

# PROBATION DEPARTMENT

## ORGANIZATIONAL CHART



**Jerry L. Harper,**  
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.

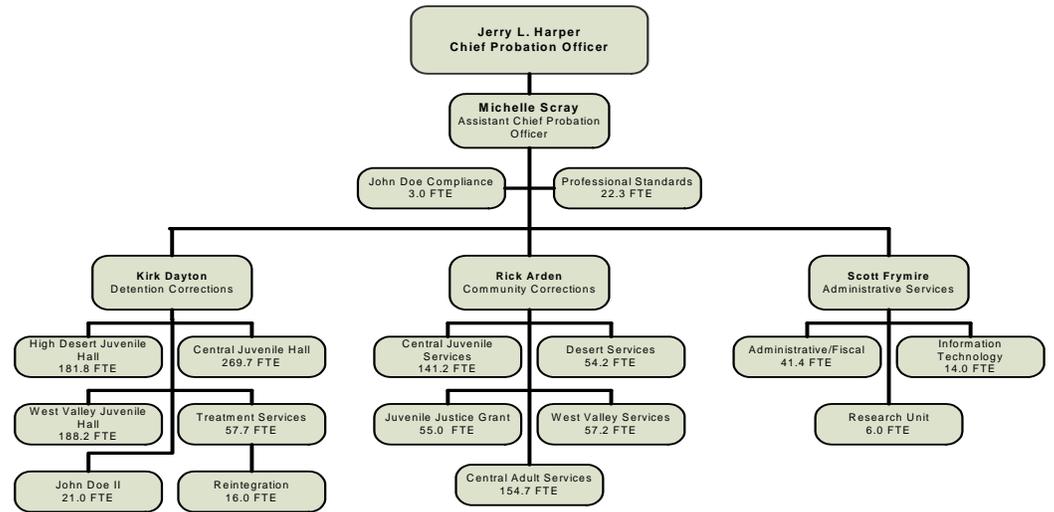


### GOALS

ASSESS NEW PROBATIONERS TO ENSURE APPROPRIATE TREATMENT AND SUPERVISION LEVELS

SUPERVISE PROBATIONERS AT A LEVEL CONSISTENT WITH THEIR RISK TO THE COMMUNITY

PROVIDE PROVEN TREATMENT OPTIONS FOR PROBATIONERS ACCORDING TO THEIR RISK LEVEL AND CRIMINOGENIC FACTORS



## DESCRIPTION OF MAJOR SERVICES

Probation Administration is responsible for overall management of the department. To ensure safe field services and institutions, administration focuses on leadership with integrity and satisfaction of customers and staff.

The Community Corrections Bureau (CCB) provides adult and juvenile court reports, delinquency prevention, assessment, and case management supervision services. The department is moving towards Evidence-Based Practices in all areas of adult and juvenile supervision. As the primary public safety arm for Probation, the CCB focuses on providing efficient and cost-effective strategies, thereby promoting safe communities and quality of life for all residents in San Bernardino County.

The Detention Corrections Bureau (DCB) operates the county's juvenile detention and assessment centers that protect the community by providing a secure environment for legally detained youth. The centers provide for the assessment, medical, educational and other programmatic needs of the minors. The DCB houses an average daily population between 450 and 500 youth.

## 2007-08 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Local Cost	Fund Balance	Staffing
<b>General Fund</b>					
Admin, Corrections & Detention	113,707,485	49,355,959	64,351,526		1,233.4
Court-Ordered Placements	3,308,330	-	3,308,330		-
<b>Total General Fund</b>	<b>117,015,815</b>	<b>49,355,959</b>	<b>67,659,856</b>		<b>1,233.4</b>
<b>Special Revenue Funds</b>					
Juvenile Justice Grant Program	8,394,894	6,783,350		1,611,544	55.0
Asset Forfeiture 15%	13,903	450		13,453	-
State Seized Assets	57,660	1,400		56,260	-
<b>Total Special Revenue Funds</b>	<b>8,466,457</b>	<b>6,785,200</b>		<b>1,681,257</b>	<b>55.0</b>
<b>Total - All Funds</b>	<b>125,482,272</b>	<b>56,141,159</b>	<b>67,659,856</b>	<b>1,681,257</b>	<b>1,288.4</b>

**GOALS, OBJECTIVES, AND PERFORMANCE MEASURES**

**GOAL 1: ASSESS NEW PROBATIONERS TO ENSURE THAT TREATMENT AND SUPERVISION LEVELS ARE BASED ON THEIR CRIMINOGENIC FACTORS AND RISK TO THE COMMUNITY**

