

RCP

QUARTERLY

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RIVERSIDE COUNTY
PROBATION
DEPARTMENT



A LEGACY OF PROGRESS

CHIEF PROBATION OFFICER MARK A. HAKE
CLOSES THE CURTAIN ON 30 YEARS OF SERVICE.
THIS ISSUE OF RCP QUARTERLY PAINTS A
PICTURE OF HIS CAREER, HIS ACHIEVEMENTS,
AND WHAT THE FUTURE HOLDS FOR BOTH
CHIEF HAKE AND THE DEPARTMENT.

ALSO IN THIS ISSUE:

PORTRAIT OF A CHIEF

DIGNITARIES AND COLLEAGUES DESCRIBE
THE CHIEF'S SIGNATURE CONTRIBUTIONS TO
PUBLIC SAFETY AND CRIMINAL JUSTICE

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MEMORY LANE

CRACK OPEN THE PHOTO ALBUM AND
LOOK AT PICTURES OF THE CHIEF THROUGH
THE YEARS AT RCP

INSIDE FRONT COVER





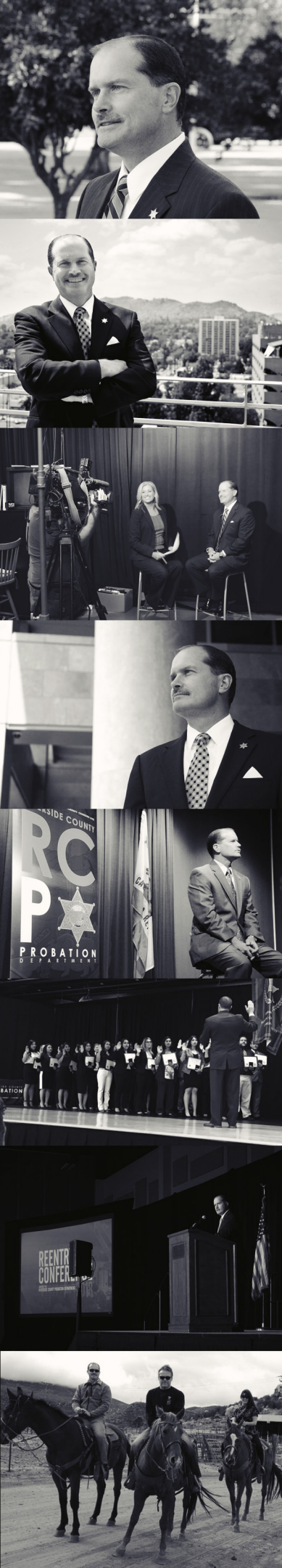


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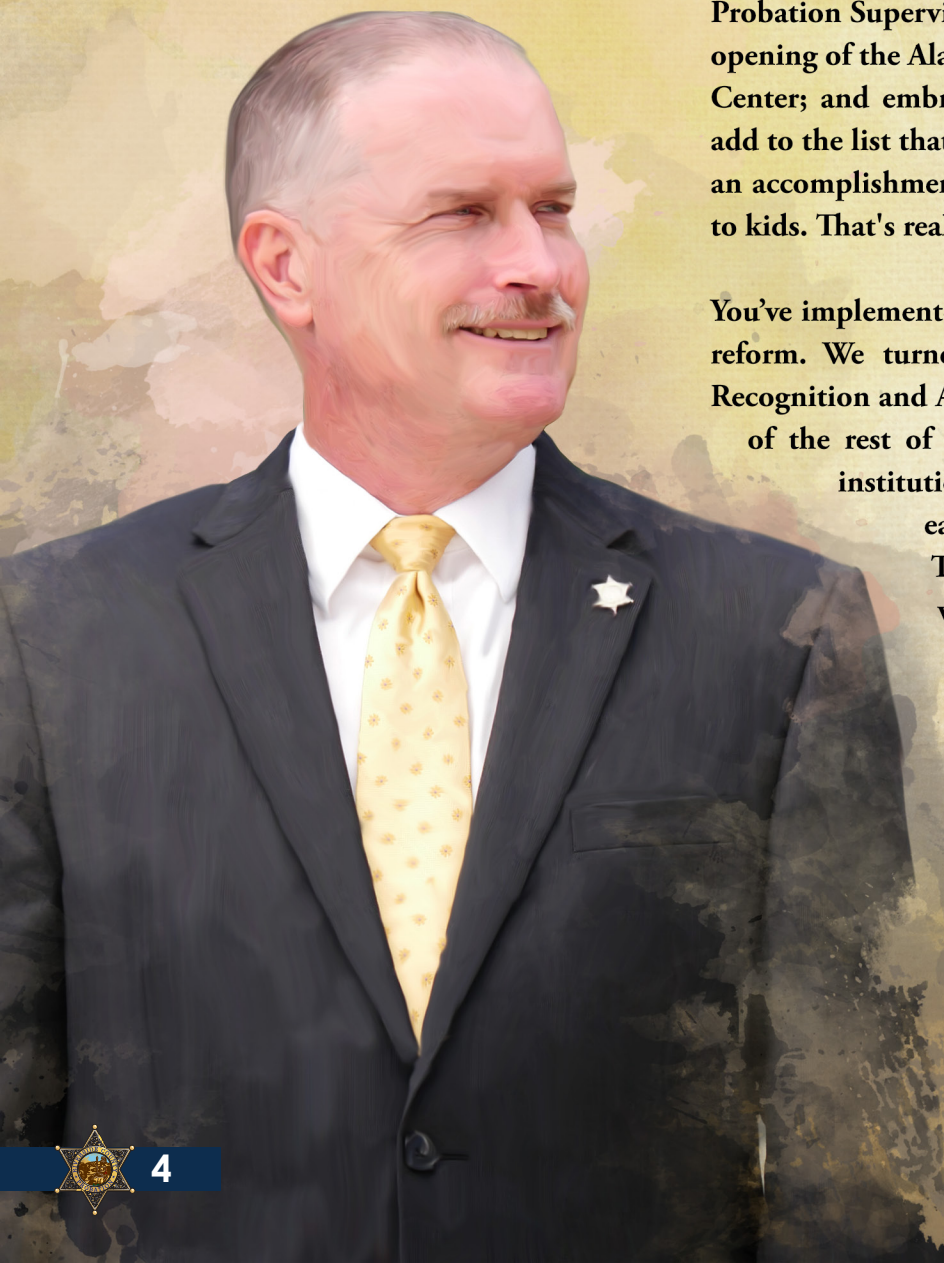
BY SUPERVISING PROBATION OFFICER EMIL FISCHER AND PUBLIC INFORMATION SPECIALIST KEVIN SLUSARSKI

PASSING THE TORCH

CHIEF HAKE'S
FAREWELL ADDRESS

CHIEF HAKE RECALLS ACCOMPLISHMENTS
AND GOOD MEMORIES, EXPRESSES
CONFIDENCE IN RCP'S FUTURE

*Excerpted from speech at
2019 Managers & Supervisors Conference*



Today is really the last opportunity with all of you in one place, and today after a little over 30 years and the last six-plus years as Chief, it really is time for me to go. I still love this job. I still enjoy it, but for me, part of its fun is wearing off. I always said when the job was no longer fun, I knew that it was time to go. This department, this job, deserve somebody that is willing to get up every morning and fight the fights that need to be fought on behalf of this department and on behalf of probation across California.

And I will say over the last of my time as Chief and really over the last 30 years it has been a career that I've enjoyed every moment of. It's been a career that has afforded and given me opportunities that I never dreamed of, and I had never imagined. You've accomplished so much. Ron named a few of the things in his opening remarks: the implementation of SB 81, Juvenile Justice Realignment; SB 678, Evidence-Based Probation Supervision; AB 109, Public Safety Realignment; the opening of the Alan M. Crogan Youth Treatment and Education Center; and embraced the Lean management system. I'll just add to the list that we closed Twin Pines Ranch. I consider that an accomplishment when you look at providing better services to kids. That's really what that decision was about.

