



**Mike Ramos**  
District Attorney

**Mission Statement**

The San Bernardino County District Attorney's Office represents the interests of the people in the criminal justice system, as mandated by California State Law. The San Bernardino County District Attorney's Office serves the residents of San Bernardino County by: seeking the truth; protecting the innocent; holding the guilty accountable; preserving the dignity of victims and their families; and ensuring that justice is done while always maintaining the highest ethical standards.



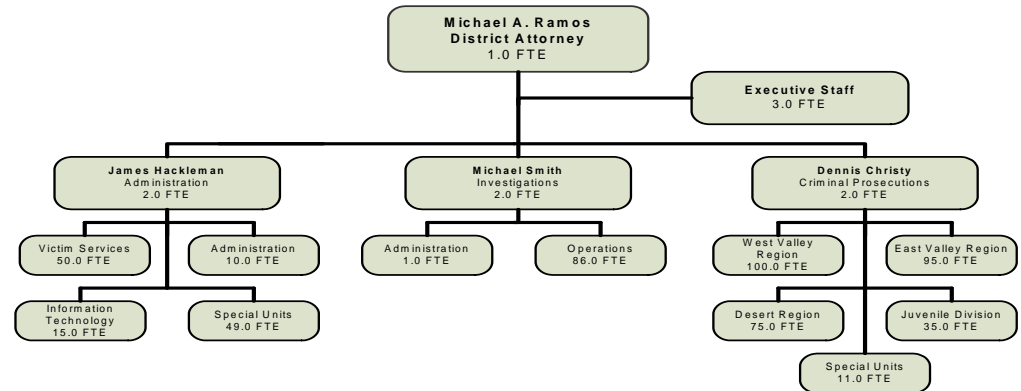
**GOALS**

PROMOTE PUBLIC SAFETY BY PUNISHING CRIMINAL CONDUCT

ASSIST VICTIMS AND FAMILIES TO OVERCOME THE EFFECTS OF CRIME AND HELP THEM TO SUPPORT SUCCESSFUL PROSECUTION

**DISTRICT ATTORNEY**

**ORGANIZATIONAL CHART**



**DESCRIPTION OF MAJOR SERVICES**

The District Attorney is the public prosecutor and has the mandated responsibility to prosecute crimes committed within the county of San Bernardino, including all city jurisdictions, pursuant to Government Code 26500. Additionally the District Attorney's Office: provides legal assistance for criminal investigations conducted by law enforcement agencies throughout the county; is the legal advisor to the Grand Jury and is authorized to submit evidence and seek indictments from the body; initiates civil commitment petitions to keep Mentally Disordered Offenders and Sexually Violent Predators in locked facilities; employs civil proceedings in asset forfeiture matters to seek the proceeds of criminal activity; and utilize civil proceedings to seek sanctions and injunctive relief against businesses that pollute or create dangerous conditions for employees and citizens.

The District Attorney also has a duty to investigate crimes; District Attorney Investigators work to prepare cases for trial and initiate special criminal investigations. The office also administers several state grants and other state revenues that fund prosecutors and investigators who handle Real Estate Fraud, Auto Insurance Fraud, Workers' Compensation Fraud, and other special areas of prosecution. Additionally, the District Attorney has an ethical and legal responsibility to the victims of crime. The office seeks restitution for victims and provides emotional and financial support for victims and their families.

Finally, as the public prosecutor who handles all cases in the name of THE People, the District Attorney has a responsibility to keep the citizens of this county informed through regular interaction with the media and the public.

**2008-09 SUMMARY OF BUDGET UNITS**

	Appropriation	Revenue	Local Cost	Fund Balance	Staffing
<b>General Fund</b>					
Criminal Prosecution	66,671,268	40,292,888	26,378,380		537.0
Total General Fund	66,671,268	40,292,888	26,378,380		537.0
<b>Special Revenue Funds</b>					
Real Estate Fraud Prosecution	2,922,534	1,000,000		1,922,534	-
Auto Insurance Fraud Prosecution	783,767	789,000		(5,233)	-
Workers' Comp Insurance Fraud Prosecution	2,011,258	1,899,000		112,258	-
Specialized Prosecutions	2,649,401	855,000		1,794,401	-
State Asset Forfeitures	300,000	300,000		-	-
Federal Asset Forfeitures	142,019	66,000		76,019	-
Vehicle Fees - Auto Theft	894,346	833,500		60,846	-
Total Special Revenue Funds	9,703,325	5,742,500		3,960,825	-
<b>Total - All Funds</b>	<b>76,374,593</b>	<b>46,035,388</b>	<b>26,378,380</b>	<b>3,960,825</b>	<b>537.0</b>

**GOALS, OBJECTIVES, AND PERFORMANCE MEASURES**

**GOAL 1: PROMOTE PUBLIC SAFETY BY PUNISHING CRIMINAL CONDUCT.**

*Objective A: To continue to promptly, effectively, and ethically prosecute criminal offenses.*

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
1A. Percentage of state prison sentences to felony defendants charged.	N/A	N/A	33%	33%	33%

Status

The department continues efforts to work towards timely disposition of cases. It is critical to the system of justice that it be administered in a timely fashion. San Bernardino County continues to have some of the highest caseloads per courtrooms in the state and while efforts to push cases forward continues, the delay in adding additional courtrooms to the county and the increase in cases filed continues to add to the average number of days between felony case filing and disposition.

Therefore the revised performance measure for this objective will focus on the goal of punishing criminal conduct by seeking appropriate sentencing. The department promotes public safety by seeking state prison sentences where appropriate, thereby, removing the most serious offenders from our communities. The department estimates that maintaining target measures across fiscal years demonstrates consistent performance and the department's commitment to punishing criminal conduct.



Members of the District Attorney's Special Response Team (SAR)



District Attorney IT staff working to maintain the flow of important data

**2007-08 ACCOMPLISHMENTS**

- ❖ *Development of Truancy Abatement Collaborative*
- ❖ *Established Go Green policy for vehicle fleet replacements*
- ❖ *Formation of joint Cold Case Team with the Sheriff's Department*
- ❖ *Recovery of 33 children abducted in violation of custody rights*
- ❖ *Execution of 22 search warrants in 4 counties simultaneously for investigation into one of the largest medical provider workers compensation fraud cases in the state*
- ❖ *Preservation of the Victorville Juvenile Court in collaboration with the courts*
- ❖ *Intervened in Federal Prison Litigation to prevent release of state prisoners to our county*
- ❖ *Filed murder charges in the death of a Rialto Police Officer*
- ❖ *Filed felony charges against 1,127 gang members*
- ❖ *First in the country to file animal cruelty charges against slaughterhouse employees*

**GOAL 2: ASSIST VICTIMS AND THEIR FAMILIES TO OVERCOME THE EFFECTS OF CRIME AND HELP THEM SUPPORT SUCCESSFUL PROSECUTION.**

*Objective A: To minimize the impact of crime upon the lives of victims and assist them as they participate in the criminal justice system.*

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
2A. Percentage increase of cases where victim services are provided.	41%	27%	40%	46%	5%

Status

The personal contact with a trained Victim Witness Advocate is the best reassurance we can provide for traumatized victims as they find their way through an often-confusing criminal justice system. Advocates provide emotional support and information regarding services and restitution to our victims. It is the objective of this office to provide that personal contact in as many cases as possible and to increase that level of contact in succeeding years in service to our victims of crime.

