



2010-11 ANNUAL REPORT



San Bernardino County Probation Department
175 West 5th Street
San Bernardino, CA 92415-0460
(909) 387-5874

San Bernardino County Probation Department

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Prepared by:Jeffrey Young

Edited By: Sean Engelhardt

Photography By:Chris Condon
Dale Gerlach
Susanne Pastuschek
Jeffrey Young

Special Thanks:.....Chris Condon
Research Unit

Contributors:Holly Benton
Chris Condon
Anesa Cronin
Michael Donahue
Julie Hovis
Darryl Meekhof



Chief's Message

We are pleased to present our 2010-2011 Annual Report. Thank you for taking the time to peruse these pages. This report highlights the Probation Department's activities over the past year. It is a historical record of a corrections agency that, I believe, continues to be the most effective and innovative in the state.

During my tenure as Assistant Chief Probation Officer in 2007 and 2008, I prepared to lead the department into potentially difficult times. But no one, just four short years ago, could have predicted the calamitous and evolutionary era in which we now find ourselves. Probation departments throughout the state are facing some of the most sweeping changes of the last half century. Our department will emerge from these times of crisis and transition as a stronger, more progressive and efficient agency.

Amongst the challenges we face is implementation of AB 109, parole realignment. It has been a significant undertaking to put a plan in place by October 2011, in anticipation of the arrival of the first parolees, or "Post Release Community Supervision Offenders". This will be the most historic shift in probation practices in our careers. It will significantly affect our department, and for the first time, result in adult and juvenile divisions of equal size.

Juvenile Justice has also been at the crossroads of state versus county responsibility since Senate Bill 81 was signed by the Governor in August 2007. Now in our fourth year of housing and programming WIC 707(a) youth who would previously have been committed to DJJ, we have found tremendous success with them in our Gateway Program. SB 81 resulted in moderate programmatic changes. However, Governor Brown proposed



earlier this year to completely close DJJ as an element of parole realignment. While this did not materialize, we continue to expect the state to move away from community corrections and juvenile detention by transferring these duties to the local level.

After three years of increasingly dire budgets, we entered FY 2010-11 with the most overwhelming budget shortfall in recent memory. We were able to close this deficit by eliminating recurrent PCO positions and the closure of our West Valley Juvenile Detention and Assessment Center.

My message to the department during the last year has been that "the strength of the wolf is in the pack." We have weathered landmark legislative changes and fiduciary crises through team work, adherence to our principles and values, and dedication to our mission.

2011 also saw the dedication of our new CVJDAC facility, a 63.5 million dollar construction project that delivered, ahead of schedule and under budget, a state-of-the-art juvenile detention facility to replace the antiquated juvenile hall that had served the county since 1958.

Department personnel have been resilient and encouraged each other to reinvent programs during the past year, leading to successes: a re-designed culinary program that provides better nutrition at a lower cost; the formation of a centralized staffing program for institutions; continued improvements to SB678 supervision; statistical tracking methods used in our Research Unit, and the completion of 34,350 training hours by our staff in 2010.



But, I am always moved by the personal stories of probation achievements: our Domestic Violence Unit officers who recovered a kidnapped child; probation officers who searched an orange grove for a lost mentally ill offender; officers who provided food for a homeless juvenile offender from their own pockets while seeking housing for him; CASE officers who worked with a young girl caught in a life of prostitution; or a 17 year old placed in our Gateway Program who dreamed of becoming a chef and worked with our officers on an application to Pasadena's famous Le Cordon Bleu Culinary School and who not only was admitted, but obtained a full scholarship. We extrapolate data to prove our programs are effective at community protection, but these heartwarming examples are the true face of probation efforts with victims, offenders, and families.