*Objective A: Provide research based risk assessments for all new adult and juvenile probationers.*

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
1A. Percentage of new probationers assessed with risk instrument within 60 days of release.	59%	76%	80%	80%	80%

**Status**

In order to provide for community safety and promote offender rehabilitation, both risk to the community and criminogenic needs must be determined for every probationer. A validated assessment tool, COMPAS, is now being used to determine these factors for new adult offenders. Likewise, minors detained in all county facilities and/or placed on probation are administered a youth version of the COMPAS assessment. Using the information from the COMPAS assessment, staff can better utilize resources to address problem areas that lead to recidivism and more appropriately supervise offenders for greater public safety.

Risk assessment provides a means to promote appropriate, yet separate service to both adult and juvenile probationers based on a comprehensive risk and needs assessment.

Massachusetts Youth Screening Inventory – Version 2, MAYSI II, was implemented at each of the Juvenile Detention and Assessment Centers (JDAC) as a screening assessment for 100% of minors booked into the detention centers. This has resulted in 74% being directly referred to Forensic Adolescent Services Team, FAST, for further assessment.

**GOAL 2: SUPERVISE PROBATIONERS AT A LEVEL CONSISTENT WITH THEIR INDIVIDUAL RISK TO THE COMMUNITY**

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

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
2A. Quantity of home calls and searches per high-risk caseload per month.	15	33	30	26	25
2A. Percentage of adults successfully completing probation (no recidivism) (19,949 total adult probationers).	N/A	96%	85%	98%	95%
2A. Percentage of juveniles successfully completing probation (no recidivism). (5,604 total juvenile probationers)	N/A	91%	85%	96%	90%

**2006-07 ACCOMPLISHMENTS**

- ❖ Expanded breadth of assessment tools
- ❖ Implemented evidence-based treatment options to include Aggression Replacement Therapy, Mental Health, and Gender-Specific programming
- ❖ Created a Mental Health Intensive Supervision Unit



Juvenile Diversion Services



Adult Mental Health Home Visit



Juvenile Detention and Assessment Center

### Status

Recidivism is defined as a new felony conviction for adults on probation, or a new and subsequent sustained petition for juvenile probationers. The department supervises approximately 20,000 adult offenders and 4,000 juvenile offenders. The primary concern is that these offenders do not commit further criminal acts. This is accomplished in a variety of ways, such as strict compliance to terms of probation, home visits/searches, drug testing, surveillance, and treatment for offenders that have addictions and/or cognitive classes for offenders with anti-social thinking patterns. The classification and appropriate supervision for probationers is identified using the COMPAS assessment tool. Treatment levels are then managed to maximize staff efficiency and to ensure compliance of terms of probation. Whether a probation officer works with a minor to assure school attendance, closely supervises a sex offender, or helps a probationer find a job – the end product is greater protection for the community through the reduction of recidivism among probationers. This translates to successful completion of probation with no recidivism.

To further the goal of appropriately supervising probationers according to their individual risk to society, the Probation Department has sought to efficiently monitor those probationers considered high risk. High-risk cases are determined to be those probationers who have a highly assessed risk of violence as determined by the Northpoint COMPAS Risk Assessment tool. As a performance measure, it is the Department's goal to have each Probation Officer assigned to a high-risk caseload make at least 25 total probationer home calls and searches per month. Between July 1 and September 30, 2007, the Department has a rate of 26 home calls and searches per high-risk caseload per month.

### **GOAL 3: PROVIDE PROVEN TREATMENT OPTIONS FOR PROBATIONERS ACCORDING TO THEIR RISK LEVEL AND CRIMINOGENIC FACTORS**

*Objective A:* Increase the number of offenders in evidence based treatment programs.

*Objective B:* Decrease the number of youth using drugs and alcohol by implementing Matrix substance abuse treatment.

*Objective C:* Provide services through the Regional Youth Education Facility (RYEF) that reduce recidivism following graduation from the program.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
3A. Percentage of adult offenders referred to treatment programs. (19,949 total adult offenders)	42%	17%	45%	24%	24%
3C. RYEF graduates recidivating during probation. (56 Promotions from RYEF in 2007)	44%	13%	20%	3%	9%

### Status

By focusing on criminogenic factors, or environmental influences tending to produce crime, the department can provide focused treatment and supervision services to attain reduced recidivism. This focus will enhance our ability to appropriately refer probationers for treatment and classify juveniles in county-operated treatment programs for maximum effectiveness of treatment. The department has implemented two new evidence-based programs: Thinking for a Change and Aggression Replacement Therapy. The program continues to function meeting targeted goals.

