supervisors on August 14, 2018. These classes were then extended to line staff and mid/high level management staff, and the next session, which began in September 2018, included 29 sworn and administrative personnel. Participants have consistently given the course high ratings. Their comments include: *"This information and training is so powerful! I think the entire probation staff could benefit from having it,"* and *"The course continues to impress me! Great training today on motivation, morale, and change!"* A number of participants in supervisory positions expressed a strong desire for future participation by their own staff.

SECOND GRADUATING ACADEMY CLASS



Left to right, Back Row: Larry Johnson, Brian Ford, Tonia Perteet-Gavin, Tamiko Martin, Lashonda Moore, Delean Carson-Walker, Cassandra Bedford, Tiffany Thomas **Front Row:** Andre Jackson, Albert Banuelos, Donald Young, Shane Thomas-Williams, Robert Van Leeuwaarde, Sherri Guzman, Josephine Lockard, Clarita Woods, Patricia Henry-Large, Christopher Carson, Edy Elias, Adriana Manzano, Tonyita Rogers, Holly Wright, Lisa Abernathy **Not pictured:** DeAndre Lewis, Nicole Sangster, Shareena Haniff, Sam Middlekauf, Sonya Karavaras, Donna Saffell

The Academy is scheduled to continue indefinitely given the organization's need to prepare supervisors for success as the leaders of tomorrow.

PROFESSIONAL STANDARDS & HUMAN RESOURCES

Maintaining High Standards

GOAL 3

The Alameda County Probation Department is committed to maintaining the highest professional standards while growing and maintaining a diverse pool of employee candidates. In 2017, the Department's executive leadership team met with the Professional Standards Unit, the recruitment team, and human resources to develop and implement a strategy for hiring, promoting, and retaining talent for entry and journey-level peace officer positions and support personnel.

In addition to updating the criteria for certain job classifications, the Department endeavored to better align skillsets and performance expectations with departmental requirements. It also updated the examination plan to allow for an initial screening phase that eliminates unqualified or unsuitable candidates early in the process.

The Department streamlined pre-employment screening and background systems, eliminated inefficient processes, enhanced communication protocols, and instituted tracking systems to maintain a "ready pool" of candidates to meet staffing needs. Since 2016, these improvements have resulted in a 65% reduction in the time needed to complete a candidate's background investigation.

These and other administrative changes have resulted in reforms that will enable the Alameda County Probation Department to hire and retain high-caliber, motivated, and qualified staff. Additionally, in calendar years 2017 and 2018, 90 staff were promoted into positions of increased responsibility. Between January and June 2019, an additional 21 were promoted.



Left to right, Professional Standards Unit staff:
Specialist Clerk II Tsz Ming (James) Lau, Supervisor LaShonda Moore,
Director Chris Pedrotti, Specialist Clerk II Benedicto Sanchez,
Investigator John Fung

CHIEF'S CHALLENGE COIN:

Recognizing Those Who Exhibit Excellence



DEBRA LICANO

Debra Licano, Human Resources Manager, was the first recipient to be awarded the Chief's Challenge Coin.



The Coin was awarded in recognition of Ms. Licano's efforts in leading a department-wide reorganization: a reorganization that has enabled the Department to begin the process of streamlining operations, increasing efficiencies, and establishing support elements to enable the organization to improve outcomes using research, data, and best practices.



EMPLOYEE APPRECIATION & RECOGNITION PROGRAM

In late 2018, the Alameda County Probation Department created the **Employee Appreciation & Recognition Program**. The purpose of this program is to celebrate the contributions of its employees, and to promote an innovative, inclusive, and high functioning organizational environment. This program is unique from the standpoint that any employee may nominate any other employee or any external stakeholder who has demonstrated their commitment to supporting and/or partnering with the Department in the accomplishment of our collective public safety goals.



