



# **PROBATION DEPARTMENT COUNTY OF SAN MATEO**

**ANNUAL REPORT**

**2016**

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# MESSAGE FROM THE CHIEF



**John Keene**  
Chief Probation Officer

It is our distinct honor to present to you the inaugural San Mateo County Probation Department Annual Report. On behalf of our Command Staff and Annual Report Committee, it is our hope that you find this report informative and inspiring. This report highlights the continued great work and resiliency of our staff amidst the local and national challenges we face as well as the enhancement of services we provide our clients to assist them on their path of rehabilitation.

The past year has been one of change. Each of our Divisions faced many legislative and budgetary challenges as well as the increasing needs of our clients. Through it all, we are struck by the genuine optimism and commitment displayed by our staff. We continue to work to meet those challenges with unique and innovative strategies.

Throughout 2016, we remained committed to our goal of continuous improvement; however, this changing landscape resulted in even the most tenured Probation veterans having to adapt to these new unforeseen circumstances. It is apparent to us, that Probation has moved out of the shadows and into the foreground.

Divisionally, Adult and Realignment Services, Juvenile Institutions, Juvenile Services and Administrative Services all worked to balance shifting priorities in the past year. The Adult and Realignment Services Division worked through the changes created by Prop 47, new requests from our bench to create Restitution and DUI courts, and the workload challenges created by a changing work force and changing supervision realities. The Juvenile Services Division faced challenges brought on by the Continuum of Care Reform (CCR), growing supervision expectations as well as limitations in diverse and effective community based services. The Institutions Division dealt with staffing challenges, growing regulatory expectations from the state and the need to balance out the realities of a shrinking population versus effective programming. Institutions also worked closely with the County Office of Education and the College of San Mateo to offer a more unique and supportive learning environment for youth in juvenile hall and in the camps. Lastly, the Administrative Services Division focused on developing sound budgetary practices that will keep the Department financially solvent but also agile enough to meet future needs and expectations.



**Larry Silver**  
Assistant Chief  
Probation Officer

Looking to the future, the Probation Department remains committed to the implementation of evidence based practices and through our many partnerships both within the County of San Mateo and our communities, we will continue to provide structure and accountability, facilitate treatment and assist those impacted by crime and delinquency.

As we build on the foundation set by our Core Values of Leadership, Integrity, Professionalism, Excellence and Teamwork, we fully expect that we will continue to accomplish great things in 2017 and beyond.

In closing, we want to thank the men and women of the San Mateo County Probation Department for their hard work and commitment to the citizens of San Mateo County and all those we serve. We congratulate and commend our staff on a successful 2016 and look forward to working with you as we surge into the future

# **MISSION AND VISION**

## **MISSION**

The mission of the San Mateo County Probation Department is to enhance community safety, reduce crime, and assist victims of crime through offender accountability and rehabilitation.

## **VISION**

The vision of the San Mateo County Probation Department is to be a proactive and innovative agency which facilitates positive changes in offenders' behaviors that reduce recidivism and foster a law-abiding lifestyle.

# **CORE VALUES**

## **LEADERSHIP**

Promote collaborative efforts, strength-based approaches, and evidence-based intervention strategies for positive community change. Strive to be a model for a highly effective, efficient, and visionary organization. Empower all employees to be creative and innovative. Lead by example from all levels within the organization.

## **INTEGRITY**

Employ the highest ethical standards and demonstrate honesty in all our interactions on and off duty. Demonstrate the courage to stand up for our beliefs and do what is right. Remain open, transparent and accountable to the public we serve.

## **PROFESSIONALISM**

Represent the best interest of the department, the county, and the community. Treat clients and victims with respect and courtesy. Accept responsibility and follow through to meet commitments. Work to find solutions when problems arise. Create a cohesive work environment.

## **EXCELLENCE**

Aim for excellence in everything we do. Prioritize work to achieve goals and meet deadlines. Exhibit high standards of performance. Aim for continuous improvement.

## **TEAMWORK**

Work collaboratively with internal and external stakeholders. Share information and resources. Promote an environment of "shared responsibility."

# **DEPARTMENT GOALS**

## **Goal One**

On an ongoing basis, enhance, maintain, and deliver a high level of innovative and quality services and programs.

## **Goal Two**

Continue to use evidence based assessment tools to supervise offenders according to risk level.

## **Goal Three**

On an ongoing basis, advance communication and collaboration, internally and with partners.

## **Goal Four**

Become a certified evidence based organization.

## **Goal Five**

Enhance and expand victims' services and the restoration of victims.

GOALS  
+ PLANS  
= SUCCESS

## COMMAND STAFF



(L to R) : **Larry Sliver** (Assistant Chief Probation Officer), **Roy Brasil** (Deputy Chief Probation Officer, Juvenile Services), **John Keene** (Chief Probation Officer), **Regina Wilson-Henry** (Deputy Chief, Adult and Realignment Services), **Hong Liu** (Deputy Director, Administrative Services), **Christine Villanis** (Deputy Chief Probation Officer, Institutions Services)

# **PARTNERS AND STAKEHOLDERS**

**San Mateo County Residents**

**San Mateo County Departments**

**San Mateo County Superior Court**

**San Mateo County Office of Education**

## **Community Based Organizations (contracted)**

- Acknowledge Alliance
- Applied Survey Research
- Art of Yoga Project
- Beat Within
- BI, Inc.
- Boys and Girls Club of the Peninsula
- Community Legal Services – EPA
- Community Overcoming Relationship Abuse (CORA)
- Each One Reach Once
- El Centro de Libertad
- Fresh Lifelines for Youth
- Justice Benefits, Inc.
- Mind Body Awareness
- National Council on Crime and Delinquency
- On Circle Foundation
- Peninsula Conflict Resolution Center
- Project Ninety
- Pyramid Alternatives
- Rape Trauma Services
- Sequoia Union High School District
- StarVista
- Story Teller Project
- YMCA San Francisco

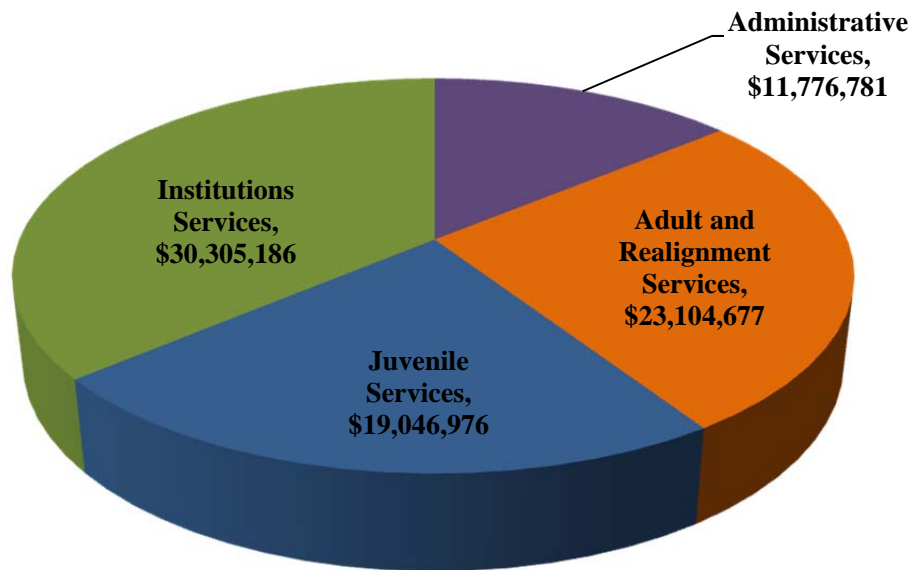
# ADMINISTRATIVE SERVICES DIVISION

The **Administrative Services Division** is dedicated to providing the San Mateo County Probation Department with support in the areas of payroll and personnel, fiscal, background investigations and training, information technology and data, research and analysis.