You've implemented Prop 63, Prop 57 and Continuum of Care reform. We turned our RCP Quarterly and our Employee Recognition and Awards Ceremony into items that are the envy of the rest of the state of California. We've managed our institution populations downward. Sometimes it's easier to manage upward than it is downward. The casework that we perform today and what we focus on is completely different than 30 years ago when I started. Riverside County has also had an impact on legislation. Probation departments can offer their own PC 832 classes and firearms courses, the expansion of flash incarceration to those other than the PRCS population and even pieces of Continuing Care Reform were all because of the work here at Riverside County, and it was just an honor to work with our state legislature on those items.



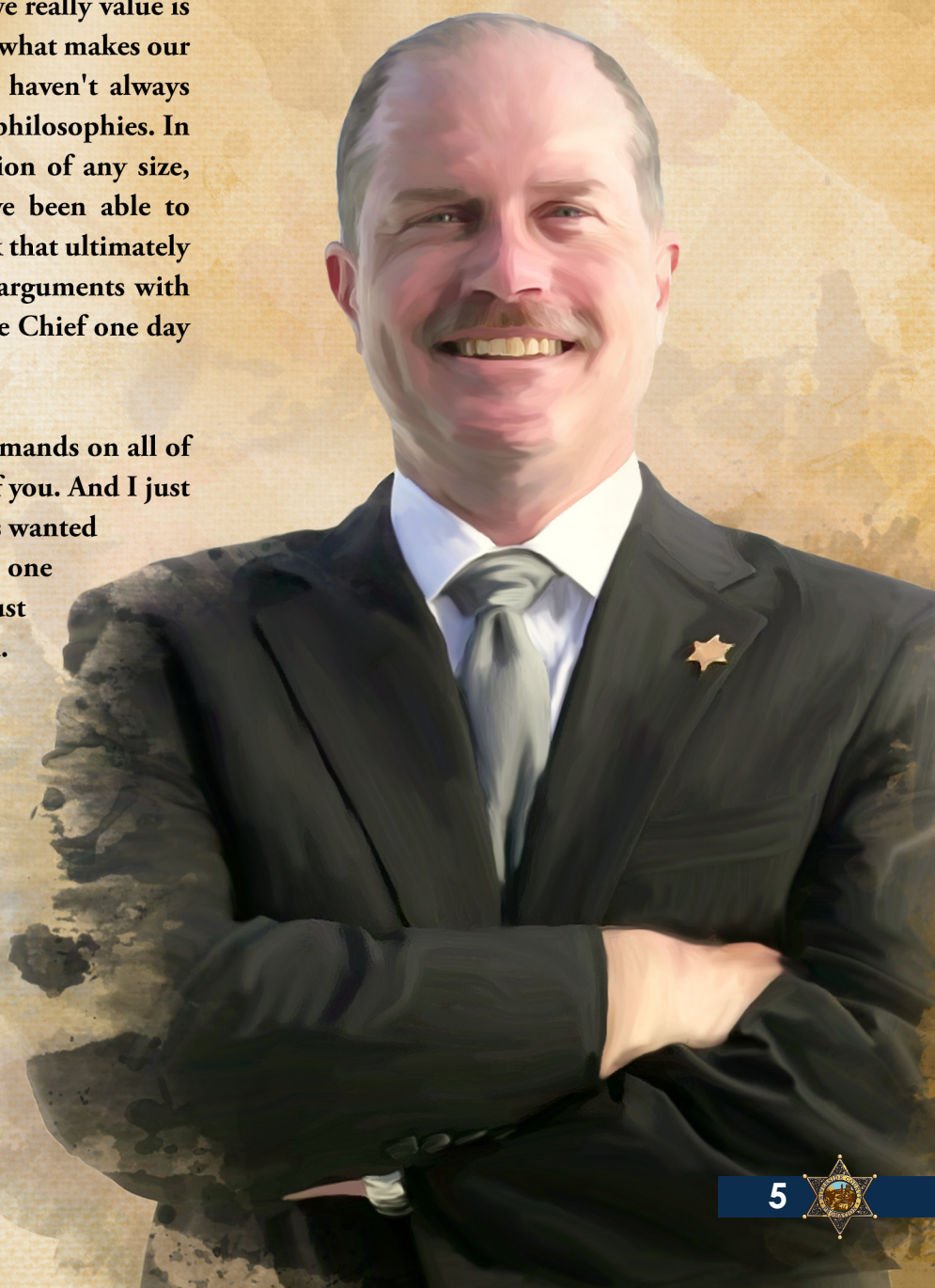
Really, all of the things that Ron and I have mentioned aren't because of me, but they're because of all of you. Many of you joined the organization when I was working in personnel. I thoroughly enjoyed that assignment because I knew every name and face in the organization back then. Today, I walk around and we've hired so many people that really I'm kind of embarrassed to say I can't remember everybody's name anymore. Many of you I got to know while I was teaching Core classes. It's been an honor and a pleasure to see so many of you grow and succeed in your careers.