GOAL 3

The determination of award recipients involves a highly competitive selection process where nominees are carefully considered by various

Selection Committees consisting of executive management. Categories include Administrative Staff of the Year, Peace Officer of the Year, Divisional Employee of the Quarter, and Special Recognition awards. This is an exciting program that has enabled the Department to recognize and promote the many contributions of its employees and to profile the difference their work makes in improving the lives of those under its jurisdiction and within our communities.



The Department is proud to present the recipient of the **Administrative Staff of the Year for 2018** to Cleo Liao, Financial Services Specialist II. Cleo is recognized for her unparalleled fiscal knowledge and solutions-oriented approach to resolving



Cleo Liao

ADMINISTRATIVE STAFF OF THE YEAR

budgetary issues and for consistently serving as a leader and mentor to others. Her diligence and expertise in fiscal matters resulted in the reinstatement of a \$3.25 million AB 109 appropriation that had previously been rescinded by the County Administrator's Office. These monies were used to support the structural reorganization, a reorganization that will enable the Alameda County Probation Department to strengthen existing practices and create support elements to help meet its core mission requirements.

The Department is also pleased to present the **Peace Officer of the Year for 2018** to Nicole Perales, Deputy Probation Officer III.

Nicole is commended for her commitment to connecting youth to meaningful services and resources, for her efforts to engage youth in positive and constructive ways, and for her dedication to improving outcomes through the effective utilization of evidence-based practices. She is further commended for her leadership in developing and implementing the innovative Student Extended Education Program, a program intended to provide high school graduates in detention with programming opportunities previously unavailable to them. Her efforts have directly contributed to expanded opportunities for positive change for our youth.



Award recipients for the last three quarters include the following employees:

Employee of the Quarter: October - December 2018	Employee of the Quarter: January - March 2019	Employee of the Quarter: April - June 2019
Robert Walton Supervising Clerk II (Acting)	Lance Winston Juvenile Institutional Officer	Tonyita Rogers Supervising Clerk I
Michelle Dion Deputy Probation Officer III	Annette Jointer Deputy Probation Officer III	Daniel Mora Deputy Probation Officer II
Cheryl Merchant Deputy Probation Officer III	Maya Williams Deputy Probation Officer III	Erin Guess Deputy Probation Officer III
	Donna Hom Human Resources Technician	
Special Recognition Award		
Dante Cercone Chief of Policy & Standards Compliance	Monica Uriarte Probation Grants Administrative Manager	Carlos Sanchez Deputy Probation Officer III
Ved Saluja Specialist Clerk II	Maria Belen Perez Specialist Clerk II	Michael Jackson Institutional Supervisor I
Alison Behan Specialist Clerk II	Melvin Winn Deputy Probation Officer III	Eric Robertson Deputy Probation Officer I
Rownee Winn Deputy Probation Officer III	Eduardo De Anda Deputy Probation Officer III	Kristy Garcia Specialist Clerk II
Paula Phannavong Specialist Clerk II		Natasha Middleton Probation Specialist



WRITE TO READ PROGRAM AT CAMP WILMONT SWEENEY HELPS YOUTH RE-ENGAGE WITH EDUCATION

GOAL 1

On June 4, 2018, the Alameda County Board of Supervisors presented Alameda County Library Literacy Specialist Cyrus Armajani with a commendation after he was selected for the KPIX Jefferson Award in recognition of having worked with students in the **Write to Read** program at Camp Wilmont Sweeney for 15 years.

Each year, the Jefferson Award Foundation honors outstanding achievements in public service. In the past, the Foundation has recognized hundreds of prominent national figures, including Walter Cronkite, Paul Newman, and Steve Jobs.



Left to right: Alameda County Librarian Cindy Chadwick, Chief Wendy Still, Literacy Specialist Cyrus Armajani, Supervisor Keith Carson, District 5



Write to Read Graduation Ceremony at Camp Wilmont Sweeney, December 4, 2018. Quote from youth reading a poem he wrote, "... now I know my destiny, so I know I won't fall..."