The results of the John Doe II Settlement Agreement, Mental Health Services Act planning, and other efforts such as the Mentally Ill Offender Crime Reduction grant program, Integrated New Family Opportunities, INFO, implemented in 2007 significantly enhance evidence-based therapies for probationers. The department continues to increase the number of offenders that satisfy probationary terms involving enhanced treatment and measure outcomes relating to reduce recidivism rates countywide. Further, with continued funding by the Board of Supervisors to establish specialized supervision units and redistribute caseloads, overall public safety and ability to accomplish goals and objectives is greatly enhanced.

The percentage of adult offenders referred to treatment programs continues to increase. However, consistent tracking for this statistic has been more difficult to attain than anticipated. In 2005-06, the department collected and reported information on the number of adult offenders referred to treatment programs manually. Due to errors that can occur by tracking this measurement manually, the department believes that the 2005-06 actuals for this measurement may be skewed. In addition, because the department used this data from 2005-06 to project the 2007-08 Target measurement,

this measurement is not estimated to be accomplished. In 2006-07, the department implemented an automated system for capturing this information in 2006-07. The automation of this system, along with implemented procedures, has helped to improve the accuracy of this data, thus allowing for more accurate data collection and reporting.

The percentage of RYEF graduates recidivating during probation has been significantly reduced in large part by increased treatment referrals to and completion of proven, evidence based treatment options. Risk level and criminogenic factors are being accurately defined.

### APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

Brief Description of Policy Item	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1. In 2006-07, the department established a Mentally Impaired Offender Supervision Unit with ongoing funding of \$808,900. This addition comprised of 8 staff, which will provide intensive supervision to approximately 500 mentally impaired offenders in the community.	8.0	808,900	-	808,900
2. The department received \$76,800 in ongoing funding in 2006-07 to expand Morongo Basin office space to provide for increased staffing and programming.	-	76,800	-	76,800

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
P1. Percentage of Mentally impaired offenders that will not spend time in county jail. <ul style="list-style-type: none"> <li>An estimated 500 mentally impaired offenders are currently under probation supervision.</li> </ul>	N/A	69%	75%	75%	75%
P2. Percentage increase in the number of probationers that attend counseling or training sessions in the Morongo Valley area. <ul style="list-style-type: none"> <li>0 probationers attended counseling or training sessions in the Morongo Valley area in 2006-07 due to the lack of space for classes.</li> </ul> This performance measure will be implemented upon completion of the project.	N/A	0%	30%	0%	0%

#### Status

The Mentally Impaired Offender Unit was fully operational in October 2006. This specialized unit focuses on ensuring that identified probationers maintain their use of medications and utilize services that will assist them in completing probation without being rearrested. In fiscal year 2006-07, 69% of all Probationers in the Mental Health Unit were not incarcerated. The department has changed the original target of 25% for 2007-08 to 75%. The original target was based on the assumed measure of "mentally ill offenders that will spend time in county jail". The 2007-08 target referenced above (75%) more accurately represents the actual measure.

The Morongo Basin expansion has not yet taken place. Negotiations are being conducted toward that end. The additional space will allow the department to move most staff members to a new location that includes a training/conference room to provide counseling and training sessions. These training sessions will include parenting classes, anger management, drug and alcohol treatment, truancy, and petty theft classes.

## 2008-09 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS), INCLUDING NEW CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS, OR BUSINESS PROCESS IMPROVEMENT (BPI) RESERVE FUNDS