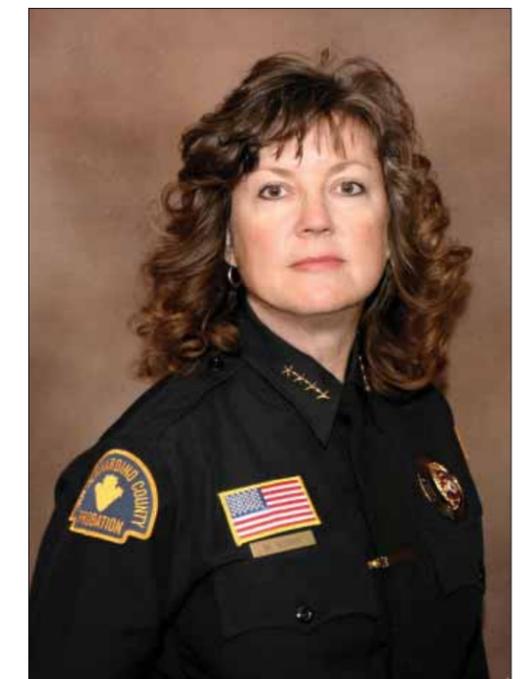
This is not to say the road ahead will be easy. We face arduous days of budget shortfalls and transition to new supervision programs over the next few years. But with every difficulty of these economic times, the men and women of the Probation Department strive to provide the best they can for the community we serve. Although momentous change awaits us in the future, every year we ask almost 25,000 probationers to have the courage to change. We now need to simply ask the same of ourselves. The days ahead are critical because we are forging new operational standards that will serve the county for decades to come, long after this generation of probation professionals is gone. I am reminded of the words of the theologian Albert Schweitzer, "It is not always granted to the sower to see the harvest. All work that is worth anything is done in faith."



Probation will endure as it has always endured, by reinventing ourselves, developing effective methods of community protection and rehabilitation, staying true to our mission, and relying upon each other.

I would like to thank the Board of Supervisors, the CEO's Office, and the Courts for their support of probation endeavors through difficult times. And, I would like to thank my staff for exhibiting the courage to change.

M Scray





Kirk Dayton
Deputy Chief Probation Officer
Detention Corrections



D. Scott Frymire
Deputy Chief Probation Administrator
Administrative Services



Cyndi Fuzie
Deputy Chief Probation Officer
Community Corrections



Michelle Scray
Chief Probation Officer

Administration



Chuck Abajian
Division Director I
Central Juvenile Services



Dan Bautista
Division Director II
Central Juvenile Services



Holly Benton
Division Director II
Professional Standards



Chris Condon
Division Director I
CVJDAC Rebuild Project



Anesa Cronin
Division Director I
Research Unit



Michael Donahue
Business Services Manager
Automated Systems



Sharron Egan
Division Director II
High Desert Services



Renee Ford
Division Director II
Central Adult Services



Brenda Perez
Division Director II
DJJ/Gateway



Luciano Perez
Division Director II
Superintendent, CVJDAC



Jose Rabago
Food Services Manager
Detention Corrections



Tracy Reece
Division Director II
West Valley Services



Julie Hovis
Division Director I
Central Adult Services



Sharon Jaques
Health Services Manager
Detention Corrections



Darryl Meekhof
Administrative Manager
Administrative Services



Christine Owens
Division Director II
Superintendent, HDJDAC



Audulio Ricketts
Division Director II
Parole Realignment



Stephanie Roque
Division Director I
CVJDAC



Eric Vara
Division Director I
Central Juvenile Services



Don Viser
Division Director I
JJCPA



Detention Corrections

The Detention Corrections Bureau (DCB) is tasked with the operation of all juvenile detention operations throughout the county, including the post-adjudication placement facilities Gateway RYEF (Regional Youth Educational Facility) and Gateway Central.

In 2010, the Probation Department began the fiscal year operating three juvenile detention and assessment centers, in the Central Valley (CVJDAC), the West Valley (WVJDAC), and High Desert (HDJDAC). The Gateway Program is located at RYEF. Gateway is a secure treatment program designed to provide services for older male youthful offenders who are working on re-socialization issues for transition back into the community.