Write to Read is a literacy program of the Alameda County Public Library in collaboration with the Alameda County Probation Department and the Alameda County Office of Education. Over the course of three 14-week sessions, **Write to Read** provides 50 or more Camp Wilmont Sweeney youth with literacy instruction in small groups and one-on-one tutorials.

Youth in this program have shown extraordinary gains in reading comprehension scores. For example, 36 students who completed the literacy program in 2016-17 gained an average of six grade levels in reading comprehension. Gains in other literacy areas, such as reading out loud, word recognition, and writing, averaged about one grade level gain among program participants.

Using multiple approaches to reading and writing, the program encourages questioning and discussion as a form of literacy development. Through the creative inclusion of guest speakers, multi-media, and written text, youth explore different topics to expand their knowledge, including personal identity, tolerance, the juvenile justice system, and social justice.

Mr. Armajani uses group discussions as a tool to improve reading comprehension and confidence. The soft-spoken writer and poet also encourages youth in the program to write their own poetry, which he has bound into books. Mr. Armajani says he has found the experience to be transformative, not only for the students, but also for himself.



RECRUITMENT:

Becoming the Employer of Choice

GOAL 3

In 2017, the Probation Department formed a recruitment team, consisting of a cross-section of employees, to develop a recruitment strategy and lead outreach efforts in our communities. In recognition of the benefits of recruiting potential candidates from different backgrounds, the team focused on incorporating diversity into its strategies.

Members of the recruitment team include both sworn and administrative employees from throughout the Department. At community outreach events, recruitment team members share their own stories about why they joined the Department, how their careers with Probation have changed their personal and professional lives, and the ways in which their work impacts probation clients. Team members also explain how to successfully navigate the complex application process, the benefits associated with county employment, and vendor opportunities.



*Failure is
successful if we
learn from it.*

- Malcom Forbes

”

As a component of its marketing campaign and in order to reach diverse demographic groups, the recruitment team:

- Engages local community groups
- Co-hosts neighborhood community events, including job fairs, festivals and law enforcement expos
- Establishes relationships with businesses, religious leaders, school districts, and other agencies
- Initiates and/or participates in numerous outreach events involving universities, high schools, and elementary schools
- Develops and manages a recruitment page on the Department’s external web site

Between February and May 2018, in an ongoing effort to diversify the Department’s workforce, the team focused on reaching underrepresented ethnic and gender groups, giving 30 recruitment presentations at community colleges and universities in Alameda County, as well as in neighboring counties. The chart below shows some of the presentation sites.

Berkeley High School	Evergreen Valley College, San Jose
Cal State University East Bay, Hayward	Diablo Valley College, Pleasant Hill
Cal State University, San Francisco	Holy Names University, Oakland
City College of San Francisco	Las Positas College, Livermore
San Jose City College	Merritt College, Oakland
DeVry University	Cal Law Enforcement Expo, Sacramento
Northern California Public Safety Center, Sacramento	Chabot College Law and Public Service Day, Hayward

The recruitment team’s efforts have thus far resulted in communication with over 2,500 potential candidates.

2nd ANNUAL TRUNK OR TREAT

Promoting Public Safety Through Community Engagement

The Alameda County Probation Department's Inclusion, Cultural Awareness, Respect, and Equity (ICare) Committee was created in 2014 to promote public outreach, staff inclusion, and community engagement.

In 2017, members of the ICare Committee initiated the 1st annual "Trunk or Treat," a community outreach event designed to provide a safe alternative to traditional Trick or Treating. The event was such a resounding success that it was even larger in 2018, with more involvement from volunteers from Probation, the Alameda County Sheriff's and Fire Departments, and the District Attorney's Office. More than 300 trick or treaters joined the festivities. This family-friendly event was held in the parking lot of the Juvenile Justice Center in San Leandro. Participants were encouraged to decorate trunks, and a contest was held for the most "creative" designs.