In FY 2015-16, the Administrative Services Division managed a total budget of \$84,233,620, supporting a total of 415 authorized positions. The breakdown is seen below:

<b>FY 2015-16 Actuals</b>
Total Sources: \$42,256,499
Total Requirements: \$84,233,620
Net County Cost: \$41,977,121
Funded Positions: 415

**FY 2015-16 budget actuals per division**



## ***Fiscal Services Unit***

The Fiscal Services Unit develops policies for and operates the financial infrastructure of the department. These include payments, collections, cash management, financing, central accounting, as well as the court ordered fines, fees, and restitutions that offenders must pay. Additionally, the fiscal services unit also manages contracts with vendors for supplies and community based organizations for services.



### ***Payroll and Personnel Unit***

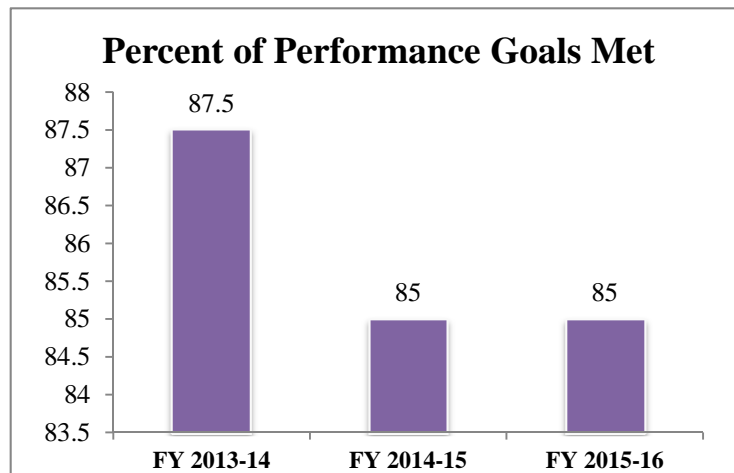
The payroll and personnel unit performs all Human Resources functions for the Mateo County Probation Department. Support activities performed include maintenance of personnel records, processing of personnel and payroll related transactions as well as processing of newly hired, promoted or separated employees

### ***Information Technology Unit***

The Information Technology unit is responsible for all technology including computer hardware and software applications used by the department. The unit works collaboratively with the County’s Information Services Department to ensure seamless delivery of technical support for software and desktops; development of a new case management system; and integration of the all the criminal justice case management systems for maximum information sharing and delivery.

### ***Management Analysts***

There are three Management Analysts supporting four divisions within the department. This unit manages approximately 50 contracts with a total amount of \$7.2 million. The Management Analysts are responsible for the solicitation, execution and monitoring of all these contracts. In addition, this unit collects and evaluates data on departmental programs as well as prepares pertinent reports submitted to both internal and external stakeholders. The Management Analysts also are responsible for writing grant applications that support various Department programs, and executing a wide array of special projects that uphold the Department’s objective of implementing evidence-based practices.



## ***Background Investigations, Training and Internal Affairs***



Due to the nature of our work, a thorough background investigation is done on all new employees to ensure their suitability for the job. The Internal Affairs Unit conducts investigations arising from allegations of misconduct.

The Training Unit is responsible for coordinating the delivery of all training courses for Department employees, including compliance with the mandated hours for standards and training for corrections for all sworn staff – 40 hours annually for Deputy Probation

Officers and 24 hours annually for Group Supervisors. In addition, the unit coordinates the County's recommended 20-hour per year training target for the Professional Staff.

## ***Professional Staff***

The Professional Staff includes more than 70 employees who provide administrative clerical support to the Department, primarily in Adult and Realignment Services and Juvenile Services. These staff members perform tasks such as managing the court calendar, preparing legal documents for court submission, setting up cases within each division's case management system, and maintaining data and statistics needed for reports. They are responsible for sealing juvenile cases, running criminal history reports through the California Law Enforcement Telecommunications System and keeping Department records. This group also staffs the Department's reception areas, often providing the first step of interaction with the public.

## ***Contracts, Procurement, and Safety Equipment Inventory***

There is one Administrative Assistant II in the Department in charge of handling contracting and procurement processes to ensure compliance with County rules and the competitive bid process. This position also maintains an inventory of safety equipment purchased for the officers.

# ADULT AND REALIGNMENT SERVICES DIVISION



The **Adult and Realignment Services Division** protects the community by enforcing probation conditions and supporting the Court’s decision to impose appropriate sentences as well as reducing recidivism through collaborative efforts in specialized supervision.

There are 65 Deputy Probation

Officers and 10 Probation Services Managers assigned to the Division, supervising approximately 3,700 offenders<sup>1</sup> in the community. These officers provide community supervision to adult offenders residing in San Mateo County. The Division utilizes the Correctional Assessments and Intervention System risk and needs tool to determine offenders’ risk to commit a new crime. Based on this assessment tool, offenders are assigned to various degrees of supervision, up to and including intensive supervision for crimes like domestic violence and gang-related offenses. The Division also handles “Deferred Entry Judgment” drug-related cases, and provides limited supervision to individuals classified as “low-risk.” The Division provides supervision in three offices: South San Francisco, Redwood City and East Palo Alto.

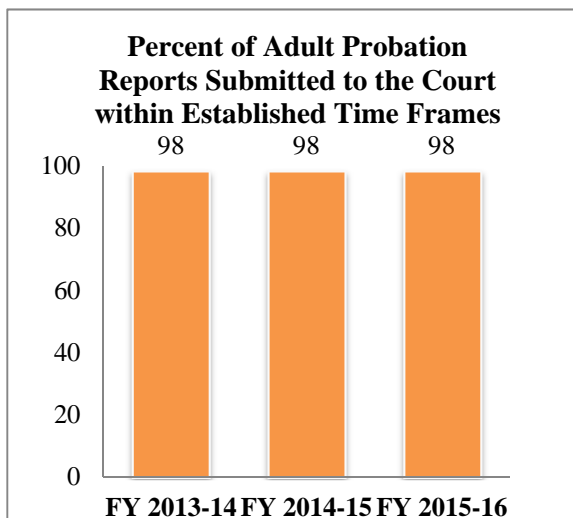
Unit	# of clients supervised
<b>CAST</b>	1607
<b>Intensive Supervision</b>	509
<b>Domestic Violence</b>	309
<b>Sex Offender</b>	116
<b>Narcotics Task Force</b>	11
<b>Gang</b>	114
<b>TRACE</b>	76
<b>PRCS</b>	348
<b>Bridges</b>	32
<b>Pathways</b>	35
<b>Drug Court</b>	37
<b>Veterans Treatment Court</b>	18
<b>Military Diversion</b>	14
<b>Deferred Entry of Judgment</b>	402

## Court Investigations

Pursuant to Section (and subsections) 1203 of the California State Penal Code, the Probation Department provides adult pre-sentence investigation services to the Court in misdemeanor and felony cases following a conviction. The Court

may refer the matter to Probation for preparation of a report, which in turn is used by the Court to help determine an appropriate sentence. The probation report typically includes biographical data, criminal record information, past plea agreements and a summary of the present offense, as well as sentencing ranges.

The presentence report also includes other collateral information, such as victim impact statements, restitution determination, and character reference letters submitted on behalf of the



<sup>1</sup> As of June 30, 2016

defendant. When applicable, doctors' evaluations and other mandated assessments are attached to the report as prescribed by law.

