



# San Diego County Probation Department

Post Office Box 23597 • San Diego, California 92193-3597  
www.sandiegocounty.gov/probation



*Adolfo Gonzales, Chief Probation Officer*

## Community Corrections Partnership Meeting Minutes

November 20, 2018 at 1:30pm

County Operations Center, 5520 Overland, San Diego, CA 92123

### **CCP Committee Members Present:**

Chair -Adolfo Gonzales (Probation Chief Probation Officer), Brent Neck (District Attorney Representative), Dr. Luke Bergmann (HHS Representative), Dorothy Thrush (PSG Representative), Judge Deddeh (San Diego Superior Court Representative), Angie Bartosik (Public Defender Representative), Charline Autolino (Community Representative), Captain Moulton (El Cajon PD)

Meeting called to order at 1:30pm

### **Welcome and Introduction:**

Chief Probation Officer Adolfo Gonzales thanked everyone for being here as this Community Corrections Partnership (CCP) committee reconvenes biannual meetings. He is excited about the continued commitment to working collaboratively as a County to further enhance the delivery of client centered, cross-sector services and approaches that are available to our supervised probation clients.

The focus today is to reintroduce the CCP as originally outlined in Senate Bill 678, prior to re-alignment, to provide an update of the goals and progress accomplished via the CCP, to share the changing mission, vision, and movement of the Probation Department, to discuss future plans and steps related to our SB678 goals, and to seek community input.

This Partnership will meet twice annually and will continue to move forward the evidence-based plans and services aimed at supporting our adult probationers. Additionally, these meetings will provide an opportunity for the community to provide input to the Probation Department and the other Partnership representatives related to SB678 programs and services.

### **SB678 – Overview of Community Corrections Partnership:**

This is the first CCP meeting with Chief Probation Officer Adolfo Gonzales serving as the new chair, replacing former Chief Probation Officer Mack Jenkins. He took a moment to share the Department's Mission and Vision and our commitment to the County community.

Chief Gonzales has been the Chief Probation Officer in San Diego County for more than two and a half years, and served in the law enforcement business for many decades, serving in different agencies at all levels. As the Chief Probation Officer, he learned that probation

departments play a unique role in the justice system and have great opportunity to positively impact not only the lives of those individuals on probation, but all community residents. Although Probation plays a very unique role, we also know that, to achieve the highest level of community safety and support to justice involved individuals, we all must work collaboratively in a trauma informed, person and family centered approach, guided by assessment based, data driven, and evidence based practices. This approach must also support and include the community in the process. As a department, these concepts are at the foundation of our Mission and Vision. We are in a unique position, in that we serve in a dual role of not only protecting community safety but also providing rehabilitative services, support and supervision. Our focus is on this balanced approach. We believe in client-centered partnerships which support evidence-based and restorative practices in providing a continuum of services, supervision, and accountability options to our clients. In the 2.5 years that I have been with the department, we have worked toward re-calibrating and enhancing our balanced approach that became somewhat more enforcement focused with re-alignment. We continue to make progress toward furthering our utilization of evidence based approaches and to strengthening our community trust and partnership.

Service – Commitment – Compassion, remain at the heart of our focus as a department as we move to fulfill our mission and vision. We believe as an organization, it is our responsibility to continually engage with the community to break down barriers, build trust, and to create a culture in which we strongly embody actions which establish us as an agency that is here to help. In order to continue accomplish this, Chief Gonzales' vision has been about restructuring the department, changing it from a centralized business approach to a more regionalized approach, looking for opportunities to immerse our staff in the community, and to be seen as part of the community.

Our new probation field offices are being modeled after the Neighborhood Opportunity Network or NeON model from New York to be located in the highest utilizing communities and have on-site assessment and linkages that can enhance access to treatment and reduce transportation barriers. Connecting with the community to positively change the impression of Probation and law enforcement and the biases of individuals with justice involved experience. While expanding their opportunities and quality of life are important to us. We are embarking on practices such as community mentoring which values the experience and knowledge of formerly justice involved individuals, the connection and positive changes which can effect in our youth and communities. Additionally, the Probation Department is also breaking down barriers and biases related to the justice involved community by employing correctional deputies with former lived experience. Engaging with the community through partnerships with the schools and sponsoring schools throughout the County, providing citizenship academies which focus on leadership and mentorship, and supporting families in need is another way in which the Department is striving to break down barriers and strengthen community trust and partnership.