First Place Winner: Jurassic Park by Trish Solls
from Alameda County Probation



Second Place Winner: Disney Coco Trunk by Jocelyn Guerrero from the Alameda County District Attorney's Office



Left to right: Unit Supervisor Alicia Mitchell, Deputy Probation Officer II Farris Wallace, Specialist Clerk II Cheri Lopes

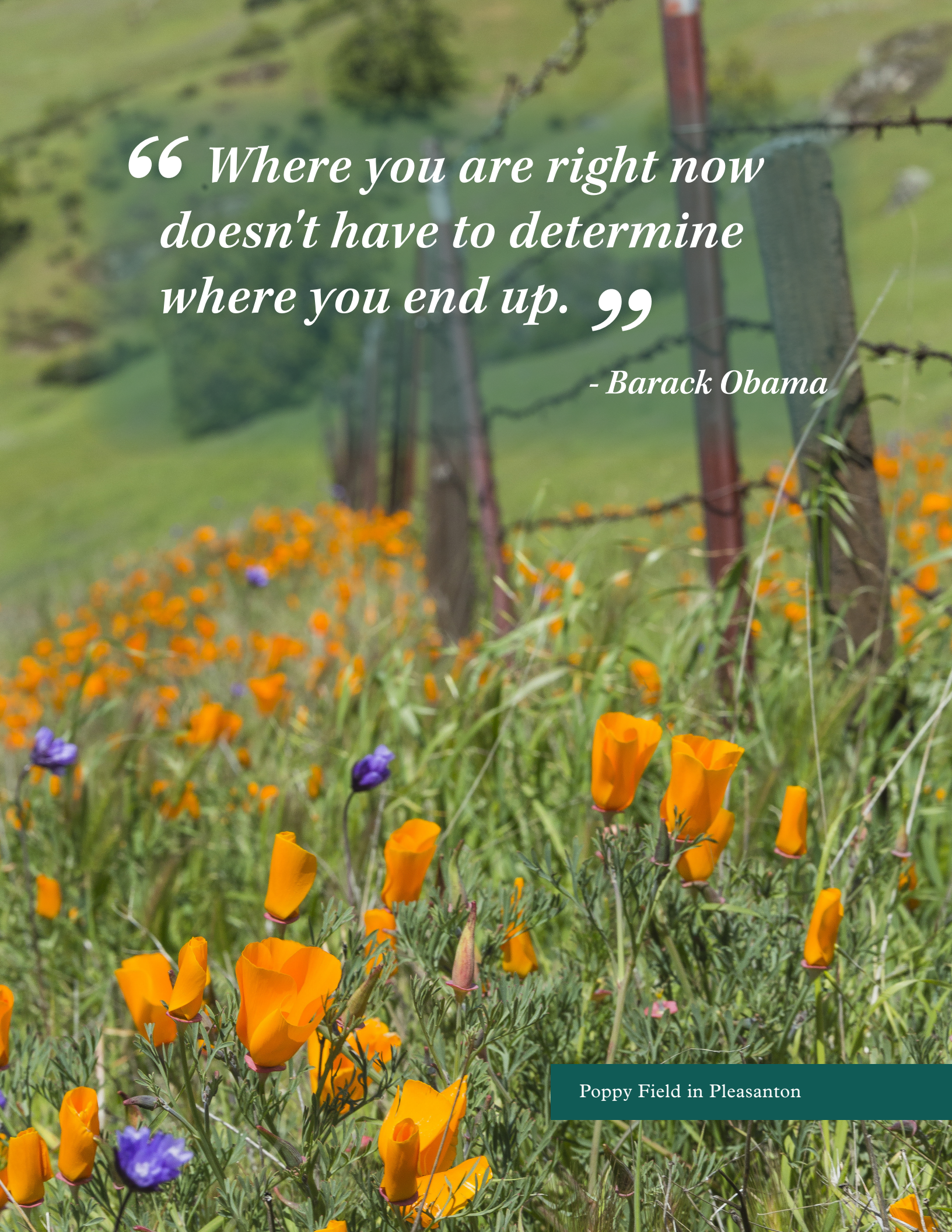


Honorable Mention: Mickey Mouse Trunk by Assistant Chief Karen Baker from the Alameda County Probation Department



SECTION 7

ACKNOWLEDGEMENTS

A photograph of a field of poppies. In the foreground, several bright yellow poppies are in focus, with a few purple ones scattered among them. The background is a soft-focus field of more poppies, with a barbed wire fence and wooden posts visible. The overall scene is bright and sunny.