Over the last three fiscal years, performance in the Victim Services Division has been consistently high. From 2005-06 to 2006-07, the increase of victim services staff for the gang units, the addition of two positions in 2007-08 and new computer generated victim letters and implementation of new requirements for personal follow-up with victims of crime resulted in steady and significant percentage increases in victim services provided over those years .

The performance measure target for 2009-10 is significantly reduced to reflect a plateau in the delivery of services as no new staffing was added in 2008-09 or is proposed in 2009-10 but with a modest increase to work toward in 2009-10 despite a reduction in grant funds (2 positions) from the Office of Emergency Services (Elder Abuse \$21,000, Special Emphasis \$16,500, and Victim/Witness Assistance \$66,708 totaling \$104,208).



Victim Witness Advocates passing out vital information

## 2009-10 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING

Brief Description of Policy Item, CIP, or BPI reserve funds request	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1. Operating Expenses: Augmentation of services and supplies budget to meet increasing demands based on increasing caseloads. (Policy Item) One-time funds requested are to augment the department's CAL-WRAP, The CAL-WRAP program is a state reimbursable program that allows District Attorney (DA) offices to assure the safety of witnesses that provide credible evidence from danger and intimidation or retaliatory violence. The DA has a \$120,000 account that distributes funds to witnesses who qualify for assistance and submit claims to replenish the account. Reimbursement may take 2-3 months requiring the DA to loan money for this program. Additionally, costs have increased consecutively for the past two fiscal years in the amounts of \$65,000 and \$233,000.	-	\$100,000		\$100,000
2. Operating Expenses: Augmentation of services and supplies budget to meet increasing demands based on increasing caseloads. (Policy Item) Ongoing costs are requested to augment the department's vehicle fleet costs (\$50,000), professional services/expert witnesses (\$300,000), training/associated travel and rent (\$150,000). Funding for professional services is important to the department to cover the increasing cost of various professional services to include expert witnesses. The department also seeks additional funding to assist with costs that are associated with DA investigators who conduct numerous duties such as, transport suspects, witnesses at times across the state. Additionally, funding for the department's training and travel budget that will keep investigators up to date on various mandates, laws for prosecution of cases resulting in assistance for victims of crime. With the increase in office space additional funding is needed to ensure that staff will be able to prepare for cases, investigate cases and assist the victims of crime.	-	\$500,000		\$500,000

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
P1. Percentage of Cal-Wrap expenses funded.					100%
P2. Percentage of vehicle fleet costs, professional services and training/travel funded.					100%

## 2009-10 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2009-10.

If there are questions about this business plan, please contact Claudia Swing, Chief of Administration at (909) 382-3669.

# LAW AND JUSTICE GROUP ADMINISTRATION



**Warren Nobles**  
Assistant Sheriff

**Mission Statement**

*The Law and Justice Group Executive Committee enhances the quality of life, provide for the safety of all citizens, and promote the principles of justice within San Bernardino County by coordinating resources and services, including justice facilities and information management.*

**GOALS**

**REDUCE THE LENGTH OF TIME REQUIRED TO MOVE CASES THROUGH THE CRIMINAL JUSTICE SYSTEM**

**INCREASE THE AMOUNT OF FUNDING RECEIVED FOR LAW AND JUSTICE GROUP PROJECTS**

**REDUCE THE NEGATIVE EFFECTS OF GANG-RELATED CRIMES ON THE CITIZENS OF THE COUNTY**



**ORGANIZATIONAL CHART**

This group is made up of the following departments: Sheriff/Coroner, District Attorney, Public Defender, Probation and Superior Courts. There is one Administrative Analyst in the general fund budget unit that assists those departments.

**DESCRIPTION OF MAJOR SERVICES**

The Law and Justice Group Executive Committee relies upon the collaboration of its member agencies: Sheriff/Coroner; District Attorney, Public Defender, Probation, and Superior Court. These agencies focus resources toward the common goal of providing a fair, just and efficient judicial process. The Executive Committee was formed in 1984, in recognition that the departments are integral components of the county criminal justice system. The Law and Justice Group fosters communication between the departments and together they develop solutions to operational problems of mutual interest.

**2008-09 SUMMARY OF BUDGET UNITS**

	<u>Appropriation</u>	<u>Revenue</u>	<u>Local Cost</u>	<u>Fund Balance</u>	<u>Staffing</u>
<b>General Fund</b>					
Law & Justice Group Admin	232,161	78,503	153,658		1.0
Total General Fund	232,161	78,503	153,658		1.0
<b>Special Revenue Funds</b>					
2005 COPS Technology Grant	13,986	10,000		3,986	-
2006 COPS Technology Grant	337,481	325,364		12,117	-
2005 Justice Assistance Grant	3,255	50		3,205	-
2006 Justice Assistance Grant	39,216	500		38,716	-
2007 Justice Assistance Grant	123,252	900		122,352	-
Southwest Border Prosecution Initiative	9,251,074	1,100,000		8,151,074	-
Total Special Revenue Funds	9,768,264	1,436,814		8,331,450	-
<b>Total - All Funds</b>	<b>10,000,425</b>	<b>1,515,317</b>	<b>153,658</b>	<b>8,331,450</b>	<b>1.0</b>

LAW AND JUSTICE

**GOALS, OBJECTIVES, AND PERFORMANCE MEASURES**

**GOAL 1: REDUCE THE LENGTH OF TIME REQUIRED TO MOVE CASES THROUGH THE CRIMINAL JUSTICE SYSTEM.**

*Objective A: Increase the number of criminal cases that are electronically filed.*

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
1A. Percentage of cases e-filed.	10%	6%	15%	12%	15%

Status

Ongoing development and expansion of the criminal case e-filing system and Storage Optical Records Management System (STORM) Project continues. The core system task has been completed and includes, but not limited to, the development of various interfaces and imaging components needed to access various electronic information packages. STORM is a complex project with aggressive schedules. The prototype has been completed and the Sheriff and the District Attorney are in test mode. Planning the implementation of the pilot phase which includes the Court's ability to view/print documents is in progress. The Public Defender and Probation Department will be brought online thereafter.