During these past 2.5 years, we have strengthened our commitment to community service, and a servant leadership approach which includes the establishment of a Community Engagement Unit within the department. Probation staff are regularly and consistently involved in a variety of service activities such as partnering with various businesses,

community organizations, and clubs in securing and delivering food for families in need at Thanksgiving.

Staff development is another important focus of the department. As we continue to support our community, our mission, our vision, and our re-calibration of the balanced approach, we have strengthened and expanded trainings to emphasize trauma informed practices, implicit bias, restorative practices, multi-disciplinary teaming, and re-entry best practices. Chief Gonzales believes the Probation Department's direction and practices continue to complement and align us with the overall mission of the CCP.

As the Chief Probation Officer and Chair of the CCP, he remains committed to ensuring that these continue to align, and he is strongly committed to continuing with CCP in a manner which focuses on services and supervision practices aligned with evidence based practices in order to reduce the number of individuals returning to state prison, without compromising public safety. This Partnership will ensure there is a broad spectrum focus and not a bifurcated focus on the realigned population as occurred subsequent to the passing of AB109. It is Chief Gonzales' desire to return the focus of the CCP to SB678 principles.

**CCP Background, Lorraine Fernandez, Deputy Chief Probation Officer:**

In 2009, the California Community Corrections Performance Incentives Act (Senate Bill 678) was passed. The design of this bill is to alleviate state prison overcrowding and save state general fund monies by reducing the number of adult felony probationers who are sent to state prison for committing a new crime or violating the terms of probation, and to meet those objectives without compromising public safety. Additionally, the SB678 program is designed to encourage county probation departments to use evidence based supervision practices to accomplish these goals. SB678 allocates a portion of reduced prison costs to county probation departments who use evidence-based supervision practices to achieve a reduction in the number of felony probationer commitments to state prison. SB678 also requires the convening of a Community Corrections Partnership (CCP). The CCP shares the common goal of protecting community safety, increasing successful probation outcomes, and reducing the number of revocations resulting in a commitment to prison. The CCP serves as an advisory board to the Chief Probation Officer regarding these SB678 goals and provides a forum for community input and awareness.

As a result of the Community Corrections Partnership (CCP), a long-range plan to incorporate sustainable evidence based practices into Probation's supervision practices and service delivery was developed. This plan focused on:

- The implementation of a Probation Leadership Academy for Adult Field Services Division Chiefs and Supervisors to enhance understanding and leadership skills related to the integration of evidence based practices with the adult population.
- The development of a balanced approach supervision model community safety, rehabilitation and accountability.
- The implementation of an incentives and sanctions continuum.
- The implementation of access to funded community based interventions for high risk probationers to address criminogenic needs.
- Evaluation of the impact of the SB678 plan.

Subsequent to the implementation of this plan in 2009, significant accomplishments were achieved as a result of the planning and collaboration of the CCP.

Beginning in August of 2009, the Probation Department began to transition from offense based supervision practices to risk based supervision practices utilizing a validated assessment tool, the COMPAS (Correctional Offender Management Profiling for Alternative Sanctions).

In July 2010, a significant foundational training in evidence based practices occurred through the implementation of the Probation Leadership Academy. This was a 12 month, 144 hours curriculum for Probation supervisors and managers which focused on the various evidenced based approaches such as: motivational interviewing, leadership, utilizing assessments in the risk-need-responsivity model, case management, responding to offender behavior, cognitive behavioral intervention, using contingency management, project management, collaboration with internal and external stakeholders, performance evaluation and employee recognition, and social network enhancement.

By 2011, the Probation Department continued to expand practices through coordination with HHS to amend our contracts with community-based service providers to deliver substance use rehabilitative services such as health screenings, mental health screenings, specialized treatment planning, psycho-educational groups, gender-specific services, positive alternatives to criminal behavior, criminal conduct, criminal thinking and substance abuse, vocational, and educational preparation, life skills training and support. Throughout the following year, contracts and services were extended throughout the County.