Prior to writing the report, the Deputy Probation Officer meets with the defendant who provides a completed written questionnaire. The completed questionnaire serves as the basis for the information contained in the pre-sentence report. Following the meeting with the defendant, the probation officer compiles the information provided, coupled with anything learned during the interview, and provides the court with a cohesive document in the form of a probation report, which includes a sentencing recommendation. Even in cases where laws dictate specific sentences for certain crimes, the Judge orders a probation report to assist in the delivery of final sentencing. The report is vital to all judicial parties involved and serves as an important instrument to the penal institution where the defendant will be imprisoned.

The Court Investigations unit is also responsible for the intake and orientation of defendants who waive completion of a sentencing report and are generally immediately sentenced following a conviction. Deputy probation officers will review court orders, complete certain paperwork as well as complete an initial risk assessment to determine the level of supervision that is required.

This unit also provides support and assistance to the San Mateo County Superior Court Presiding Criminal Judge through a designated court officer. The officer is present during hearings and provides the court with information that may be considered at the time of sentencing, particularly when the completion of a pre-sentence report has been waived.

### ***Pretrial***

Pretrial Services provides the court with information about defendants and makes sure defendants make it to their Court appearances. Pretrial Services staff investigates, verifies, and evaluates background information for criminally accused defendants. This includes verifying residence, employment, and family ties, evaluating criminal history, obtaining references, and researching pending cases and the client's performance in prior cases. Probation and/or parole officers' comments about how likely the defendant is to obey court-ordered conditions and keep court appearance dates also are included. Pretrial Services prepares written release and non-release recommendations, which the Court considers in its decision to either release, adjust bail or keep defendants in custody while awaiting trial. The staff also prepares a release recommendation for out-of-custody defendants, for example, those with outstanding arrest warrants, at the direction of the Court. In addition, Pretrial Services supervises defendants released on Supervised Own Recognizance, who must meet conditions imposed by the Court such as drug testing, drug treatment, domestic violence counseling and restraining orders.

### ***Computer Assisted Supervision Team (CAST)***

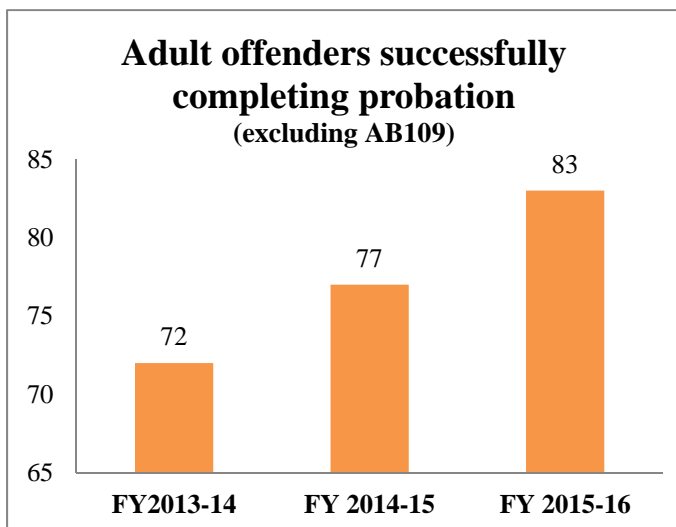
The Computer Assisted Supervision Team supervises the Department's banked caseloads, consisting of cases requiring minimal supervision. The unit includes six Deputy Probation Officers, two professional support personnel and a supervisor. The unit monitors "low-risk" misdemeanor and felony adult offenders. CAST Deputy Probation Officers provide all supervision services except for court investigation reports, which are referred back to the Court Investigations unit.

## *Intensive Supervision*

This unit is charged with the duty of monitoring offenders designated as “high-risk” for reoffending, as determined by the Correctional Assessments and Intervention System risk and needs tool, and assisting them in making positive changes in their lives. The objective of the Intensive Supervision unit is to protect the community, reduce recidivism, help rehabilitate, and divert adult offenders from further involvement in crime. These objectives will be pursued by closely monitoring probationers and establishing relationships with the families involved and other supporting agencies, including, but not limited to, police departments, mental health agencies, social services and community treatment programs.



Probationers could be deemed in need of intensive services if they are involved in one or more of the following: gang-related assault or battery; being a certified gang member or associate (as identified by a local police agency); unlawful sexual behavior; and violent behavior – including weapons-related offenses, substantial issues with substance abuse and escalating patterns of criminal or delinquent behavior within a short period of time. Deputy Probation Officers assigned to the Intensive Supervision unit maintain frequent field contacts with the probationers under their supervision. These contacts may occur in the home, school, community or the Probation office.



Probationers and their homes are regularly searched to ensure they are not in possession of contraband and, if the Judge has ordered chemical testing, randomly provide urine samples to ensure they are alcohol and drug free. Deputy Probation Officers work collaboratively with other local law enforcement agencies, treatment programs and community based organizations. Officers often lead probationer compliance field operations and participate in the San Mateo County Gang Task Force, Narcotic Task Force and the Neighborhood Response Teams.

Additionally, there is one officer assigned to the **Narcotics Task Force** unit of the Sheriff’s Office. Responsibilities in this unit include participating in searches, drug operations, surveillance and the preparation of warrants and arrests.

## ***Domestic Violence Unit***

The Domestic Violence Unit consists of nine Deputy Probation Officers supervising offenders convicted of misdemeanor and felony domestic violence offenses, mandated by Section 1203.097 of the Penal Code. The purpose of this specialized intensive supervision unit is to support San Mateo County's efforts in developing an aggressive and integrated criminal justice response to spousal abuse that will break the cycle of domestic violence. Its premise is that arrests alone will not stop domestic violence, and that system-wide coordination and collaboration among criminal justice personnel and nonprofit, non-government domestic violence and sexual assault programs are essential for success. Deputy Probation Officers work in collaboration with the District Attorney's Office, the Courts, local law enforcement agencies, treatment providers and community based organizations to prevent domestic violence in the community.

This supervision unit coordinates and monitors weekly counseling for offenders, and provides victim outreach and direct communication with the courts in the form of progress reports. Officers often conduct field operations to search for prohibited weapons and contraband as well as enforce protective orders to ensure the safety of the victims, their families and the community. In addition, they ensure all offenders complete a 52-week batterer's intervention program. This program aims to prevent further violence by teaching abusive partners to develop empathy for victims, identify forms of abuse and recognize behaviors that precede violence.



As part of their goal to raise awareness, the officers in this unit participate in various community events to raise awareness regarding domestic violence, and to provide information to victims, friends and family members on reporting abuse to local law enforcement. The unit also takes the lead on community efforts within San Mateo County during the month of October, in celebration of "Domestic Violence Awareness Month." During this time period, officers conduct "Operation Purple Ribbon," a coordinated field operation with local law enforcement agencies to ensure offender compliance with the probation conditions.

## ***Sex Offender Supervision***

The Sex Offender Supervision Unit focuses on probationers convicted of crimes such as rape, possession of pornography, pimping and pandering, indecent exposure, failure to register pursuant to 290PC, and lewd acts against children, to name a few. As part of their supervision, certain high risk offenders are to register pursuant to 290PC and are required to be monitored by a global positioning system (GPS). All 290PC probationers are also required to comply with containment model conditions, developed by the California Sex Offender Management Board. This model ensures standardized practices necessary for the supervision and treatment of sex offenders. In addition, all probationers supervised in this unit are being assessed by completing treatment with a state certified provider and submitting to polygraph examinations. In addition,

290PC probationers are assessed by the Static 99R actuarial risk tool designed specifically to evaluate an offender's danger to society. This assessment is most often used in a pre-sentence report.