In an effort to close the FY10-11 budget deficit, the WVJDAC was closed and most staff were re-assigned to the two remaining detention centers. This decision was made following thorough analysis of all cost-cutting considerations. However, the downward trend in the number of detained youth countywide justified a reduction in bed space at the time. Due to geographic needs, and the fact the WVJDAC would be the oldest facility in operation, it was selected for closure on February 13, 2011.

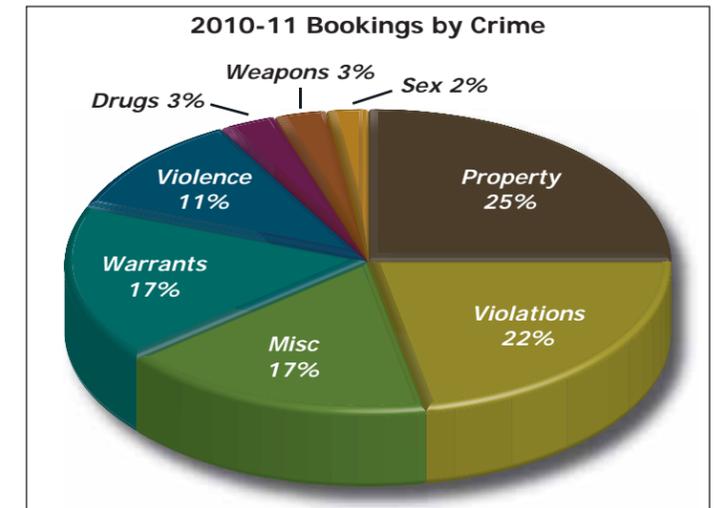
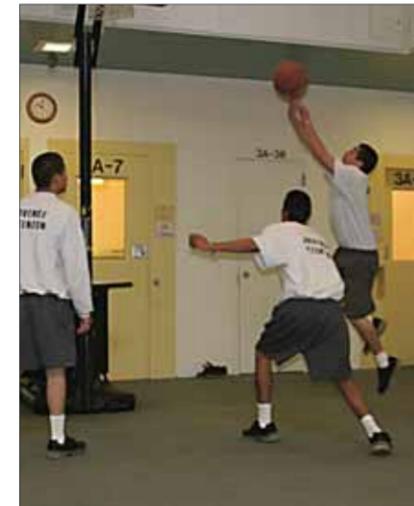
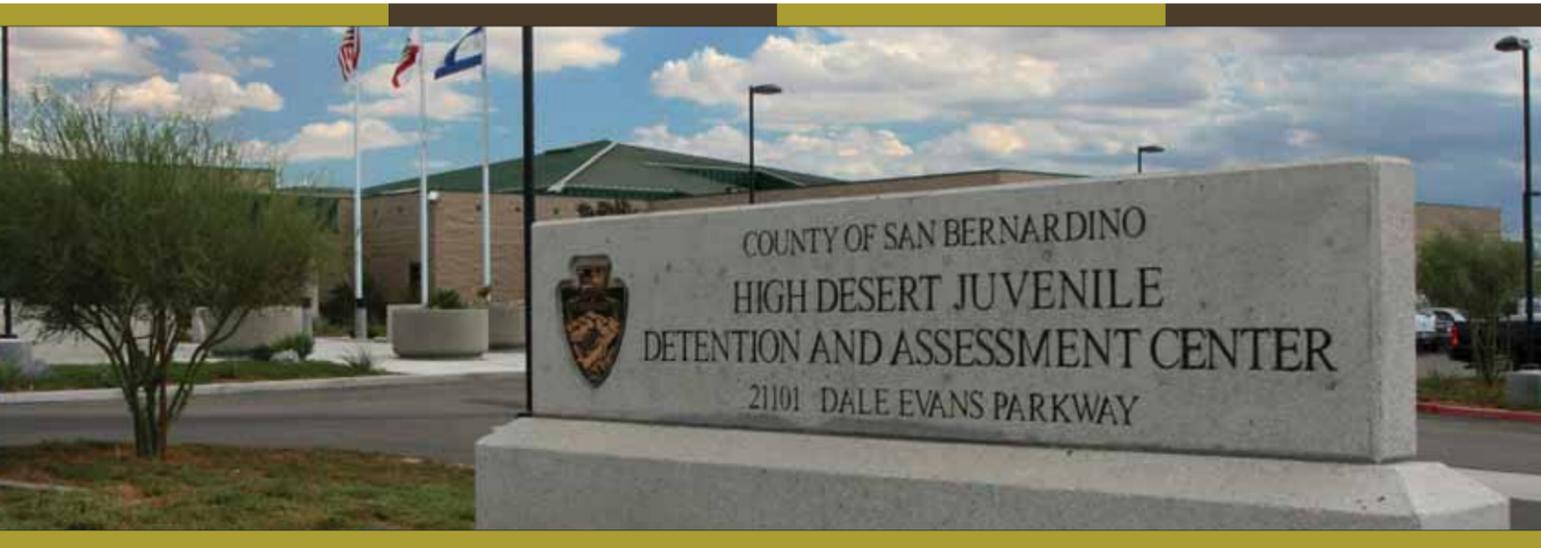
The most significant change in DCB operations in the past year, if not several years, was the completion of construction on the new CVJDAC facility. This new detention and assessment center was brought on line on February 13, 2011. Although it may appear contradictory to close one facility and open another, the new CVJDAC facility replaced the 280-bed juvenile hall that had stood since 1958 with a newer, modernized detention center with the same number of beds. This project is fully detailed in the Annual Report on page 16.