Baker to Vegas was always a joy because I got to spend time with people, and job titles didn't matter. I've seen family struggles, weddings, funerals, children born; and all of that, I think, is just a reminder that what we really value is the personal relationships and that's really what makes our department what it is. I know all of you haven't always agreed with my policies, my opinions, my philosophies. In an organization this size, in an organization of any size, that's usually the case; but hopefully I've been able to explain my reasoning, my rationale. I think that ultimately when I got frustrated, I couldn't win the arguments with you, I think I usually told you, "you can be Chief one day and you can make the decisions."

And I know I placed some awfully high demands on all of you at times and pushed very hard on all of you. And I just hope you know that it's because I've always wanted the best for this organization and for each one of you. So I wrote down a few items that I just thought would be my advice to all of you. It's only five, don't worry.

First, understand your importance and hold onto your identity as probation. The criminal justice system cannot succeed without you; Second, be a leader. Take a back seat to no one. Live up to the value you bring as an organization; Third, you have a great department, always work to make it better. Never settle for less. Four, think big. I believe the future is going to bring significant change your way.

**"IT'S BEEN AN
HONOR
~ AND A ~
PLEASURE
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OF YOU GROW
AND SUCCEED
IN YOUR CAREERS."**



You can either lead and drive that change or you'll end up a victim of that change. And fifth, enjoy the ride. You're a part of a tremendous profession, and it'll go by quickly.

So the real question all of you have on your mind today isn't what I'm going to be doing in retirement, but who's going to be your next Chief. I will tell you what I've done, when I provided my resignation and notice of my retirement, that was the first letter I handed over; and the second letter I gave everybody was my recommendation for Ron Miller to be the next Chief of this organization.

Some people have asked me, what are the things that you didn't get done? I think there's always things we don't get done. I think at the top of the list, your Lean maturity. The learning that went on today, my observations on where all of you are on this, has been nothing but truly amazing and I really honor and recognize your effort. A dream of mine has always been to replace Riverside Juvenile Hall. We're not quite there yet; they have \$17.5 million. We're still working on the other \$37 million. The opening of the Transitional Reentry Facility; it's going to add another component to the criminal justice system here in Riverside County, another alternative, probably a more effective and less expensive alternative to building more jail beds. I've said this before, we've got a lot of vacant positions to fill, and many other competing priority projects.

In closing, I think that as an organization you have a bright future, an amazing future. I look forward to seeing all that you accomplish. It's been an honor.

Thank you.

Mark A. Hake

MARK A. HAKE
CHIEF PROBATION OFFICER

“I THINK
THAT AS AN
ORGANIZATION
YOU HAVE
A BRIGHT FUTURE...
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ACCOMPLISH.”