**GOAL 2: INCREASE THE AMOUNT OF FUNDING RECEIVED FOR LAW AND JUSTICE GROUP PROJECTS.**

*Objective A: Identify new grant opportunities.*

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
2A. Percentage of Law and Justice Group expenditures with grant funding sources.	68%	50%	60%	50%	50%

Status

The 2007 Justice Assistance Grant resulted in new revenue \$985,496 to the Law and Justice Group. Reduced funding at both the federal and state levels resulted in fewer grant opportunities in 2007-08. New funding opportunities will be explored using e-Civis, the county's grant research program.

**GOAL 3: REDUCE THE NEGATIVE EFFECTS OF GANG-RELATED CRIMES ON THE CITIZENS OF THE COUNTY.**

*Objective A: Implement the strategic plan on gangs to reduce gang activity.*

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
3A. Average gang related arrests per sweep.	9	6.7	10	10	12
3B. New gang members identified per sweep.	5	5	5	3	3

Status

Proactive enforcement and identification of gang members and their trends continues. Gang units in the Sheriff's Department, District Attorney's Office, and Probation Department work closely to combat gang problems throughout the county. Statistics show that 947 cases were filed from all areas (Central Valley, Victorville, Rancho and Fontana) in 2007-08. There were 553 state prison commitments with a combined total of 3,570.75 years of state prison, including 40.9 life terms.

If there are questions about this business plan, please contact Warren Nobles, Chairman, at (909) 387-3671.

**2007-08 ACCOMPLISHMENTS**

- ❖ Expanded e-filing program to include electronic filing of in custody cases at the central courts
- ❖ Purchased and installed digital video security system at the 303 West 3<sup>rd</sup> Street building and Court located at 655 West 2<sup>nd</sup> Street, San Bernardino
- ❖ Continued the Juvenile Accountability Program which provides funding for a juvenile court hearing officer and a legal processing assistant
- ❖ Provided funding for the law enforcement and emergency preparedness equipment for the District Attorney's Bureau of Investigation
- ❖ Purchased equipment for the Sheriff's Hi-Tech Crime Detail
- ❖ Provided funding for the purchase and design of FileNet® imaging application for countywide gang cards



Sheriff Deputy with Parolee



**Michelle Scray**  
Assistant Chief Probation  
Officer

**Mission Statement**

*The Probation Department protects the community through assessment, treatment and control of adult and juvenile offenders by providing a range of effective services based on legal requirements and recognized professional standards.*



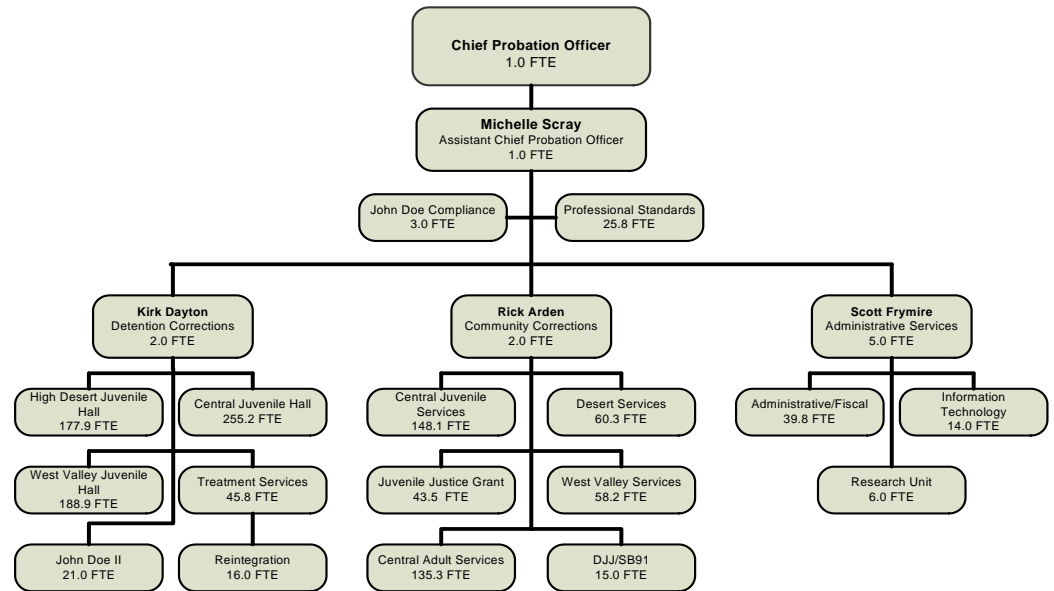
**GOALS**

*ENSURE PUBLIC SAFETY*

*ENSURE TREATMENT AND SUPERVISION LEVELS ARE BASED ON CRIMINOGENIC RISK FACTORS*

**PROBATION**

**ORGANIZATIONAL CHART**



**DESCRIPTION OF MAJOR SERVICES**

The Probation Department is dedicated to providing the highest level of professional service to the community, the courts, and to probationers. Major services include: adult and juvenile supervision, assessment, court reporting, delinquency prevention, and providing a secure environment for legally detained youth in three regional assessment and detention centers, and the Gateway at Regional Youth Educational Facility (RYEF) treatment center.

The department is organized into three bureaus: Administrative Services (ASB), Community Corrections (CCB), and Detention Corrections (DCB). ASB is responsible for overall management of the department, ensuring safe field services and institutions, providing leadership with integrity, and satisfaction of customers and staff.

CCB provides adult and juvenile case management supervision services, court reports, delinquency prevention, and assessment. The DCB operates the county's juvenile detention and assessment centers and protects the community by providing a safe and secure environment for legally detained youth. The centers assess, educate, and provide medical and other needs to the minors. Evidence-Based as well as promising practices guide the department's treatment and supervision procedures.