### ***Gang Supervision Unit***

There are approximately 70 active gangs in San Mateo County. Gang members and associates are responsible for offenses including, but not limited to, the following: murder; witness intimidation; assaults; narcotic sales; auto theft; burglary; extortion; human trafficking; car-jacking; and kidnapping. To ensure community safety, the Department developed the Gang Supervision Unit to ensure that offenders with gang affiliations comply with their probation conditions.



The Gang Supervision Unit consists of three officers, working in all Probation office locations, supervising gang members throughout San Mateo County. They carry caseloads of active gang members and associates, many of whom have court ordered gang conditions. There is currently one officer assigned to work with the Sheriff's Gang Intelligence Unit, which takes a proactive approach to addressing gang-related issues and violence within the community. Officers assigned to this unit routinely conduct probation searches, which at times produce

firearms, other illegal weapons, narcotics and gang indicia. Chemical testing also is utilized to ensure abstinence from drugs and alcohol. Recognizing that gang members are not limited by geographical constraints, the unit works in concert with Sheriff's Gang Task Force as well as gang officers in neighboring counties and local law enforcement agencies to monitor illegal activities. In addition, violent and "high-risk" probationers who abscond are targeted with the assistance of the U.S. Marshals Fugitive Apprehension Strike Task Force and the California Department of Corrections and Rehabilitation Fugitive Team.

### ***Targeted Risk Assessment Cognitive Engagement (TRACE)***

The TRACE program currently has two Deputy Probation Officers assigned to supervise "high-risk" probationers between the ages of 18 and 30 years old who may have otherwise been sent to prison. TRACE is funded by the state through Senate Bill (SB) 678 passed in 2009. SB 678 emphasizes the use of evidence-based practices in Probation and provides funding to the Probation Department. SB 678 requires data collection and sharing and Department policies supporting evidence-based practices. SB 678 currently funds one and a half Deputy Probation Officer positions as well as specialized training and data collection improvements.

In TRACE, probationers receive a comprehensive range of assessment-driven cognitive behavioral restructuring classes. These evidence-based programs have proven to reduce recidivism. Trained Deputy Probation Officers facilitate the cognitive restructuring classes, all of which target specifically identified criminogenic needs and have been scientifically shown to reduce criminal behavior.

### **TRACE Entry Requirements:**

- Must be resident of San Mateo County
- Must be convicted of a felony
- Must be a high risk offender based on a validated assessment
- Must be between the age of 18 and 30
- All clients must have a treatment plan developed which addresses their criminogenic needs and details treatment goals, and milestones and measures success
- All clients must attend a minimum of 44 hours of cognitive development training targeting their specific criminogenic needs
- All clients must be seen twice a month by their Deputy Probation Officer and one of these contacts must be at the client's home or place of employment

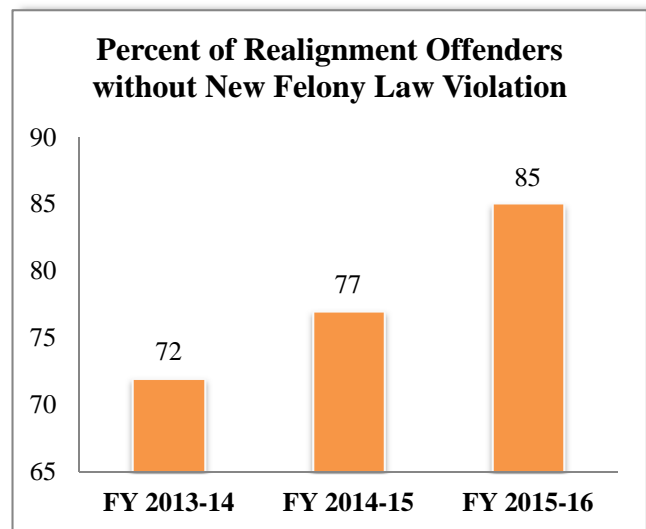
### ***Post Release Community Supervision (PRCS)***

In 2011, Governor Edmund G. Brown Jr. signed Assembly Bill (AB) 109 and AB 117; historic legislation to help California close the revolving door of low-level inmates cycling in and out of state prisons. It is the cornerstone of California's solution for reducing the number of inmates in the state's 33 prisons to 137.5 percent of design capacity by June 27, 2013, as ordered by the Three-Judge Court and affirmed by the U.S. Supreme Court. All provisions of AB 109 and AB 117 are prospective and implementation of the 2011 Realignment Legislation began October 1, 2011.

The 2011 Realignment effort is funded with a dedicated portion of state sales tax revenue and Vehicle License Fees (VLF) outlined in trailer bills AB 118 and SB 89. The latter provided revenue to counties for local public safety programs and the former established the Local Revenue Fund for counties to receive the appropriate funding for 2011 Public Safety Realignment.

Inmates released from the California Department of Corrections and Rehabilitation (CDCR) after serving a commitment for non-serious, non-violent, or non-high-risk sex offenses (regardless of prior convictions), are supervised by county probation departments. This population, under Post-Release Community Supervision (PRCS), was formerly supervised by State Parole. There is also a population of probationers, which under Section 1170(h) of the Penal Code are not eligible for incarceration in prison but rather can serve a sentence in county jail. This group can either be ordered by the court to serve their sentence in jail or to "split" the sentence between jail custody and a separate period of Mandatory Supervision.

In San Mateo County, the goal is to develop, implement, and evaluate a comprehensive and coordinated public safety realignment plan that reduces recidivism and crime in the realigned population.





Targeted goals include:

- Protecting public safety through appropriate custody, law enforcement activities and supervision; which includes rewards and sanctions for probationers
- Create opportunities for rehabilitation and recovery
- Provide case management, substance abuse, mental health, vocational and housing support services

In response, a specialized PRCS/MS unit was created within the probation department. To that end a dedicated Probation Services Manager, Deputy Probation Officers, and clerical staff with knowledge and experience supervising an offender population requiring intensive services, were put into place. Close collaboration with the District Attorney's Office, Sheriff's Office and police departments as well as allied county agencies including Human Services, Behavioral Health and Recovery Services, and Correctional Health has facilitated intensive supervision of this population as well as provided resources for probationers that include medical services, drug and alcohol treatment, mental health services and emergency services (food/shelter/transportation).

### ***Re-entry Unit***

Re-entry refers to a coordinated program that assists people incarcerated in County jail re-enter their community upon release. It is founded on the need to reduce inmate recidivism, reduce jail population, and provide the incarcerated population with treatment and support programs to better prepare inmates for re-entry into the community. The Re-entry unit offers expanded inmate services within the County jails and provides a case management approach to assist inmates as they await transition into our communities. The target population includes inmates who may be released to a treatment program as a condition of their probation, as well as those who have a chemical dependency and/or anti-social behavior. Re-entry is a valuable tool towards reducing jail overcrowding and providing enhanced services and treatment for inmates.



An integral part of this project is the role of the Deputy Probation Officer. A Deputy Probation Officer is assigned full time to the Maple Street Correctional Facility and employs a case management and liaison approach to achieve the program's goals.

## *Specialty Courts*

### **Bridges Program**

Bridges is an intensive, outpatient day treatment program focused on drug offenders to help them end the cycle of drug abuse and crime. Spearheaded by the Superior Court of San Mateo County, this collaborative program was created to make a difference in the lives of 60 addicted offenders per year who had given up hope of change. Stakeholders include community based organizations which provide counseling and treatment services, as well as education and training for job readiness.



The program staff and volunteers are selected for their special skills in working with the targeted population and are specially trained. The intensive approach to treatment requires small caseloads and strong environmental controls such as drug testing and electronic monitoring. The program effectiveness lies, in part, to the commitment of both staff and participants to this one-year program.