RECOGNITION FROM RIVERSIDE COUNTY LEADERS

I want to congratulate Chief Mark Hake on his more than 30 years of exceptional service to the Probation Department and the County of Riverside, with the last six years as our Chief Probation Officer. Over the past six years, the Probation Department has embraced constant challenges associated with implementation of the Public Safety Realignment of 2011(AB 109), juvenile justice system changes, restructuring the department to become more client focused and cost effective and implementation of the Continuum of Care Reform, all while dealing with mounting budget pressures. The Department continues to seek innovative solutions to provide the highest quality of services and has become a leader in the state with a commitment to be the best probation department in the State of California. Mark has been a key member of our county leadership team and someone I admire and respect. I consider Mark a good friend, so I wish Mark all the best in the next phase of his life journey and thank him for his service and commitment to Riverside County.

GEORGE JOHNSON
COUNTY EXECUTIVE OFFICER



For the past five years as Riverside County's District Attorney, I have had the pleasure of working closely with Chief Mark Hake. During this time, I have seen, first hand, Chief Hake's commitment to excellence during his tenure as Riverside County's Chief Probation Officer. His implementation of innovative programs, his desire to provide opportunity to those who have earned it and his commitment to strengthening public safety will leave a lasting mark on our county. I thank Chief Hake for his service to our citizens and for helping make Riverside County a safer place to live, work and raise a family.

MIKE HESTRIN
DISTRICT ATTORNEY



RECOGNITION FROM RIVERSIDE COUNTY LEADERS

“While I have not had the good fortune of knowing Mark for a long time, I am still incredibly grateful for his leadership. He has been an ally and an advocate with uncommon quiet strength. I deeply admire his ability to find common ground and to build consensus when possible, but most importantly to always do the right thing.”

MATTHEW CHANG, M.D., MMM
RIVERSIDE UNIVERSITY HEALTH SYSTEM-BEHAVIORAL HEALTH DIRECTOR



“I have long admired Mark for his strong devotion to helping others. His masterful leadership of the Probation Department has changed and saved countless lives and families throughout our county. He has been able to do all of this because Mark is a man of the highest integrity and character. He is always true to his word and always keeps his promises. He can always be counted on to do the right thing. I am thankful to him for so many things; but, more than anything else, I am thankful to Mark for being my friend.”

STEVE HARMON
PUBLIC DEFENDER



“Mark and I first met in the middle of the night following a critical incident more than 20 years ago. Mark was a Deputy Probation Officer out on a drug crime task force and I was the Assistant City Attorney/Riverside Police Legal Advisor. As always, Mark was the consummate professional during the after-action review. I have had the honor and pleasure of working with Mark throughout his career at Probation both as Riverside City Attorney and County Counsel. He is both a friend and colleague and set the example for a Chief Probation Officer.”

GREG PRIAMOS
COUNTY COUNSEL





RECOGNITION FROM RIVERSIDE COUNTY LEADERS



KEEPING KIDS OUT OF THE JUVENILE JUSTICE SYSTEM

YOUTH INCARCERATION RATES DOWN SHARPLY THANKS TO A TREATMENT-FIRST APPROACH

“In my three years as the Riverside County Juvenile Presiding Judge, I’ve had the opportunity to work with Chief Hake on a number of projects pertaining to justice-involved youth. He has been very open and responsive to the principles we’re trying to accomplish here with kids, focusing on alternative treatment programs rather than incarceration, which has been beneficial to youth and their families.

Chief Hake approaches juveniles from the standpoint that we use the resources available with a goal of treatment to achieve positive outcomes. This includes support of our juvenile drug court that gives youth the opportunity to address substance abuse issues and the close relationship shared with the Riverside University Health System – Behavioral Health division to provide responsive mental health care when needed.

We have some youth who might be eligible for informal probation, but due to concerns about individual youth, it would be hard to envision that youth would be successful. Chief Hake created a special supervision team just for this group that needs a closer level of supervision, but still allows them the benefits of informal probation.

A lot of families are relieved and pleased that even though they are before the Juvenile Court, the whole system is structured to allow the youth to receive the treatment and support that they need and not end up with a criminal record that could negatively impact their futures.