Goals for DCB in FY11-12 include careful planning and innovative thinking in all aspects of the Bureau to navigate these difficult economic times. It has been necessary to constantly revise programs and detention operations to ensure they remain effective and fiscally sound in the current economic climate. However, during this same time, the Department has made dramatic shifts in detention responsibilities due to legislative changes, improvements in operating procedures, and the opening of a new detention and assessment center. While DCB's primary role is the safe and secure housing of detention minors and community protection, the Bureau also facilitates numerous programs designed for rehabilitation and reintegration back into the community. These programs have not suffered through the economic downturn. Rather, the Bureau has continued to reinvent and re-energize these programmatic efforts.

Performance Assessment System (PAS) - A significant programmatic development was the creation of PAS, an extension of the Department's Evidence-Based Practice initiative. PAS was created to enable each JDAC facility to have a data system in place to identify and monitor critical areas of performance and demonstrate effectiveness using high standards and performance outcome measures. Critical areas (such as safety, order, health and mental issues, programming and justice) are analyzed through staff and minor surveys, youth detention records, and facility fact sheets. PAS represents not only a quality assurance measure, but a tool to judge whether key performance indicators are met for continued improvement in order to guarantee the most professional delivery of service.

In January 2011, (working in tandem with the Department's Research Unit), the first PAS data collection was successfully