### **Pathways**

The Pathways Program is a partnership among the San Mateo County Courts, the Probation Department, the District Attorney's Office, the Private Defender Program, the Sheriff's Office, Correctional Health, and Behavioral Health and Recovery Services. The program is designed to serve people afflicted with mental illness.

The goal of the Pathways Program is to avoid incarceration for seriously mentally ill individuals and help them to live more successfully in the community. Defendants who are eligible are admitted after they enter a guilty or no contest plea, but prior to sentencing on their charges.

The program marked its 10th anniversary in 2016. To date, 91 participants have graduated, and the robust community of alumni continues to participate in year-round program events.

### **Drug Court**



Drug Court is a program designed to facilitate substance abuse recovery through treatment, ongoing court appearances and reinforcement of probation conditions. Statutorily-eligible clients convicted of certain drug-related offenses (that do not involve drug sales activity) may be ordered to participate in this program at the time of initial sentencing.

Drug Court combines substance abuse treatment with intensive probation supervision and frequent court appearances to monitor the client's progress through the course of treatment.

Prescribed treatment may be residential and/or outpatient in nature, depending on the needs of the client. In addition, treatment providers and Deputy Probation Officers administer urinalysis tests on a random and as-needed basis to consistently reinforce the recovery effort. Clients are seen frequently both in the field and in the Probation office. Deputy Probation Officers provide all possible support and structure to create an optimal recovery incentive for clients.

### **Veterans Treatment Court**

The Veterans Treatment Court is a specialized court similar to Bridges and Pathways and works



with current or former members of the United States Military that are involved in the criminal justice system. The goal is to improve outcomes for this population by connecting them to needed services through the Department of Veterans Affairs. Services may include mental health treatment and therapy, substance abuse counseling, health care, employment/job training and housing assistance.

The program is a collaborative effort of the San Mateo County Superior Court, District Attorney's Office, Private

Defender Program, Behavioral Health and Recovery Services, the VA and the Probation Department. Participants are intensively supervised by Probation, expected to engage in services provided by the VA and are required to appear in court for monthly progress reviews. Additionally, each participant is assigned a Veteran mentor for support while in the program. If they complete Veterans Treatment Court, participants may be eligible to have their fines reduced, their probation terminated early and/or their charges expunged and record sealed.

### **Military Diversion Court**

The military diversion court program is a pretrial program for current or former members of the U.S. military, charged with misdemeanor crimes and suffering from the following: sexual trauma, traumatic brain injury, post-traumatic stress disorder, substance abuse or mental illness as a result of their military service. This program is a collaborative program of the courts, Private Defender Program, District Attorney's Office, Behavioral Health and Recovery Services, Department of Veteran's Affairs and Probation. Participants attend court review hearings and agree to warrantless search and seizure and drug and alcohol testing. They work toward successful completion of the program by undergoing counseling and/or treatment as well as full payment of victim restitution. This program does not require an honorable discharge or combat service to be eligible. Upon successful completion, participants' charges are dismissed and their arrests are deemed to never have occurred. This program was implemented on October 23, 2015 and has had three successful completions.

## **Restitution Court**

The goal of the Court is to identify and calendar defendants with the financial ability to make restitution, but have not made sufficient payments. The goal of the court is not to punish, but to motivate the defendant to pay restitution to those who have been victimized and to make the victim financially whole. Once restitution payments have been made, or compliance has been demonstrated by making regular payments, the defendant will no longer be required to appear in this court. However, a willful failure to make restitution payments can result in a probation violation. Offenders appearing before the Restitution Court must be on supervised probation and must have a restitution order exceeding \$5,000 to an individual victim.



## ***Deferred Entry of Judgment (DEJ)***

Deferred Entry of Judgment (DEJ) is designed for a population of drug offenders who enter a plea of guilty or nolo contendere (“no contest”) to legally specified drug related charges. The probationers are ordered to participate in a program of drug education and basic counseling. They are also placed on DEJ probation, usually for 12-18 months, during which their performance is monitored by a special DEJ Deputy Probation Officer (one in the South San Francisco office and one in the Redwood City office). The Deputy Probation Officers monitor treatment progress and any new arrests. They report their findings to the court and recommend potential court actions. Probationers satisfactorily completing DEJ probation additionally benefit by having their guilty or “no contest” pleas dismissed at the end of the probation term, relieving them of the legal obligation to report that conviction.

# JUVENILE SERVICES DIVISION

The **Juvenile Services Division** protects the community through victim restoration and youth offender accountability and rehabilitation.



Unit	# of clients supervised
Commercially Sexually Exploited Children Placement Unit	7
Wrap Around	16
Family Preservation Program	13
Intensive Supervision	30
General Field Supervision	116
Glenwood Aftercare	115
GIRLS Aftercare	42
	16

There are 45 Deputy Probation Officers and seven Probation Services Managers assigned to the Division, supervising 355 juvenile probationers<sup>2</sup> in the community. These Deputy Probation Officers provide community supervision to juvenile offenders residing in San Mateo County. The Division utilizes the Juvenile Assessments and Intervention System risk and needs tool to determine the offender’s risk to commit a new crime.

## *Assessment and Intake*

The Assessment Center conducts multi-disciplinary team screening and assessment of juvenile offenders both in and out of custody. The multi-disciplinary team consists of a Deputy Probation Officer, Behavioral Health & Recovery Services clinician, and a licensed marriage and family therapist or a social worker, all of whom work collaboratively to complete all of the assessments and determine possible detention and release decisions.

### **Program goals include:**

- Intake decisions that incorporate multi-disciplinary team screening and assessment
- Decrease duplication of services between agencies
- Multi-agency background information and records checks on youth’s police/probation contacts, mental health and social service history
- Provide a continuum of care with immediate services and supervision to youth released pending diversion or court
- Provide comprehensive recommendations and background information to the Juvenile Court for detention and release decisions
- Reduce the number of juveniles in Juvenile Hall and decrease detention time prior to bringing youth before the Juvenile Court
- Provide an offense specific program for petty theft cases
- Provide additional support with “bridging” services for mental health and alcohol and drug services for immediate services to high-risk cases

<sup>2</sup> As of June 30, 2016

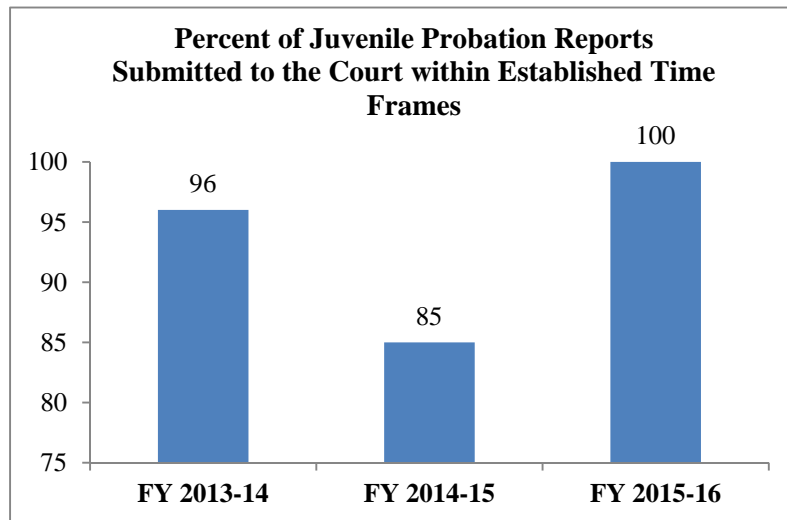
## ***Diversion Program***

The diversion program is comprised of a Deputy Probation Officer who supervises youth who have been placed on probation as a result of their delinquent behavior. Youth are provided with supervision, which can last from six months to a year, and are referred to other programs, which are designed to help the youth become pro-social members of their community.