Unfortunately, there are some youth that, for their safety and the safety of the community, must be in a secured environment such as juvenile hall or the Alan M. Crogan Youth Treatment and Education Center. Even when a youth does need to be in a structured and secured location, Probation seeks to provide meaningful treatment services to that youth and to work with community-based organizations that can provide additional input and support.

Chief Hake’s leadership will be missed, but I can see from my many interactions with Probation Department personnel that he has instilled the entire organization with that same commitment for positive outcomes for our kids and the Court is confident that that commitment to our youth will continue.”



HON. JUDITH C. CLARK
JUVENILE PRESIDING JUDGE, RIVERSIDE COUNTY





RECOGNITION FROM CHIEF PROBATION OFFICERS OF CALIFORNIA



CPOC GRATEFUL FOR CHIEF HAKE'S STATEWIDE EFFORTS

To say the news of Chief Hake's retirement was hard for Chief Probation Officers of California (CPOC) staff to handle would be an understatement. The announcement was a combination of happiness for him in his new endeavors but sadness, and even a little disbelief, for us who slowly came to realize we would no longer have his voice and presence during the regular business of CPOC.

That sadness comes from a place of the deepest respect and gratitude every staff member has for Chief Hake. He has been invaluable as a member of CPOC. From his consummate professionalism, to his wise and experienced input on issues, Chief Hake has always been relied upon as an honest and wise voice.

It has been an honor to work with Chief Hake. He has raised important questions when people were either not brave enough to ask or couldn't see the importance of the choice; and by doing so he clearly has left his mark not only on Riverside County Probation but on the entire probation profession.

At CPOC, Chief Hake has stepped up when there was a need - never for personal gain, but with humility and service in mind. He is the definition of a true public servant with leadership skills we would all love to be able to emulate.

He fearlessly led the Juvenile Services Committee during challenging implementation that required probation to look at placement differently. He was the relied-upon voice of reason during the Continuum of Care Reform - always ready with a reminder of how and why probation could do things differently in order to do right by foster youth.

“Chief Hake's ability to provide resources from departmental data to personal success stories to public affairs input to CPOC staff was critical to get important work done at the state level.”

Chief Hake's ability to provide resources from departmental data to personal success stories to public affairs input to CPOC staff was critical to get important work done at the state level.

Chief Hake was instrumental in working with CPOC on legislation to allow probation departments to directly offer PC 832 training courses. He is intentional and effective at developing important relationships with his legislative delegation to educate them about the work of probation and his department's efforts.

His departure from the CPOC table will leave a void that will be hard to fill. However, we have no doubt Riverside will continue the success it has had under his leadership. His hard work will reap benefits for his department and for CPOC for years to come.

Until then, we look forward to seeing Chief Hake at all the retired Chief events. We would miss him too much otherwise.



RECOGNITION FROM RCP STAFF

AN ADVOCATE FOR INNOVATIVE REENTRY SOLUTIONS

EVIDENCE-BASED PROGRAMS AND FACILITIES BENEFIT CLIENTS AND THE COMMUNITY

“Three years ago, I was assigned as the Division Director at the Field Projects Division (FPD). I learned very quickly that Chief Hake was strongly committed to building a network of evidence-based reentry and rehabilitative services. His leadership and support of the Day Reporting Centers (DRC), the Transition and Reentry Unit (TRU) and the Transitional Reentry Facility (TRF) project have benefitted both clients and the communities into which they return.

After the passage of AB 109, Chief Hake worked to implement wraparound services in the “one-stop shop” model known as a DRC. Chief Hake shared his values and passion that focused upon the importance of collaboration between Probation, partner agencies and community organizations in order to lend to the success of the probation population under his charge. He facilitated and gained the support in this collaboration and since 2012, the Probation Department has successfully opened DRCs in Riverside, Temecula, and Indio.