**2008-09 SUMMARY OF BUDGET UNITS**

	Appropriation	Revenue	Local Cost	Fund Balance	Staffing
<b>General Fund</b>					
Admin, Corrections and Detention	114,124,910	49,243,806	64,881,104		1,221.3
Court-Ordered Placements	3,122,330	-	3,122,330		-
<b>Total General Fund</b>	<b>117,247,240</b>	<b>49,243,806</b>	<b>68,003,434</b>		<b>1,221.3</b>
<b>Special Revenue Funds</b>					
Juvenile Justice Grant Program	7,894,744	6,218,472		1,676,272	43.5
Asset Forfeiture 15%	14,559	432		14,127	-
State Seized Assets	59,303	1,800		57,503	-
<b>Total Special Revenue Funds</b>	<b>7,968,606</b>	<b>6,220,704</b>		<b>1,747,902</b>	<b>43.5</b>
<b>Total - All Funds</b>	<b>125,215,846</b>	<b>55,464,510</b>	<b>68,003,434</b>	<b>1,747,902</b>	<b>1,264.8</b>

**GOALS, OBJECTIVES, AND PERFORMANCE MEASURES**

**GOAL 1: ENSURE PUBLIC SAFETY.**

*Objective A: Supervise adult probationers at an appropriate level in order to reduce recidivism.*

*Objective B: Supervise juvenile probationers at an appropriate level in order to reduce recidivism.*

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
1A. Percentage of adult probationers recidivating.* (29,179 total adult probationers in 2007-08)	4%	3.8%	5%	3.7%	3.6%
1B. Percentage of juvenile probationers recidivating.* (9,782 total juvenile probationers in 2007-08)	9.5%	10%	10%	9.5%	9.4%

\*Measurement has been reversed from 'not recidivating' to 'recidivating' to more accurately capture the true nature of the goal.

**Status**

The primary concern regarding probationers under San Bernardino County probation supervision is that they do not commit further criminal acts. Reducing new criminal acts in the community accomplishes the goal of protecting county residents. The department uses various methods of assessment and supervision to accomplish this goal. Methods include, but are not limited to the following:

- Enforce compliance of probationer terms of probation
- Home visits/searches
- Drug testing
- Surveillance
- Treatment for addictions
- Cognitive-behavioral restructuring classes for those with criminogenic thinking patterns
- Use of proven assessment tools such as the Correctional Offender Management Profiling for Alternative Sanctions (COMPAS) the Static 99 for sex offenders, and Spousal Assault Risk Assessment (SARA) for domestic violence offenders.
- Specialized caseloads to supervise high risk offenders, and
- Specialized caseloads to deal with mentally ill offenders.

Accomplishment of the 2009-10 targets will demonstrate that the work of the department is in line with and moving forward in its mission to protect the community with all incurred costs impacting this end. Reducing recidivism among supervised probationers shows the accomplishment of the workforce. All department work is aimed at keeping those under supervision from committing new criminal acts; resulting in community protection.

Recidivism is defined differently for adult and juvenile probationers. The definition of recidivism for adults on probation is a new felony conviction. The definition of recidivism for juveniles on probation is a sustained subsequent petition for either a felony or misdemeanor offense. Juvenile recidivism tends to be higher because the count includes both misdemeanors as well as felony re-offenses. For purposes of collecting this information, the Probation Department reports on known re-offenses committed by probationers in San Bernardino County.

In order to continually improve the department's ability to capture more data pertinent to measuring recidivism, it is improving its methods. The data collected during the 2008-09 fiscal year captures convictions occurring in San Bernardino County for all probationers placed on a caseload. In the future, the department expects to capture new convictions perpetrated by this population occurring outside of San Bernardino County as well. The resulting recidivism rate will most likely change as more data is measured.

**2007-08 ACCOMPLISHMENTS**

- ❖ Implementation of Gateway, funded by Senate Bill 81, provides specialized treatment and housing for serious juvenile offenders
- ❖ Improved recidivism tracking was achieved by allowing data to be broken down by region and criminogenic risk
- ❖ The new Research Unit enables the department to evaluate programs, manage statistical reporting, and begin research analysis projects



Gateway Program



4x6 Group Compliance



Juvenile Probation Officer

**GOAL 2: ENSURE TREATMENT AND SUPERVISION LEVELS ARE BASED ON CRIMINOGENIC RISK FACTORS.**

*Objective A: Assess new adult probationers to determine expected risk of recidivating.*

*Objective B: Assess new juvenile probationers to determine expected risk of recidivating.*

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
2A. Percentage of new adult probationers assessed with risk instrument within 60 days.	76%	78.2%	80%	79.2%	81%
2B. Percentage of new juvenile probationers assessed with risk instrument within 60 days.	60.3%	91.9%	93.0%	94.5%	96%

**Status**

In order to ensure that offenders are supervised at proper levels, the department uses evidence-based assessment tools. The department uses three validated assessment tools: the Static 99 for sex offenders, the SARA for domestic violence offenders, and all remaining probationers are assessed using the COMPAS assessment tool. COMPAS assesses criminogenic risk factors for each offender. This information is then used to determine the proper supervisory level and treatment program for each offender, resulting in better utilization of resources, more effectively addressing offender specific problem areas that lead to recidivism, and identifying the appropriate supervision level for each offender.

The department utilizes a number of strategies to reduce recidivism once the assessment level is determined. These include: cognitive restructuring and Functional Family Therapy classes for juveniles; diversion programs for first time, low-risk juvenile offenders; specialized caseload units for sex offenders, domestic violence offenders, and mentally ill offenders; and specifically enhanced caseload units allowing for more intensive supervision of adult probationers assessed to be a high-risk to re-offend.

Accomplishment of the department's 2009-10 objectives will result in more effectively achieving the department's mission. Assessment instruments have been statistically proven to determine the likelihood of recidivism. Therefore, the use of these instruments has allowed the department to focus supervision services and other resources on those offenders most likely to re-offend. These efforts have been proven effective in allocating staffing to maximize efforts in reducing recidivism, which is the ultimate goal of the department. This results in better utilization of limited resources while effecting positive changes in offender behavior.

**2009-10 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING**

The department is not requesting any additional general fund financing for 2009-10.

**2009-10 PROPOSED FEE ADJUSTMENTS**

The department is not requesting any proposed fee adjustments for 2009-10.

If there are questions about this business plan, please contact Scott Frymire, Deputy Chief Probation Administrator, at (909) 387-5580.





**Doreen B. Boxer**  
Public Defender

**Mission Statement**  
The Public Defender protects the constitutional rights of indigent defendants by providing skilled legal counsel and passionate advocacy at all critical phases of state level criminal and civil commitment litigation.