*“ Where you are right now
doesn't have to determine
where you end up. ”*

- Barack Obama

Poppy Field in Pleasanton

THE ALAMEDA COUNTY SUPERIOR COURT



**The Honorable
Wynne Carvill**

Presiding Judge



**The Honorable
Michael Gaffey**

Presiding Adult
Court Judge



**The Honorable
Charles Smiley**

Presiding Juvenile
Court Judge



Adult Court

The Superior Court of California has jurisdiction over infraction, misdemeanor, and felony cases that occur in the county in which the court is located. The Alameda County Criminal Division of the Superior Court is part of the Court Clerk's Office where complaints are filed by the District Attorney or other prosecuting agency.

Criminal courts conduct arraignments; hold pretrial, preliminary examination, pretrial law and motion, readiness, and probation hearings; conduct trials; impose sentences; and handle other criminal proceedings. In Alameda County, these courts include the Fremont Hall of Justice, Rene' C. Davidson Courthouse, Wiley W. Manuel Courthouse, and the East County Hall of Justice. The Superior Court also includes the Office of Collaborative Courts. Collaborative or "problem-solving" courts address underlying issues that may be present in the lives of persons who come before the court on criminal, juvenile, or dependency matters.

Juvenile Court

The Juvenile Court focuses on Juvenile Dependency and Delinquency matters for three types of cases: those that involve children under the age of 18 (minors), those in extended foster care for youth up to age 21 (non-minor dependents), and those involved in dependency matters. Juvenile Dependency matters involve cases related to the abuse and/or neglect of a minor, while Juvenile Delinquency matters involve violations of criminal laws by a minor.

In Alameda County, matters involving juveniles are addressed through the Juvenile Justice Center located in San Leandro. Deputy probation officers play a prominent role in the Juvenile Court process. They represent the Department in matters involving juveniles, conduct investigations, and prepare detailed recommendations for the court to consider when deciding on the disposition of individual cases.



Left to right: Deputy Probation Officer III Kristen Wells, Deputy Probation Officer II Shawna Garland



Left to right: Deputy Probation Officer III's Silvia Palomar, Lisa Meza, and Brandon Ransburg



Juvenile Justice and 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 is operated with credibility, dignity, fairness, and respect for the 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 and/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 the agreement of the Supervising Judge of the Juvenile Court. As an objective and diverse body, the Commission is a great resource for and collaborative partner with the Probation Department.



Left to right: Commissioners Elena Metz, Kamal Nair (Emeritus), Lois Brubeck, Pamela Mchombo-Taylor, Arnold Perkins (Emeritus), Jessica Selvin (Chair), Spencer Hooper, Eddie Zheng, Erica Arana (Vice Chair), and Louise Anderson

Not pictured: Sheri Costa, George Galvis, Kacy Robinson, Vamsey Palagummi, and Xochtil Larios

Partnerships

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

- Board of Supervisors
- County Administrator's Office
- Superior Court of California, Alameda County: Criminal, Juvenile, and Collaborative Courts
- District Attorney's Office
- Public Defender's Office
- Health Care Services Agency
- Behavioral Health Care Services
- Social Services Agency
- Public Health Department
- Sheriff's Office
- City of Oakland Mayor's Office
- Juvenile Justice and Delinquency Prevention Commission
- Oakland Police Department
- 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

The creation of this 2 1/2 year report and the accomplishments highlighted in it would not have been possible without the support and extraordinary commitment of staff from the Alameda County Probation Department, community stakeholders and leaders, labor organizations, government partners, and especially, the Alameda County Board of Supervisors.