Chief Hake has also demonstrated his commitment to the county’s reentry efforts with the development of the county’s first-ever TRF, viewing it as essential to the rehabilitative success of reentry. Expected to open in mid-2021, the TRF will provide participants a temporary living space in a safe, rehabilitative environment as they transition back into the community. Participants of the program will receive mental and physical health services; educational, vocational and employment services; and teach them how to live independently and productively within Riverside County; thus, inherently reducing recidivism. Chief Hake’s passion and advocacy for the TRF over the last three years resulted in stakeholder support that is bringing the project into fruition. This facility is believed to be a game-changer for both the county and the Probation Department.

It is thanks to Chief Hake’s commitment and drive to improve lives in Riverside County that there exists such robust and innovative reentry and rehabilitation services for clients.”

TARI DOLSTRA
DIVISION DIRECTOR



RECOGNITION FROM RCP STAFF

A DEDICATION TO SUPPORTING CRIME VICTIMS

RCP OFFERS INNOVATIVE SERVICES TO ASSIST THOSE AFFECTED BY CRIME

In 2010, when I joined the board of Community Connect/211, Chief Hake (then Assistant Chief) served on the advisory board. Being an advisory board member often means just that – you advise the organization in your area of expertise, but don't necessarily attend very many functions. Not so in this case! We enjoyed Chief Hake's support at strategic planning meetings, fundraising galas, the Veteran's Christmas dinner and so much more. In fact, over the years, Veterans of Riverside County received much needed personal supplies, Christmas gifts and even holiday hugs alongside Santa, due to the generosity of the Chief and the Executive Team. When Community Connect needed guidance and direction, Chief Hake was there.

In 2012, I suddenly found myself in charge of two Family Justice Centers and working toward opening a third. I realized I needed to reaffirm the support and collaboration of the criminal justice community. We received unwavering support from the Probation Department for victims of domestic violence, elder abuse, sexual assault and child abuse; Chief Hake was there.

In 2013, when I happened to run in to the Chief in the elevator after learning of the recent opening of the Murrieta Probation Office, (which is located next-door to District Attorney Victim Services/Family Justice Center), I expressed my concern about the close proximity of crime victims seeking services. I think I had barely finished my first cup of coffee when I received a call from a Supervising Probation Officer, who eased my mind and provided a sense of relief and commitment to collaborate together, thus avoiding any issues. Again, Chief Hake was there.

In 2015, when RCP became my new work home, I was encouraged and supported in the implementation of innovative ideas and modern practices in victim restitution. For the nine years I've known and worked with Chief Hake, he has shown a steadfast dedication in supporting the most vulnerable, while holding offenders accountable. He leaves having established a system that provides excellent service for those affected by crime, and for that, Riverside County is a better place.

LACHELLE CRIVELLO
ADMINISTRATIVE SERVICES OFFICER





RECOGNITION FROM RCP STAFF



A CUTTING-EDGE APPROACH TO YOUTH DETENTION

THE ALAN M. CROGAN YOUTH TREATMENT AND EDUCATION CENTER
PROVIDES A MORE IMPACTFUL EXPERIENCE FOR YOUTH AND THEIR FAMILIES

The Alan M. Crogan Youth Treatment and Education Center (AMC-YTEC) opened in 2017 after a decade of determined work by probation staff. The concept began to take shape in 2007 when California Senate Bill 81 (SB 81) was signed into law. SB 81 directed that most youthful offenders be housed and treated in their home counties rather than be sent to state youth correctional institutions. The facility's namesake, Chief Alan M. Crogan, began making plans for the construction of a new type of secure treatment facility and assigned Chief Hake (then a Chief Deputy Probation Officer) to write the proposal to secure the state funding needed for design and construction. In November 2010, Riverside County received an award of nearly \$25 million from the Board of State and Community Corrections. Chief Hake supported the project as it moved forward and was influential in its design and programming.

It was evident that Chief Hake was personally invested in the project. He shared his vision for the facility, made recommendations about the types of services that should be offered and emphasized the need for a therapeutic atmosphere. Overall, he wanted it to have a culture of growth and opportunity. He reached out to the powers that be whenever the project hit a snag at the local or state level and supported staff suggestions for improvements.