**GOALS**

REDUCE BACKLOG OF OLD CASES

INCREASE THE PERCENTAGE OF CASES THAT GO TO TRIAL

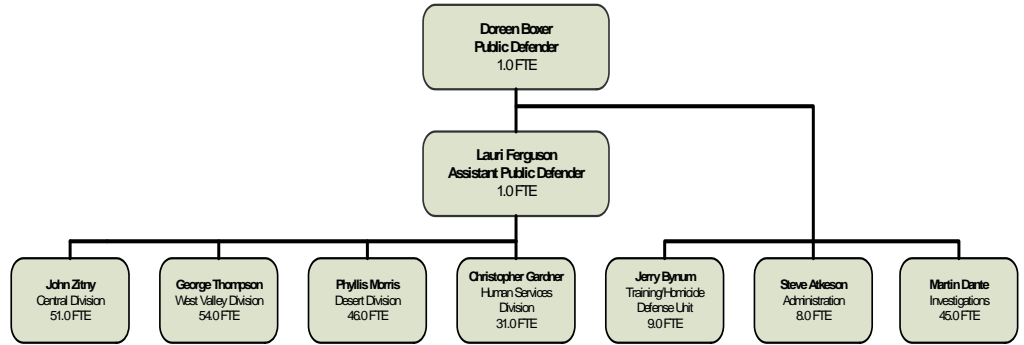
INCREASE THE NUMBER OF CLIENTS THAT ARE INTERVIEWED BETWEEN APPOINTMENT AND FIRST APPEARANCE



Rancho Cucamonga Office

**PUBLIC DEFENDER**

**ORGANIZATIONAL CHART**



**DESCRIPTION OF MAJOR SERVICES**

The Public Defender represents indigent clients in misdemeanor, felony, juvenile delinquency, and mental health civil commitment cases. The Public Defender’s Office plays a key role in the timely administration of justice by providing constitutionally mandated legal services to indigent clients at critical stages of the proceedings. Services provided by the Public Defender include investigating the underlying facts and circumstances of each case, performing legal research, writing briefs and writs, counseling clients regarding their legal rights and applicable procedures, negotiating with prosecuting authorities, filing and litigating pre-trial motions, and conducting bench and jury trials.

**2008-09 SUMMARY OF BUDGET UNITS**

	Appropriation	Revenue	Local Cost	Staffing
Public Defender	33,786,524	1,702,204	32,084,320	246.0



Law and Justice Center at 303 E. Third Street houses the Public Defender’s Administrative office

**GOALS, OBJECTIVES, AND PERFORMANCE MEASURES**

**GOAL 1: REDUCE BACKLOG OF OLD CASES.**

*Objective A: Increase early resolution of cases thus minimizing custody time (and attendant costs to the client and county).*

*Objective B: Focus on keeping active caseloads from rising significantly despite increased filings by the District Attorney while maintaining a high caliber of representation.*

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
1A. Percentage of 'old cases' – defined as more than 180 days for felonies.	6.11%	22%	5.0%	7.50%	7.75%
1B. Percentage of 'old cases' – defined as more than 120 days in misdemeanors.	5.85%	10%	5.0%	7.62%	9.5%

Status

While the objective would normally be to reduce the percentage of old cases, the department cannot realistically expect to obtain that goal due to budget constraints facing the county. These budget constraints lead to stagnant staffing levels although caseloads continue to increase. The combination of stagnant staffing levels and increasing caseloads will translate to an increasing backlog. The Public Defender remains committed to this objective but in the short-run keeping the percentage of old cases under 10% will be a noteworthy accomplishment.



Public Defender, Doreen Boxer, addresses the audience

**2007-08 ACCOMPLISHMENTS**

- ❖ Establishment of a departmental Information Technology Help Desk
- ❖ Opening of new office in Victorville
- ❖ New space for Investigative staff in Rancho Cucamonga
- ❖ Community Outreach in the form of an Expungement Fair
- ❖ Community Outreach with presence at Women's Expo
- ❖ Participation in the new Inter-Agency Re-Entry Assistance program



Receiving resolutions from the Board of Supervisors (from l-r) William Shapiro, Doreen Boxer, and Chris Gardner



Public Defender staff listen intently at all staff meeting

## GOAL 2: INCREASE THE PERCENTAGE OF CASES THAT GO TO TRIAL.

*Objective A: Ensure a speedy and public trial with due process afforded our clients by the Sixth and Fourteenth Amendments of the United States Constitution.*

*Objective B: Secure the best possible outcome for our clients via the Public Defender's steadfastness to demand trial whenever appropriate.*

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
2A. Percentage of felony cases that go to trial.	1.0%	1.1%	New	1.4%	1.8%
2B. Percentage of misdemeanor cases that go to trial.	0.3%	0.3%	New	0.4%	0.5%

### Status

This is a new goal for 2009-10. Rendering zealous advocacy is the goal of any Public Defender's Office. The ability, willingness, and desire to go to trial are integral to the strategy of an efficient defense. The more cases the Public Defender is able to take to trial the more likely a client is to receive justice.

Previous under-staffing led to an emphasis on settlement rather than trial. Through improved staffing, training, supervision, and mentoring the present administration has been able to increase the number of trials. The current administration stresses the importance of going to trial and deems it such an important part of the department's mission that it will now be a performance measure.

## GOAL 3: INCREASE THE NUMBER OF CLIENTS INTERVIEWED BETWEEN APPOINTMENT AND FIRST APPEARANCE.

*Objective A: To provide superior customer service to the client by conducting an interview as soon after appointment of the Public Defender as possible. This will answer many questions and reduce client anxiety during an extremely stressful time.*

*Objective B: Gather case information from the perspective of the client as early as possible in order to determine if an investigation is warranted.*

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
3A. Percentage of clients interviewed between appointment and first appearance.	2.46%	2.78%	New	3.75%	4.00%

### Status

This is a new goal for 2009-10. Interviewing clients is the first step in developing a defense. Gathering information about the case from the client's perspective is instrumental in setting realistic expectations as to potential outcomes. Listening to a client's 'story' while being empathetic is the best customer service the department can provide. By doing this, the department gains the trust and confidence of the client while also obtaining what might prove to be crucial details of a case that determines if an investigation is warranted and/or if trial should be sought. As this is such an important part of a Public Defender's process it will now be tracked as a performance measure for the department. The large increase in the percentage of clients interviewed between 2007-08 and 2008-09 is explained by the addition of three interviewers during the last half of 2007-08.

**2009-10 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING**

Brief Description of Policy Item, CIP, or BPI reserve funds request	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1. <b>Barstow Expansion Capital Improvement Project.</b> (Policy Item)	0	\$188,540		\$188,540

Continued population growth in the region has resulted in a higher caseload. The current space requires clients to wait in the hallway and staff to work in cramped conditions. Increased space will allow for better customer service while also allowing for growth in staff that will eventually be necessary to handle increasing caseloads. Cost estimates include one-time for items such as furniture and moving (\$72,500), and ongoing lease costs (\$116,040 annual).