## ***Court Investigations***

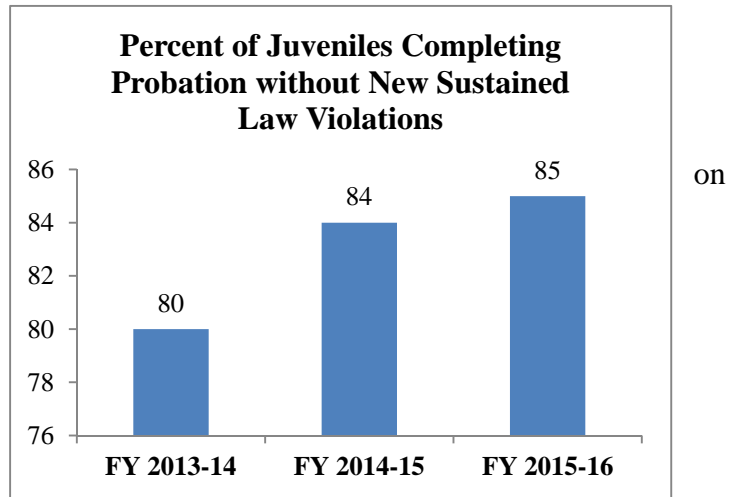


The Court Investigations Unit is responsible for conducting a complete investigation of juveniles referred to the Juvenile Court for the first time as a result of their delinquent behavior. The Investigation Unit works with the juvenile's family as well as the juvenile's assigned Deputy Probation Officer to gather all of the background information needed about the juvenile offender and make an appropriate recommendation to the court for disposition.



## ***Field Supervision***

General supervision is reserved for youth who require a minimum to moderate level of supervision. Intensive Field Supervision is reserved for youth that have a higher risk of committing a new crime, based a validated assessment tool. If placed under field supervision, juveniles frequently come in contact with their assigned Deputy Probation Officers who regularly check on them to make sure they are abiding by the probation code of conduct as well being productive members of their community.

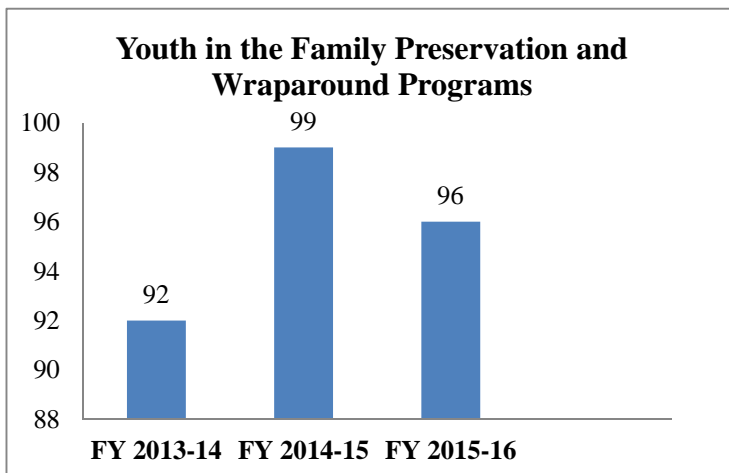


## ***Family Preservation Program***

The Family Preservation Program works with youth who are at high risk for out-of-home placement. In order to avoid out-of-home placement, the juvenile offender and their family agree to participate in a Family Preservation Program that connects the families with services, which help them solve their problems and become more engaged in their children’s lives.

## ***Wraparound Services***

The Wraparound Program also known as the Wraparound Turning Point Full Service Partnership is comprised of a team of professionals, specialists, mentors, and extended family members who work together to help the youth as well as their family with services to maintain the youth in their homes. The program is designed to meet the unique needs of each youth by requiring family participation and focusing on the strengths of the family to prevent out-of-home placement.



## ***Out-of-Home Placement***

Once placed out of the home, the assigned Deputy Probation Officer of each youth works closely with group homes, residential substance abuse treatment programs and other programs designed to meet the unique needs of the youth

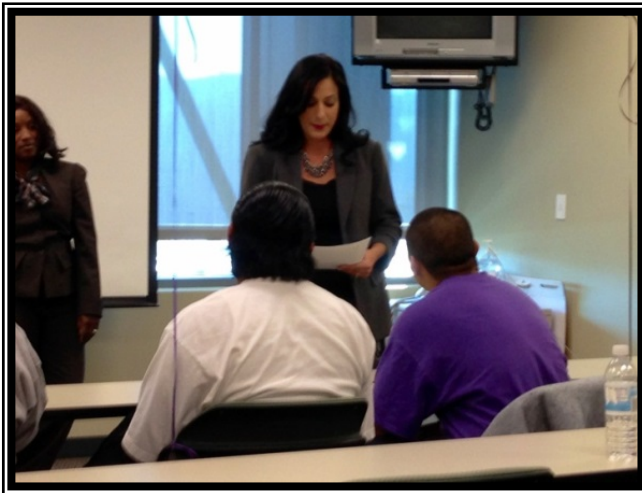
## ***Parent Programs***

The Parent Programs are designed to help parents understand the importance of positive family relationships and action plans that they can take to stop their child from engaging in further delinquent behavior. Parent Programs are offered to parents of low- to high-risk youth and address issues such as substance abuse, school attendance and performance, communication, supervision and gangs.

Parents learn how to increase communication, create positive parent-teen relationships, improve children's school performance, intervene with substance abuse, and apply techniques for active listening and discipline. This is a 10-week program (three-hour groups for first six sessions and two hours for the last four) taught in English and Spanish. The project is led by trained, certified facilitators and operates under the UCLA Self Help Support Group Model, which encourages the group to meet independently when the formal sessions end.

### **Staying Connected with Your Teen Prevention Program (Staying Connected)**

Staying Connected is an educational and skill-building program created for families with youth between the ages of 12-18. The goal of the program is to reduce risk factors and strengthen



protective factors that are known to predict later alcohol and other drug use, delinquency, violent behavior and other behavioral problems in adolescence. The program focuses on strengthening family bonds; establishing clear standards for behavior and helping parents more appropriately manage the behavior of their teens while encouraging growth toward independence in the process. The program is 10 weeks in length.



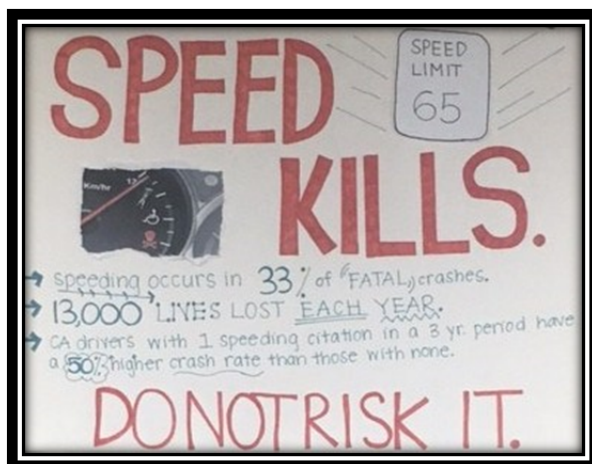
**Parent Partner Program**

The Parent Partner Program provides the following: advice through phone support; one-on-one meetings to discuss problem-solving techniques; interpretation for Spanish speaking families; assistance accessing outside resources for youth and families. It also serves as a liaison to probation officers.