Chief Hake proposed spacious dayrooms so that youth felt less confined during free time and a large recreation area, allowing them to enjoy sports and outside activities like the teenagers they are. He advocated for a less restrictive environment as youth progressed through the

program. The facility was designed so that youth would start in the Alpha Unit where they are assessed and strictly supervised, then move to one of four housing units (Beta, Gamma, Iota, or Delta) for specialized programming, and eventually earn their way to the Omega Unit, a transitional housing unit, where they have more freedoms and complete the in-custody portion of the program.

Chief Hake wanted the youth to have increased social interaction and community involvement to prepare them for their eventual release and reintegration back into their communities. Youth go off campus to educational, vocational and pro-social outings. Their families have more opportunities to visit and share meals with them. Chief Hake's desire from beginning to end was to make this a more impactful experience for the youth and their families.

AMC-YTEC would not be the unique and successful program it is today without Chief Hake's leadership. Probation agencies from up and down the state visit to learn about our state-of-the-art facility and the great work we do here. During a recent tour, Chief Hake saw the youth taking part in activities and staff laughing and having fun with them. "This is a healthy facility," he remarked with pride.

JASON BAILEY
CHIEF DEPUTY PROBATION OFFICER
DANIEL CASTAÑEDA
ASSISTANT DIVISION DIRECTOR



RECOGNITION FROM RCP STAFF

A REVOLUTION THAT ALMOST WASN'T

HOW LEAN OVERCAME AN EARLY SETBACK AND IS NOW ON TRACK TO SAVE RCP MILLIONS

In the midst of Riverside County's 2015 budget woes, then County Executive Officer Jay Orr was looking for ways to make the county more efficient. He came across a management system known as Lean, a framework of continuous improvement that assists in the identification and steady elimination of waste, which in turn improves organizational quality. Orr was intrigued. Though originally developed for companies in the manufacturing industry, Lean was being adopted by some government entities. Orr approached Riverside County department heads with the concept and Chief Hake was the lone voice willing to take it on among county departments.

Chief Hake reviewed the work being done at agencies within the state of Washington and saw the value the Lean system could add to RCP. He sought out an expert to guide the department's efforts. This proved to be a challenge because Lean had not been attempted with law enforcement agencies and some were reluctant to try. Chief Hake was introduced to Lean specialist Ken "Kensei" Flaherty who began to work with the Executive Team to lay the groundwork for RCP's Lean transformation.

The first time Lean was introduced to staff was at the 2016 Managers and Supervisors Conference. It did not go well. The subject matter was too dense to present to Lean novices in a one-day format. Staff provided

negative feedback; some felt Lean was complicated and would not work in the probation field which deals with people, not widgets.

In light of the reaction by staff, the Executive Team met to discuss the fate of Lean going forward. Chief Hake acknowledged that the introduction didn't go as planned, but reasoned that with the county's budget crunch, RCP needed to lower expenses and that doing it the old-fashioned way of telling people they'd just have to do more with less, was not practical. He followed his instincts and continued with Lean after the initial stumble. Three years later, Lean is paying dividends with more than \$4 million in cost savings identified so far.

The Board of Supervisors and RCP's fellow probation agencies have taken notice. Supervisor Chuck Washington has expressed support for the project and the Lean Management Team has been invited to make presentations for the American Probation and Parole Association, Los Angeles County Probation and Maricopa County, Arizona Probation. Lean has become another area for which RCP is recognized as a leader in the probation field.

EMIL FISCHER

SUPERVISING PROBATION OFFICER



KEVIN SLUSARSKI

PUBLIC INFORMATION SPECIALIST





HOW LUCKY I AM TO HAVE SOMETHING THAT MAKES SAYING GOODBYE SO HARD.

ALAN ALEXANDER MILNE



SERVING COURTS · PROTECTING OUR COMMUNITY · CHANGING LIVES

RIVERSIDE COUNTY
PROBATION
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