Brief Description of Policy Item, CIP, or BPI reserve funds request	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
<p>1. Expansion of staff space by 1500 square feet required during the CVJDAC rebuild project with a one-time cost of \$350,000 for purchase of a Modular Unit to be located at the High Desert Juvenile Detention and Assessment Center (HDJDAC) (CIP Request).</p> <p>The HDJDAC was built in the same footprint as the West Valley Juvenile Detention and Assessment Center (WVJDAC). As a result of the John Doe II Settlement Agreement, we have moved Reintegration and Clinical staff on-site at the JDACs to ensure services are provided. With the pending rebuild of the CVJDAC, it is anticipated that 60 wards will be displaced from CVJDAC to the HDJDAC causing the HDJDAC to fill to capacity, leaving no space for the Reintegration and Clinical staff, which are currently operating out of the supervisors offices. Supervisors are in three of the therapy spaces. The John Doe II Agreement requires that Probation provide reintegration and clinical therapy services at all detention and assessment centers. This staffing requirement breaks down as follows: 10 FAST Staff (1 Supervisor, 1 Clinical Therapist II, 5 Clinical Therapist I's, and 3 support staff); 1 Drug and Alcohol Coordinator; and 6 John Doe Probation Correction Officers equaling 17. At HDJDAC we have manipulated existing space to temporarily accommodate those positions, some of which have already been filled by moving all of our facility supervisors (PCS IIs/PCS Is) into Unit Office Space originally designated for conducting confidential therapy for minors. These moves have compromised the ability to find available space to conduct essential and confidential therapy sessions.</p> <p>The Modular Unit is necessary to provide office space for this staff and will be required as a result of the CVJDAC rebuild project. This space will remain and will continue to be needed for future occupancy after the wards shifted from CVJDAC are returned to the newly completed facility. CVJDAC construction and displacement is estimated to take approximately 4 years.</p> <p>Goals 1 and 3 are directly impacted with this CIP. Assessment of new probationers ensuring treatment and supervision levels based on their criminogenic factors and risk to the community will continue to be ensured with the addition of Reintegration and Clinical Staff space. Providing for the anticipated increase in wards and accompanying staff is also helping to ensure treatment options. The creation and increase in services is the overall intent of the John Doe II Settlement.</p> <p>The estimated cost for this modular unit is \$300,000 plus \$50,000 in Furniture, Fixtures, &amp; Equipment (FF&amp;E) costs, based on the WVJDAC Modular actual costs. Ongoing maintenance costs are anticipated to be similar to other county buildings, particularly modular buildings. As this facility will be located in the High Desert and is a modular unit, there is potential that utility costs may be a little higher than for standard structures.</p>	-	350,000	-	350,000
<p>2. Establish a centralized location for all training courses offered to employees and volunteers of the Department at a one-time local cost of \$4,200,000 for approximately 19,760 square feet. (CIP Request)</p> <p>Currently, training is offered at multiple, disparate, locations including local universities for a fee at the 175 W. Fifth Street and CVJDAC locations, resulting in a lack of space for operations. The disparate locations cause a fragmented operation that is difficult to manage and implement. Training is a critical element in providing proven treatment options for probationers according to their risk level and criminogenic factors as defined in Goal 3. Well-trained staff and volunteers are more likely to be able to provide correct treatment options and properly assess risk levels. CIP2 is in line with Goal 2 as well. Training staff is a critical element in determining individual risk and effectively managing supervision. Consistent training enhances staff performance resulting in improved department service performance outcomes. Finally, approval of this request will enable the department to continue to meet mandated requirements to provide staff training.</p> <p>A single cohesive facility will allow the department to offer training at a centralized location with dedicated classrooms, parking, and space for outdoor requirements. It has been determined that the needs of the Training Unit will likely not be accommodated within the new government center plan.</p> <p>The Department is requesting \$3,900,000 estimated cost for building and \$300,000 estimated FF&amp;E costs for this dedicated facility. Ongoing maintenance and operational costs are anticipated to be similar to other County buildings with like building code requirements.</p>	11.0	4,200,000	-	4,200,000
<p>3. Establishment and implementation of electronic medical records system for Probation. A one-time start up fee of \$2,000,000 with \$80,000 ongoing local costs is being requested. (Policy Item)</p> <p>The John Doe II Settlement Agreement requires that the department has immediate access to its medical records system. This system of automation is needed to easily access medical information on a minor in custody from any facility site. Currently, the transfer of medical records from one facility to another is cumbersome and lacks the ability to immediately review any urgent healthcare needs. The electronic system will allow immediate access to critical medical information. The automated system will help with chronic disease management as well as tracking and reporting of various diseases as required by law. If this item is approved, it will be a useful tool in helping to fulfill the John Doe II Settlement Agreement requirement.</p>	-	2,080,000	-	2,080,000
<p>4. Installation of sanitizer machines throughout the three JDAC's. (one-time cost) (Policy Item)</p> <p>This machine kills over 500 deadly infectious diseases including Pandemic Flu (HN1), MRSA, VRE, C-Diff, Hepatitis A, B, and C. It also will kill lice and athletes foot. Due to the close living spaces of minors in custody, wards are more susceptible to the spread of contagious diseases. We have begun tracking infectious disease throughout the detention and assessment centers. We expect the sanitizer machine to decrease the spread of infectious disease in our facilities significantly.</p> <p>Approximated annual numbers put us at 120 cases of infectious disease. This is an estimate based on the current information available to the department. The collection and reporting of this data would be improved with usage of the electronic medical records system referenced above (P1). We anticipate reducing this number by 20% within the first year of sanitizer machine installations.</p>	-	134,000	-	134,000