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
P1. Completion of the Barstow Expansion.					100%

**2009-10 PROPOSED FEE ADJUSTMENTS**

The department is not requesting any proposed fee adjustments for 2009-10.

If there are questions about this business plan, please contact Doreen Boxer, Public Defender, at (909) 382-7650.



**Gary Penrod**  
Sheriff-Coroner

**Mission Statement**

*The Sheriff-Coroner Department provides professional public safety services to residents and visitors of San Bernardino County so they can be safe and secure in their homes and businesses.*



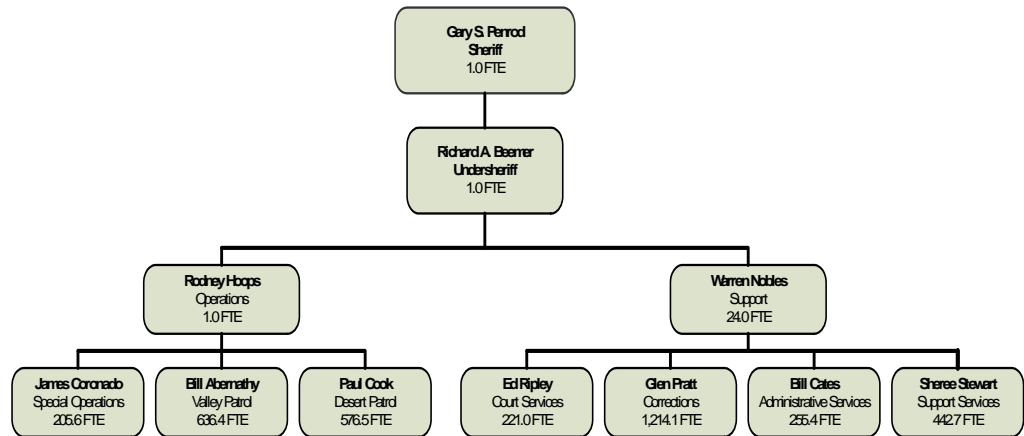
**GOALS**

- ENHANCE RESPONSE CAPABILITIES TO DISASTERS/ EMERGENCIES*
- ENHANCE MANDATED DETENTION/ CORRECTION SERVICES*
- ENHANCE SERVICE CAPABILITY OF CORONER OPERATIONS*
- ENHANCE FIRST RESPONDER AND INVESTIGATIVE CAPABILITIES TO REPORTED CRIMES*

LAW AND JUSTICE

**SHERIFF – CORONER**

**ORGANIZATIONAL CHART**



**DESCRIPTION OF MAJOR SERVICES**

The Sheriff acts as the chief law enforcement officer of the county by providing a full range of police services throughout the unincorporated areas, as well as, to 14 cities that contract for law enforcement protection. In addition, the Sheriff acts as the Coroner of the county since operations were assumed after a merger in January 2005.

The general law enforcement mission is carried out through the operation of 10 county stations and a centralized headquarters using basic crime and narcotic investigations, a crime laboratory and identification bureau, central records, communications dispatch, and an aviation division for general patrol and search and rescue activities. The Sheriff also provides civil processing, court security through a contract agreement, and will manage four major detention facilities this year – the Central Detention Center, the Glen Helen Rehabilitation Center, the West Valley Detention Center and the Adelanto Detention Center. The department also operates a regional law enforcement training center and emergency driver training facility.

**2008-09 SUMMARY OF BUDGET UNITS**

	Appropriation	Revenue	Local Cost	Fund Balance	Staffing
<b>General Fund</b>					
Sheriff-Coroner	415,623,711	271,275,863	144,347,848		3,560.7
Total General Fund	415,623,711	271,275,863	144,347,848		3,560.7
<b>Special Revenue Funds</b>					
Contract Training	3,399,817	2,090,000		1,309,817	-
Public Gatherings	1,623,295	1,500,483		122,812	18.0
Aviation	1,541,369	500,000		1,041,369	-
IRNET Federal	1,617,732	661,000		956,732	-
IRNET State	208,607	100,000		108,607	-
Federal Seized Assets (DOJ)	3,138,419	805,000		2,333,419	-
Federal Seized Assets (Treasury)	35,431	18,400		17,031	-
State Seized Assets	2,672,497	1,120,000		1,552,497	-
Vehicle Theft Task Force	972,226	919,137		53,089	-
Search and Rescue	263,844	107,000		156,844	-
CAL-ID Program	3,851,164	3,580,736		270,428	-
COPSMORE Grant	205,480	-		205,480	-
Capital Project Fund	2,107,527	305,332		1,802,195	-
Court Services Auto	1,172,389	530,000		642,389	-
Court Services Tech	1,124,764	395,000		729,764	-
Local Detention Facility Revenue	2,510,057	2,482,000		28,057	-
Total Special Revenue Funds	26,444,618	15,114,088		11,330,530	18.0
<b>Total - All Funds</b>	<b>442,068,329</b>	<b>286,389,951</b>	<b>144,347,848</b>	<b>11,330,530</b>	<b>3,578.7</b>

**GOALS, OBJECTIVES, AND PERFORMANCE MEASURES**

**GOAL 1: ENHANCE RESPONSE CAPABILITIES TO DISASTERS AND OTHER EMERGENCIES.**

*Objective A: Improve communication capabilities during critical incidents.*

*Objective B: Improve skills training and intelligence gathering.*

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
Number of incoming calls per Dispatcher I. • There are currently 47 Dispatcher I's assigned to the Valley and Desert dispatch centers.	25,784	24,344	New	24,876	24,876

**Status**

In 2005-06, the Board of Supervisors (Board) approved the funding of twelve Dispatcher I positions with a portion of Prop 172 sales tax revenue in the amount of \$621,768. In 2007-08, the department added 8 Dispatchers II positions from contract cities increases, bringing the total number of dispatchers (I, II, & III) to 135.

On November 7, 2006, the Board accepted the 2006 Homeland Security grant award, in the amount of \$3,663,117. This award included funding, in the amount of \$300,000, to conduct a needs assessment for a combined Public Safety Operations Center (PSOC), which would include both Sheriff and Fire dispatch centers. On February 13, 2007, the Board approved the release of an Request for Proposal to provide a comprehensive assessment of the county's current and future needs and the infrastructure that will be necessary to support a countywide PSOC. On May 15, 2007, the Board awarded the consultant contract, in the amount of \$300,000, to DMJMH&N of Orange, California, for the programming/future needs assessment for the PSOC. On July 24, 2007, the Board approved the first amendment to the contract to include a full scale assessment and to increase the amount from \$300,000 to \$359,000.