## *Juvenile Traffic Court*

The Juvenile Traffic Court deals with traffic tickets and citations for youth who are cited for minor offenses that include truancy, curfew violations, trespassing and some low-level drug and alcohol matters. The Traffic Court is located in the Youth Services Center in San Mateo. Juvenile Traffic Court hearings are confidential with only one case heard at a time. It is a less formal setting than Superior Court. Juvenile Traffic Court is open to the public every business day, holding hearings on Tuesdays and Wednesdays. Contested hearings (trials) are generally set for Thursday mornings. Walk-in hours are available for those who cannot appear in court at the time scheduled by the Court. Walk-in hours require no advance appointment and occur on Tuesday afternoons and Wednesday mornings. Upon issuance of a traffic ticket or citation by a law enforcement agency, cases are referred to the Juvenile Traffic Court to be processed and calendared for hearing. Minors must be accompanied by a parent or legal guardian. Even if they are no longer a minor, defendants issued a citation before turning 18 will be processed through the Juvenile Traffic Court. Minors may be represented by counsel, or the matter may be handled without legal representation.



# **INSTITUTIONS SERVICES DIVISION**

The **Institutions Services Division** provides juvenile court-ordered secure and non-secure programs, including detention, camps, and community service. The goals of the Division are to provide safe and secure housing for youth detained by the court, protect the public, support families, and aid in youths' rehabilitation and transition to the community.

The Institutions Services Division protects the public by offering cost-effective facilities for youth in the juvenile justice system. The Division's vision is to help youth make positive and life-changing choices when they return to their communities. The Division runs three residential options for the youth: Youth Services Center (Juvenile Hall), Camp Glenwood (Boys Camp), and Margaret J. Kemp Camp for Girls (Camp Kemp). In addition to these three residential options, the Division also directs the Community Care Program.

The Division is currently staffed with approximately 100 Group Supervisor Is, IIs, and IIIs. Their primary responsibility is to provide supervision of youth in custody at our three facilities (Juvenile Hall, Camp Glenwood, and Camp Kemp). Group Supervisors are involved in program planning and facilitating, large-muscle and recreational activities, and night attendant duties. The Group Supervisors are also charged with overseeing the behavior, security, health and welfare of the juveniles in compliance with Title 15.

## ***Community Schools***

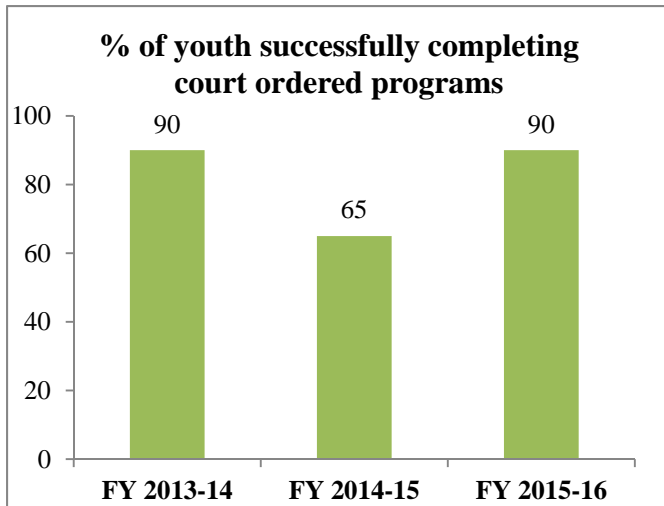
### **Gateway**

The Community Schools Program, run by the San Mateo County Office of Education, is designed for students who can benefit from an alternative school setting. Students are placed in a community school when referred by a local school district for expulsion, by Juvenile Probation, or as a result of a School Attendance Review Board (SARB) hearing. Community Schools may also serve students who are homeless, in foster care, or those referred by their local school district with parent consent. The Community Schools' educational program is characteristically student-centered and adapted to meet individual needs. The Community School and receiving districts are frequently involved in collaborative planning and transition between the programs. Special education services and support are available to all qualified students. A Group Supervisor supports the school by providing security and being a liaison with the Probation Department.

### **Instructional Program**

Students are enrolled in middle school or high school courses and earn credits to support their educational goals. Individual student learning plans are developed upon enrollment, with the goal of meeting students where they are academically and also assisting them in their progress toward a high school diploma and professional success. Curriculum is aligned to the Common Core Standards using textbooks adopted by the County Board of Education. Additionally, preparation for the High School Equivalency Test (HiSET) is provided for all eligible students. As a WASC-accredited program, students who enter on an "a-g" track will have the opportunity to remain eligible for entrance to a four-year public college.

## ***Court Schools Program***



The Court Schools Program, run by the San Mateo County Office of Education, operates three programs in partnership with the San Mateo County Probation Department. Court Schools are mandatory and serve students who have been ordered by the Court to Probation Department programs. Court Schools provide education programs for students from 12 to 18 years of age, in both self-contained and single subject classrooms.

### **Hillcrest School**

Hillcrest School is the Court School located in the San Mateo County Youth Services Center (Juvenile Hall), which is a secure facility providing care for youth who have been detained and are awaiting a hearing or court ordered placement. The maximum enrollment is 20 students in a classroom with a teacher and paraeducators. Group Supervisors provide supervision of the youth while they are in class.

Margaret J. Kemp School is the Court School located at Margaret J. Kemp Camp for Girls and the girls in the program attend classes where the maximum enrollment is 15 students in a classroom.

### **Camp Glenwood Boys Ranch**

Camp Glenwood Boys Ranch is a minimum-security, gender-specific, residential facility. Camp Glenwood is located in La Honda. The Court School serves students between 13 and 18 years of age.

### **Instructional Program for Court Schools**

Students are enrolled in middle school or high school courses and earn credits to support their educational goals. Individual student learning plans are developed upon enrollment to assist students in achieving their identified educational goal, which may include returning to a district school, earning a high school diploma, or obtaining a High School Equivalency (HSE) certificate.

Because many students entering Court Schools often function below grade level due



to previous poor attendance and/or a lack of acquired skills, the educational program works to address the specific needs of each student so that academic progress can be made during his/her stay in the program. The San Mateo County Office of Education curriculum is California State Contents Standards-based, using textbooks adopted by local high school districts. High School Equivalency (HSE) preparation is provided for all eligible students.

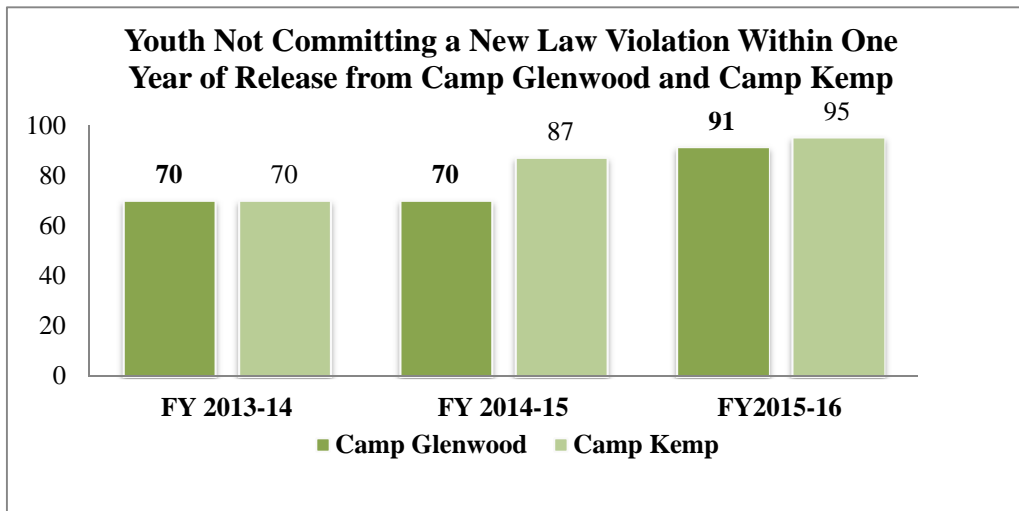
### ***Camp Glenwood***

Camp Glenwood is a residential program for boys ages 14-18 who are in the juvenile justice system. The program could accommodate as many as 45 boys at a time. The Camp has an office building, four dorms (“sections”), a recreation building, school rooms, a library, a kitchen, and a dining hall. The campus also has a softball field, basketball courts, and running trails.