Special thanks to Specialist Clerk Alvin Latayan for capturing many of the visually appealing images within this document with precision, beauty, and depth, and to VisionIsle Digital Imaging and LogoBoss, Inc., for their assistance in designing this report.

Artwork featured in this report was created by youth at the Alameda County Juvenile Justice Center and Camp Wilmont Sweeney. The youth created the artwork through their participation in the Creative Power Arts Program presented by the Alameda County Arts Commission from 2008 through 2012.



SECTION 8

APPENDIX

*“Change your thoughts and
change your world.”*

- Norman Vincent Peale

Victorian Home in the City of Alameda

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: A period of strict supervision to closely monitor a youth's adjustment back into the community upon release from residential placement.

Alternative Sanctions: Nontraditional sentences in lieu of imprisonment and fines. Examples of alternative sanctions are community service, in-home detention, day reporting, drug treatment, and/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: An arrest is the act of taking a person into custody to be questioned and/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, usually for a tax-supported public agency or a nonprofit community organization, ordered by a court to be performed by a youth or adult without payment or compensation.

Community Supervision: Youth placed on formal or informal probation supervision in the community by the Juvenile 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 their defense. Due process prohibits the government from prosecuting someone who is not legally competent to stand trial.

Congregate Care: Term used for 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. 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 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, and/or problems that relate to a person's likelihood of reoffending or recidivating.

Deferred Entry of Judgment (DEJ): A possible benefit for a youth who commits a felony (not a Welfare & Institutions Code 707[b] offense). To be eligible for a DEJ, the youth must be at least 14 years old and have never had probation revoked or been committed to the Division of Juvenile Justice. If a youth successfully completes DEJ, 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 (DPO): An agent or officer responsible for the court ordered investigation and community supervision of youth or adults, including related duties prescribed by 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 prosecutorial 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; the formal resolution of a case by the court. For a youth, the "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: Held after a youth is adjudicated, for the purpose of determining the appropriate sentence, placement, and/or terms and conditions of supervision for the youth; includes consideration 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 education, treatment, or work 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 formal prosecution.

Electronic Monitoring: An option in Community Corrections, designed to verify that a youth or adult is at a given location during specified times and/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 death or 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 completed.

Incorrigibility: Youth on probation supervision, pursuant to Welfare & Institutions Code 601, for repeatedly failing to obey their 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, to include those in prison, county jail, on probation, 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/Warning/Rule: 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 the Juvenile Court in an alternative residence in the community other than that of their primary caretaker/guardian/parents.

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 lead 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 them to comply with conditions, restrictions, and treatment prescribed by the court.

Re-entry Population: See Justice-Involved Population.

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 heal the wounds of crime and make amends for wrongdoing.

Revocation: 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.

Revocation 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 freedom, not to establish criminal liability; the standard of proof is usually by a preponderance of the evidence.

Status Offender: A youth who has been adjudicated for conduct that is not an offense if committed by an adult (Welfare and Institutions Code 601), such as running away from home, truancy from school, disobeying parents or guardians, or underage drinking.

Subpoena: A written order issued by a court clerk or judicial officer and served personally, 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 a youth or adult by probation or parole officers who monitor their activities to ensure that 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 California 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.

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

Victim: An individual or entity who/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, fine and 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 or fails to perform an action that is required in the terms and conditions of probation. A violation of probation is not considered a crime.

Warrant: An order of arrest issued by the court.

Wardship: A youth who has been placed on formal probation and considered a Ward of the Court (Section 602 of the Welfare & Institutions Code). This is commonly referred to as "wardship status."



ALAMEDA COUNTY PROBATION DEPARTMENT



*“Creating Success
Through Passion,
Partnerships, and
a Commitment
to Achieving the
Impossible.”*

*-Chief Probation Officer
Wendy Still, MAS.*