In April 2008, the assessment was completed by the consultant firm. The recommendations were to construct two new PSOCs, one in the Valley and one in the Desert, to accommodate growth in personnel and equipment, and the consolidation of county emergency services. These PSOCs would include Sheriff's Communications, CONFIRE Communications and county Emergency Operations Center (EOC), at a cost of \$112 million.

The Sheriff's Department continues to play a leadership role in skills development for basic and advanced officers training. The department also continues to participate in the FBI's Terrorism Early Warning Group (TEWG), which is designed to obtain and analyze information and intelligence needed to formulate an effective response to threats and acts of terrorism.

In its desire to provide the most up to date and accurate data, the Sheriff's Department has adjusted its performance measure for 2009-10 to reflect the number of incoming calls per Dispatcher I positions rather than including all dispatchers. Dispatcher I positions are the only dispatcher classification that answer incoming calls and therefore is a more accurate measure of the number of incoming calls the department receives per dispatcher.

**2007-08 ACCOMPLISHMENTS**

- ❖ *San Bernardino County finished first among 19 other counties to receive \$100 million in Assembly Bill 900 funds for the expansion of Adelanto Detention Center*
- ❖ *The Sheriff's Marijuana Eradication Team had one of their busiest years to date. The Team located 44 grows, seizing a total of 116,255 marijuana plants*
- ❖ *The Sheriff's Department and the District Attorney's Office joined forces to establish a cold case team. Four detectives and a Deputy District Attorney comprise the team. During the first year, the team cleared and arrested 9 suspects in 8 homicide cases*
- ❖ *The Sheriff's Corrections and Detention Bureau implemented the first of its kind Automated Dispensing Pharmaceutical System in the correctional industry to deliver medications to approximately 1,500 inmates on a daily bases*
- ❖ *Operation Desert Heat was a joint gang enforcement operation with the Cities of Victorville, Hesperia, Apple Valley, and Adelanto. The program was funded through the office of Supervisor Brad Mitzelfelt. At the conclusion of the program, 1,203 arrests were made and 50 parolees were returned to state prison. During the month-long operation robberies in the desert communities decreased by 41%, carjackings by 40%, and vehicle thefts by 19%*

## GOAL 2: ENHANCE MANDATED DETENTION AND CORRECTION SERVICES.

*Objective A: Improve inmate and officer safety in detention and correction operations.*

*Objective B: Assess staffing levels for general and safety personnel in custody settings.*

*Objective C: Increase and maximize inmate capacity.*

*Objective D: Improve jail facilities, vehicles and equipment.*

*Objective E: Improve inmate health care services.*

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
Number of inmate-on-inmate assaults per 1,000 prisoners per month.	7.44	7.39	5.77	5.08	5.08

### Status

The Sheriff's Department has worked and will continue to work hard to enhance detention and correction services in the county. In 2007-08, the county was named to receive \$100 million in Assembly Bill 900 funds to be used to build jail beds at the site of the Adelanto Detention Center. Our county was one of 24 counties that applied for the \$750 million in AB900 funds. San Bernardino County finished first among the 19 counties that were ultimately selected to receive between \$10 million and \$100 million. The additional 1,368 jail beds constructed through this project will greatly increase inmate capacity for the county.

In accordance with the Sheriff's objective of improving inmate health care services, the department has helped implement a first of its kind automated dispensing pharmaceutical system. The Sheriff's Department houses over 5,700 inmates daily. In West Valley Detention Center alone, medications are delivered to 1,528 inmates daily. In the past, packaging these medications required the work of several nurses, each spending hours per shift. In addition, inmates were often moved or released before the medications arrived. By law, medications cannot be re-packaged, which cost the county thousands of dollars.

The county ultimately purchased an automated dispensing pharmaceutical system, which is tied into the Sheriff's Department's Jail Information Management System. When a doctor orders medicine for an inmate, that order is sent by computer to a pharmacist at Arrowhead Regional Medical Center. The pharmacist checks the order, confirming dosage and assuring the medication does not conflict with other medications the inmate may be taking. The Jail Information Management System is integrated and confirms the inmate's location, and that he is still in custody.

Twice a day the dispensing equipment packages 1,500 medications in 45 minutes, the medications are placed into small, clear packets with the inmate's name, housing location, medication, dosage, and instructions printed on the package. The system is the first of its kind in the correctional industry and is an improvement in terms of service, efficiency and safety.

## GOAL 3: ENHANCE THE SERVICE CAPABILITY OF CORONER OPERATIONS.

*Objective A: Maintain staffing levels to be consistent with rapid population growth.*

*Objective B: Improve operational efficacy of the Coroner's facilities and equipment.*

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
Percentage of autopsies/assessments performed per reported death. <ul style="list-style-type: none"> <li>• Reported death includes: hospice, home deaths, hospital in-patient and ER deaths, suicides, accidents, and homicides.</li> <li>• 2006-07 - 9,559 reported deaths, 2007-08 - 9,531 reported deaths</li> </ul>	18.60%	18.68%	18.76%	25.38%	25.38%

### Status

In 2005-06, the Board authorized the addition of 7 deputy coroner investigators (DCI), 5 autopsy assistants, and 2 service specialists for the coroner's office, to reduce caseloads, accommodate increased autopsies, enhance transport services, and augment miscellaneous services such as property storage, public information requests, vehicle maintenance, specimen and evidence handling, and scene processing.

The Sheriff's Department completed a four million dollar remodel project at the Coroner's central facility and relocated the High Desert morgue facility. The remodel at the Coroner's central facility in San Bernardino included adding additional cold storage, new work stations and a new air filtration system. The High Desert Coroner's Office was moved to a larger facility in Apple Valley.

The additional staffing and facility improvements have increased the efficiency of the coroner operation. The goal is to maintain or exceed 16% (comparison with similar size counties) of autopsies/assessments performed per reported death. The number of reported death cases per deputy coroner investigator has reduced from 683 (2006-07) to 423 (2008-09); the goal is not to exceed 400 cases per investigator as recommended by the National Association of Medical Examiners.

### **GOAL 3: ENHANCE FIRST RESPONDER AND INVESTIGATIVE CAPABILITIES TO REPORTED CRIMES.**

*Objective A: Enhance patrol operations, including staffing, facilities, equipment, communication and technology.*

*Objective B: Develop prevention and suppression strategies based on current crime trends.*

*Objective C: Focus on skill development to improve officer safety.*

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
Deputy to citizen ratio. • There are currently 233 deputy sheriffs assigned to the unincorporated patrol operations.	1:1,324	1:1,268	1:1,270	1:1,279	1:1,279
Percentage of injuries to suspects in use-of-force incidents.	40.72%	39.12%	29.37%	34.65%	31.12%

### Status

In 2005-06, the Board authorized the addition of 37 deputy sheriff positions for the Sheriff's Department. In 2006-07, the Board approved an additional 12 deputy sheriff positions for the unincorporated patrol stations. This brings the current total number of deputy sheriff positions assigned to the unincorporated patrol stations to 233. The goal is to maintain a deputy-to-citizen ratio of 1:1,000.