Camp Glenwood is a 9 month in-custody program where boys on probation can learn how to:

- Make good choices
- Handle difficult situations, feelings, and people
- Build a healthy life and relationship with their families.

Glenwood is an “honor camp,” which means that youth can earn their way back to the community. The Judge and Camp staff members expect youth to work hard in school and in all of their programs.



## *Camp Kemp*

The goal of the Probation Department and all those who work with us at Margaret J. Kemp Camp for Girls (Camp Kemp) is to provide a safe and caring environment that is gender responsive with guidance, understanding, and support.

Camp Kemp is a 30 bed facility specifically designed for adolescent females who are placed on probation by the Juvenile Court of San Mateo County and who are committed by the Court to participate in the Camp Kemp program.



## **Camp Kemp Mission Statement**

“We believe our adolescent girls are valuable and worthy of our Community’s support. We provide sustainable resources and programs that promote the process of healing, educating, and empowering each girl to achieve her greatest potential in her community.”



## **Camp Kemp Philosophy**

The philosophy of Camp Kemp is guided by our belief in and commitment to two main areas: gender-responsive service delivery principles and the philosophy of restorative justice. Gender-responsive interventions address issues such as abuse, violence, family relationships, substance abuse, and co-occurring disorders. They are implemented with a strength-based approach. Restorative justice centers on the belief in blending accountability and treatment to repair harm done and to heal personal and interpersonal relationships while forming positive connections with the larger community.

### **The Margaret J. Kemp Girls Camp:**

- Provides a safe and nurturing atmosphere which promotes physical, emotional, psychological, and spiritual well-being.
- Provides a safe, respectful, and open forum for expression of emotions.
- Provides a collaborative learning experience to help girls explore and expand their personal potential.
- Provides an environment which encourages and develops every girl’s educational growth.
- Embraces diversity and promotes cultural and social awareness.
- Advocates strong, courageous voices on a journey of self-discovery, empowerment, and independence.
- Fosters integrity through personal responsibility and self-awareness.
- Builds healthy relationships between girls.
- Provides positive adult role modeling and mentoring.
- Engages the girl and her family as active partners in planning her community reunification.

### ***Youth Services Center Juvenile Hall***

The Youth Services Center, which includes a juvenile detention facility, opened in September of 2006. It contains an admissions unit, seven living units, a kitchen and dining room, a health and dental clinic, a fully accredited school, and a gym and outdoor recreation area. The facility has a capacity to house 180 youth, with an average daily population of 83 in 2015.

Youth in the juvenile hall may be detained awaiting disposition and sentencing, including being tried as an adult. Others are serving sentences ranging from a couple of days or weekends to a number of years in custody. Youth in the juvenile hall are provided with programming and services in collaboration with other County departments and community based organizations. These range from trauma services and medical needs to providing opportunities to learn life skills and catch up on their education. Youth are housed in units based on the length of their stay, their age and their gender.



# **FY 2013-15 HIGHLIGHTS**

- Appointed an Assistant Chief Probation Officer
- Completed a department-wide reorganization
- Utilized one evidence-based risk assessment platform for both juvenile and adult offenders to implement risk-based supervision services
- Implemented the CePlanning case plan module, linked to the existing evidence-based risk assessment tool, to create individualized case plans targeting each offender's criminogenic needs
- Continued to be a Certified Evidence Based Organization (CEBO)
- Repurposed and subsequently reopened the Camp Kemp facility, continuing to utilize it on a full-time basis
- Continued to enhance collaboration across County departments as well as community based organizations to provide better service delivery to the realignment and unified reentry populations
- Initiated the redesign of Camp Glenwood to evaluate existing programs and make recommendations on program delivery improvement
- Continued to develop new case management system, Probation Information Management System (PIMS)
- Executed probation-led multi-agency operations
- Initiated a pilot on Medi-Cal Administrative Activities (MAA) claims for its the Adult Services Division
- Created a new Military Diversion caseload to enhance service delivery to the County's military population
- Continued to contract with Justice Benefits Inc. (JBI) to automate time studies for enhancing Title IV-E claims

# **FY 2015-17 PRIORITIES**

- Utilize the new Probation Information Management System (PIMS) to make better data-driven and performance-informed decisions
- Expand Evidence Based Programs and Practices throughout probation programs
- Continue to collaborate with our county partners and community based organizations in providing services and information related to probation-involved youth and adults in the community
- Collaborate to implement a new Restitution Court for adult offenders
- Continue to be a Certified Evidence Based Organization
- Train all Institutions Division staff in emergency response
- Continue to implement evidence-based risk assessment tools
- Improve officer and field safety training under newly appointed Lead Firearms and Lead Defensive Tactics instructors
- Upgrade security system in the Juvenile Hall and Camp Kemp
- Implement alternative discipline options to allow youth to remain out of their rooms in juvenile hall
- Establish an MOU with San Mateo County Office of Education
- Fully Implement the Camp Glenwood Redesign Project

# **2016 DEPARTMENT AWARDS**

## **PARTNER ORGANIZATION OF THE YEAR**

San Mateo County Children's Fund

## **AFFILIATE OF THE YEAR**

Shelly Caress, County Office of Education

## **EXCELLENCE**

Edward Taylor, DPO (sworn)  
Maritess Villagrancia, LOS (professional)

## **LEADERSHIP**

Chris Sanchez, DPO

## **INTEGRITY**

Monica Vargas, LOS

## **TEAMWORK**

Paul MacLeod, GS

## **PROFESSIONALISM**

Christine Carpentier, LOSM

## **EMPLOYEE OF THE YEAR**

Jehan Clark, ISM

## **RECRUIT OF THE YEAR**

Travis Bradley, DPO

# A YEAR IN PHOTOS



# **ADDITIONAL INFORMATION**

## *Office Locations*

**1. Youth Services Center/Juvenile Services Division**

222 Paul Scannell Drive  
San Mateo, CA 94402  
(650) 312-8816

**5. Bridges Program-Adult and Realignment Services**

680 Warren St.  
Redwood City, CA 94063  
(650) 599-7336

**2. Margaret J. Kemp Camp**

400 Paul Scannell Drive  
San Mateo, CA 94402  
(650) 312-8970

**6. Pretrial Services - Adult and Realignment Services**

601 Allerton St.  
Redwood City, CA 94063  
(650) 363-4181

**3. Camp Glenwood**

400 Log Cabin Ranch Road  
La Honda, CA 94020  
(650) 363-4373

**7. Adult and Realignment Services**

1024 Mission Road  
South San Francisco, CA 94080  
(650) 877-5411

**4. Adult and Realignment Services**

400 County Center, 5<sup>th</sup> Floor  
Redwood City, CA 94063  
(650) 363-4244

**8. Adult and Realignment Services/Juvenile Services Division**

2415 University Avenue  
East Palo Alto, CA 94303  
(650) 363-4243

**Website:** <http://probation.smcgov.org>

The Twitter logo, consisting of the word "twitter" in a white, lowercase, sans-serif font next to a white bird icon, all set against a blue rectangular background.

@smcprobation

@smcprochief