In 2013, in an effort to automate and streamline the referral and linkage process a community resource directory (CRD) was implemented. The CRD provided probation offices with an integrated online directory of service providers in the community and was linked to the COMPAS assessment tool and to the case plan development. During this same year, the Department placed considerable emphasis on the development of a supervision model steeped in evidence based practices and the provision of training to all adult staff. Staff were trained in the Integrated Behavioral Intervention Strategies (IBIS) approach. This approach is designed to enhance the skills of our Probation Officers and to provide them with a framework of interventional skills aimed at producing positive change in the lives of the clients with whom they supervised. It combined elements of motivational interviewing with cognitive behavioral intervention strategies. To further support and sustain the Department's utilization of evidence based practices, the Evidence Based Practices Operational Support Team (EBPOST) was established in September of 2013. This team provides training, coaching, and mentoring to Officers regarding the utilization of a balanced approach and evidence based practices.

Throughout 2014 and 2015, in order to better meet the needs of our probation clients, services continued to be expanded and were contracted to include Cognitive Behavioral Therapy (CBT) and enhanced employment and job training services. Additionally, evaluation, fidelity, and quality assurance tools were implemented not only internally, but

also in relation to community based programming.

In collaboration with other County agencies and Community Partners, the team received training by the University of Cincinnati Corrections Institute in the utilization of the Correctional Program Checklist (CPC) which served as an assessment tool and guide for programs regarding their implementation of evidenced based practices in the treatment of justice involved clients. Collaboration with the CCP and the Probation Department has been successful in implementing the goals of the original CCP plan, and remains committed to the furtherance of evidenced based practices in supporting our justice involved population in sustaining behavior change and creating safe communities.

### **SB678 – Data Review, Dr. Erinn Herberman, Probation Research Director**

The Legislature designed the SB 678 program with two main goals: to alleviate state prison overcrowding and save state General Fund monies. These goals are accomplished by reducing the number of individuals on felony supervision who are sent to state prison. As part of the SB 678 legislation, county probation departments report information to the Judicial Council on the use of evidence-based practices and on a variety of quantitative probation outcomes including those related to recidivism. For the presentation today, we will briefly review data on the return to prison rate, which is the main measure used by the state to evaluate our performance. The State evaluates the County by comparing the County's return to prison rate to the statewide return to prison rate. The state also evaluates the County by comparing our return to prison rate for the current year to the previous year. For the presentation today, we are focusing on the return to prison rates for calendar years 2014 through 2017 because this time period reflects the most recent calculation method used by the State. Because the data is analyzed on a calendar year cycle, the data for CY 2018 is not yet complete and so it is not included.

The return to prison rate is calculated by taking the total number of individuals on supervision who are sent to prison divided by the total supervised population. The overall return to prison rate for all individuals on felony probation, mandatory supervision, and post release community supervision is reflected on the return to prison rate for all individuals on felony supervision with the average quarterly population.

From CY 2014 through CY 2017, there were small fluctuations in the return to prison rate over time, with the average annual return to prison rate at 6.2% for all individuals on felony supervision. Return to prison rate for felony probation, mandatory supervision, and then post release community supervision. Individuals on multiple supervision types are counted only once according to the supervision hierarchy of Probation, then mandatory supervision, then post release community supervision. Individuals on felony probation can be returned to prison for both revocations and for new convictions. The return to prison rate is shown on the bottom of the slide with the average quarterly population shown in orange at the top. From CY 2014 through CY 2017, the average annual return to prison rate was 5.7% for all individuals on felony probation.

The return to prison rate for clients on mandatory supervision can only be returned to prison for new convictions and the return to prison rate for mandatory supervision is very low. From

CY 2014 through CY 2017, the average annual return to prison rate was only 1.3% for all individuals on mandatory supervision.

The return to prison rate for clients on post release community supervision can only be returned to prison for new convictions. From CY 2014 through CY 2017, the average annual return to prison rate was 10.8% for all individuals on post release community supervision.

The return to prison rate for post release community supervision clients is the highest compared to clients under felony supervision or mandatory supervision. This is to be expected given that clients on post release community supervision are among those assessed as the highest in terms of their criminogenic risk levels including their levels of violent recidivism risk and criminal personality.

### **SB678 – Program Update, Lisa Sawin, Deputy Chief Probation Officer**

Subsequent to the last CCP meeting in Feb of 2016, the Probation Department has continued to assess its utilization of evidence based practices and to work towards the sustainability of these practices. In 2017, the Department's Evidence Based Practices Unit embarked on an assessment of our practices. In this process, interviews and client contacts were observed and assessed utilizing a quality contact checklist. Additionally casefile reviews were conducted using a case management review instrument. This process provided a snapshot of what appeared to be working, as well as possible areas in need of growth. As Lorraine mentioned, the Department placed considerable focus on staff training and development related to areas such as motivational interviewing, the use of incentives and sanctions, and client engagement. This review supported that officers were embracing these interpersonal concepts and cognitive behavioral interventions/approaches.