Brief Description of Policy Item, CIP, or BPI reserve funds request	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
<p>5 Increase staff by two (2) positions in the Automated Systems Unit, Automated Systems Technician (AST) and Applications Specialist (AS) to accommodate the 30% increase in computer related devices currently in use throughout the department and 30% increase in reporting, ad hoc queries, templates and forms generated by this increase. This additional staff request is estimated to be an ongoing local cost of \$179,154 for salary and benefits for the two positions. In addition there are one-time set up cost of for Officer furniture, phones, computer, and supplies @ \$7,000 each. (Policy Item)</p> <p>Over the past three (3) years, the department has expanded the number of computer related devices that require additional hours of support by thirty (30) percent. These include, but are not limited to, adding nine (9) new specialized units, a Juvenile and Institutional Case Management system, an Adult and Juvenile Assessment tool, 150 wireless field laptops, and six (6) video conferencing systems in outlying branch offices. During this same period, the Automated Systems unit has only added one (1) Automated Systems Technician (AST) to support this 30% increased infrastructure.</p> <p>The current PC to Technician ratio is 293 to 1. Given the vast geographic region in which we provide services, the ability to provide adequate and timely customer service with a technical staff of seven (7) is limited. Currently one Applications Specialist (AS) supports the three modules of the Case Management System (CE). This includes development and maintenance of reports, ad hoc queries, templates, forms, and a variety of other applications.</p> <p>With the current number of limited staff to perform needed analysis, which would typically be assigned to an Automated Systems Analyst (ASA) and/or an Application Specialist (AS), technicians are being used beyond their abilities. This reduces their availability to perform their necessary technical support duties, therefore reducing timely customer service.</p> <p>This policy item addresses all three goals by providing the technical support necessary to accomplish them.</p>	2.0	193,154	-	193,154
<p>4 Addition of one (1) Domestic Violence (DV) Coordinator for the High Desert misdemeanor Domestic Violence Court. Currently there are two DV Coordinators working with the three courts. The third Coordinator is needed to plan, organize, and coordinate programs designed to provide services to offenders and victims for the High Desert court. This staff request is estimated to be an ongoing local cost of \$87,345 which includes salary, benefits. A one-time set up cost of \$7,000: office furniture, communication equipment and computer. (Policy Item)</p> <p>Misdemeanor Domestic Violence Court is a specialty court first established in the Central Region in 2005. Currently this court has 881 cases. In March of 2007, the Rancho Domestic Violence Court was opened. Within these seven months, it has already reached 422 cases. The last to open was the High Desert Domestic Violence Court, which opened October 24, 2007. Each DV Court requires one Coordinator. With the opening of the High Desert Domestic Violence Court, a third coordinator is required.</p> <p>Duties of the DV Coordinator include but are not limited to: monitoring compliance of Court-ordered terms of probation, meeting with treatment providers, tracking enrollment in and participation and completion of these treatment programs, evaluation of cases, written disposition reports for Superior Court, coordinator between law enforcement, courts, and Probation Department, and interview probationers/clients to ensure compliance with terms and conditions.</p>	1.0	94,345	-	94,345

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
P1. Percentage increase in therapeutic and programming services offered to minors in HDJDAC. (currently offering services to 78 minors)					15%
2. Percentage completion as defined by fully functional and occupied facility.					10%
P1. Percentage decrease in the amount of time it takes for medical staff in the intake area to access medical treatment records from the medical records department. (current average time to access files is 30 minutes)					90%
P2. Decrease the total number of infectious disease cases for wards incarcerated within the departments three Juvenile Detention and Assessment Centers. <ul style="list-style-type: none"> <li>Using an estimated annual count of 120</li> </ul>					96
P3. Percentage decrease in the time it takes to respond to routine helpdesk requests. (It currently takes 4 hours)					10%
P4. Percentage of time misdemeanor Domestic Violence cases are monitored by the DV Coordinator in the High Desert. <ul style="list-style-type: none"> <li>To date cases are monitored one day out of five (20%).</li> </ul>					80%

**2008-09 PROPOSED FEE ADJUSTMENTS**

The department is not requesting any proposed fee adjustments for 2008-09.

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