In 2005-06, the Board authorized a total package of \$1.26 million for 1,117 tasers. The tasers were issued to all safety personnel at the rank of sergeant and below. Since the implementation of the program, the percentages of injuries to suspects have reduced by over 20% (calendar year 2005- 62.99%, 2006-61.50%).

The additional staff and the implementation of Tasers for deputy sheriff positions have increased public safety and officer safety.

In its constant pursuit of improved investigative capabilities, the Sheriff's Department and the District Attorney's Office joined forces and established a Cold Case Team in 2007-08. Four detectives and a Deputy District Attorney comprise the team. During the first year, the team cleared and arrested 9 suspects in 8 homicide cases which would likely have remained unsolved. The department anticipates continued success in the upcoming year with the department's receipt of a grant award from Department of Justice, Office of Justice Programs, 2008 Solving Cold Cases with DNA Solicitation, in the amount of \$499,505. The grant period is from January 1, 2009 through June 30, 2010. The award will be used to fund one Detective and one Criminalist II positions dedicated to working cold cases for the 18-month grant period.

**2009-10 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING**

Brief Description of Policy Item, CIP, or BPI reserve funds request	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1. Relocate Valley Area Hanger and Air Operations of Sheriff's Aviation to San Bernardino International Airport. (CIP) The relocation project will consist of moving the Valley Area Sheriff's Aviation operations from Rialto Airport to the San Bernardino International Airport. The relocation is necessitated by the City of Rialto's redevelopment plan for the current Rialto Airport property. Hillwood-Lewis estimated the cost to construct the facility at \$12.0 million and \$1.5 million in furniture, fixtures, and equipment, for a total of \$13.5 million. The Sheriff's Department requests one-time additional general fund financing for the purpose of this CIP. (Portion of local costs to be offset from reimbursement from Rialto Redevelopment Agency at \$4,300,000).	-	\$13,500,000	\$4,300,000	\$9,200,000
2. Increase Jail Security Staffing (Policy Item) Four additional sergeants and forty seven additional deputies are needed to maintain the current jail security staffing level. The distribution of the additional staffing would assign two sergeants and twenty-one deputies to West Valley Detention Center, one sergeant and thirteen deputies to Central Detention Center and one sergeant and thirteen deputies to Glen Helen Rehabilitation Center. The Sheriff's Department is currently using overtime to staff unbudgeted positions at all three correctional facilities in response to changing security needs over the past ten years. The fifty one requested positions were gradually phased in over a ten year period as needs increased, but without formal approval and funding. In the future, the department will work with the County Administrative Office (CAO) to add positions as the need arises. The Sheriff's Department requests one-time additional general fund financing of \$255,000 for start-up costs and \$8,206,441 in on-going additional general fund financing for this policy item. * Two of the Sergeant positions were previously funded with monies from the state's Supplemental Law Enforcement Services Fund (SLESF) has been deleted.	51.0	\$8,461,441	-	\$8,461,441
3. Operational Overtime Budget offset (Policy Item) The Sheriff's Department by nature of its functions and responsibilities has an increased need for budgeted operational overtime funding. The operational overtime expenditures come from unincorporated patrol and support operations (Homicide, Crimes Against Children, Narcotics, Gang Detail, Crime Lab, Coroner, Dispatch, Volunteer Forces, Internal Affairs etc.). While some of the overtime is staffing related and off-set by vacant positions being relieved, the majority of the incurred costs is due to operational related incidents (investigations, prisoner transport, court testimony, searches etc.). The department has begun to ask that overtime be built into each new county position that is funded by the Board of Supervisors (10% per position). There has been no history of allocating operational overtime into the Sheriff's budget. In the past, operational overtime was paid with salary savings from vacant positions, which is no longer possible as the department has strived to maintain a full level of staffing. The department will propose budgeting new county positions with an overtime component and work with the CAO in achieving this goal. The department requests on-going additional general fund financing for this policy item.	-	\$3,000,000	-	\$3,000,000
4. Increase Staffing Level in Internal Affairs (Policy Item) The staffing level increase will consist of one Captain, three Sergeants, one Office Assistant III and one Office Assistant II. The increase in staffing is requested to improve the uniformity in Internal Affairs investigations by centralizing investigations. The department requests one-time general fund financing of \$163,000 for start-up costs and \$947,166 in on-going additional general fund financing for this policy item.	6.0	\$1,110,166	-	\$1,110,166
5. Increase Dispatcher II Positions (Policy Item) Dispatchers II's are the life-line for patrol deputies in life and death emergencies. The increased staffing is a necessity to support added deputy positions and workload demands. The seventeen (17) Dispatcher II's will add 6 Dispatcher II's to Valley Dispatch and 11 Dispatcher II's to Desert Dispatch. The department requests \$1,312,211 in ongoing additional general fund financing for this policy item.	17.0	\$1,312,211	-	\$1,312,211

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
P1. Percentage of Valley Area hanger and air operations relocation project completed.					10%
P2. Decrease in staffing-related overtime (actual hours) in correctional facilities per year.					102,648
P3. Number of full time equivalent (FTE) Deputy positions held vacant to offset operational overtime costs. • 25 FTE @ \$120,000					0
P4. Percentage of cases directly investigated by Internal Affairs Division.					14.44%
P5. Percentage of Dispatch Consoles Filled.				78.95%	100%

## 2009-10 PROPOSED FEE ADJUSTMENTS

DESCRIPTION OF FEE REQUEST	SERVICE IMPACTS
1. Coroner Division – Increase fees for human remains storage, body removal, and other supplies and services to fully recover costs.	Rate increases will allow the department to recover actual costs of supplies and services provided to the public.
2. Public Gathering Rates.	Rate increases reflects increases in labor, administrative and indirect costs provided to Public Gathering events.
3. Aviation Division - Establish updated rates for the Department's aircraft fleet.	The new rates are aimed to fully recover cost of operation, including, but not limited to personnel and supplies cost. The rates are being established for future service requests and do not generate immediate budgetary impact.
4. Explosive Permit and Inspection Fees.	The current rates have been established since the 1970s. The proposed increases allow the department to fully recover costs and align current fees with other counties.

If there are questions about this business plan, please contact Captain Dennis Casey at (909) 387-0640.