Several growth areas were also noted. Despite the strong utilization of engagement and motivational techniques, it was not surprising to find that, as officers adjusted to the responsibility of supervising the realigned population, concerns regarding officer safety and the utilization of the balanced approach of the enforcement with the therapeutic became a challenge. This also resulted in struggles with continuing to remain consistent with the risk based supervision practices. A significantly large portion of our clients were not being supervised based upon their assessed risk level, but rather were supervised at a higher level. Also, while officers were observed engaging in IBIS strategies, gaps in consistently documenting these interventions and contacts in the case notes. Strengthening our case plan development also was noted to be an area of growth, particularly as it related to the collaborative case planning concepts of including client and engagement, as well as treatment provider collaboration.

### **Moving Forward**

As mentioned by Chief Gonzales, our departmental focus over the past two and a half years, as related to SB678, has been to recalibrate our balanced approach and to further sustain and expand our use of evidenced based practices.

As a department, we are continuing to return to EBP foundational items and commitments. We have recently replaced focus on risk based supervision practices and through the implementation of quality improvement practices such as case reviews and increased

oversight of override practices, the department has significantly realigned with case assignment and supervision according to the assessed risk level.

We are excited to continue with our collaborative partnership and build upon and expand evidence based and promising practices, which include building upon our existing assessment driven, multi-disciplinary, whole person centered re-entry concepts, services, and collaborations that have proven to be very successful through programs such as the Community Transition Center. The Department is currently exploring the expansion of these proven practices to the formal probation population. We also remain committed to collaborating with our County and Community Partners to enhance services and connections for our clients through joint County initiatives such as Drug Medi-Cal. Through this and other initiatives, we are focusing on collaborative case planning and case management practices which are centered around the unique criminogenic and therapeutic needs of our joint clients, matching services with individual needs, and remain optimistic about the positive and transformative impact this can have on the lives of the individuals we serve.

### **Comments from the Committee Members**

District Attorney representative Brent Neck commended Chief Gonzales and the Probation Team mentioning it is truly amazing what has been done. Imagine going back to the realignment in the past, all these models in place and wondering now what do we do. This committee has been dark for 2 years, struggling to learn how to best deal with the realignment population. With a combination of the leadership and the partnerships, figuring out how we will collaboratively and effectively manage, work smart, and make strides in meeting these objectives. The dedication is transparent, we have all come a long way making great progress, yet we have a long way to go. We are pleased the message is getting out. Thank you for your leadership and to all the officers really making a difference on these initiatives around the County.

Chief Gonzales appreciates the comments and echoes the sentiments to all staff.

Community Representative, Charline Autolino – The CTC and probation officers are making a noticeable difference, and the success seems to be due to taking the human point of view from incarceration into consideration. Success is not as easy without formidable compassion. Our kudos to the Probation Department.

Public Defender Representative, Angie Bartosik mentioned that after traveling around the State and looking at collaboration processes in various counties, and San Diego stands above. We sincerely appreciate your efforts, from the grass roots level, for our clients. We understand it is a struggle and we appreciate your desire to work with us.

Superior Court Representative, Judge Deddeh - San Diego has a long history of cooperation not only between Probation, the Courts, but also the DA office and Public Defenders. We all work together along with SDPD, and a successful collaboration does not happen everywhere. This is another example of how successful collaboration creates great results.

Sending another commendation to the Probation Department for all the great work and partners.

Dr. Luke Bergmann comments that he is impressed with the amazing work he has seen thus far, wondering what role this committee will play in the future for the community.

The Chief mentions that we are continually looking to expand partnerships and collaboration, and anticipate ongoing cooperation.

Dorothy Thrush mentioned the State funding has been static, but looking at continued input for effective strategies to increase funding opportunities.

The Chief agrees about funding opportunities, and will continually look for ways to increase and expand.

### **Public Comment**

None

### **Closing**

The next CCP meeting is May 14, 2019 at 1:30 pm at the Probation Department's Training Center. Chief Gonzales would like to offer a tour opportunity of the facility to all and to learn more about the leadership academies offered to Probation staff.

Minutes scribed by Diane Reinert, Administrative Secretary