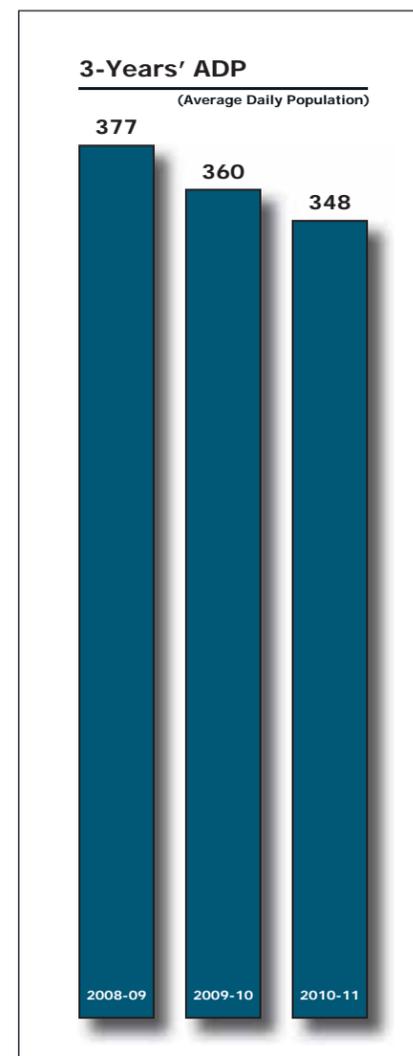
completed. This system has been cost effective in eliminating the amount of staff necessary for data collection. Currently, PAS is in the middle of the second data collection period.

Programming - The Department's Multi-Disciplinary Teams (MDTs) arose from the John Doe II settlement, and continue to be the cornerstone of assessment and treatment for minors with special needs. MDT meetings are held weekly at the facilities and consist of a collaboration between probation staff, DBH FAST (Forensic Adolescent Service Team) counselors, medical services, educational professionals, and food services. Each discipline strategizes together to direct specific needs to a minor.

FAST counselors operate in the two remaining JDACs with board certified child psychiatrists, clinicians, social workers and alcohol and drug counselors. Approximately 94% of the detained population have interaction at some level with FAST, and all minors detained over 14 days are referred to FAST. FAST continues to develop goals of tracking minors who are released with medications for psychiatric follow up in the community. They are also seeking to establish more medical reimbursable services for minors released from detention via FAST outpatient community reintegration clinics.

Aggression Replacement Training, or ART, is in its fifth year of operation. This program teaches anger management and coping skills to detained youth.

After the Compliance Unit disbanded in 2009, the position of Compliance/Ombudsman continued as a function of the Administrative Services Bureau. The Ombudsman remains an independent contact for both detained juveniles and their



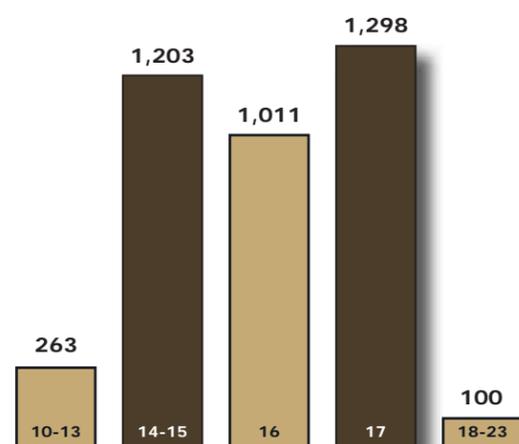
parents to register complaints, seek information, or resolve detention related issues. This program consists of numerous aspects, including a separate collect phone line directly to the compliance unit, review of grievance statistics, attendance at staff and MDT meetings, reporting on potential non-compliance issues, conducting audits and distribution of JDAC orientation handbooks.

Both JDACs continue to provide their own unique programming at each facility. The Department has encouraged programming individual to each facility to allow for implementation of highly specialized programming that may not otherwise be offered at all. The HDJDAC offers a Girl Scout program, Girl's Circle, and TIP TOP (a program for pregnant girls), all of which are part of the gender-based programming. HDJDAC is in their second year of Teen Parenting and Baby Elmo programs, which allows detained youth with young children to have weekly visits with their children. These programs also teach parenting skills on a weekly basis. The HDJDAC has taken tremendous pride in the BARK (Building Attachments and Rehabilitating Kids) program. Now entering its third year as a collaborative effort with the Humane Society of Apple Valley, the program provides animal education and therapeutic programming to assist with special emotional, behavioral, or mental health needs. BARK includes dog obedience training and one-on-one therapy sessions to assist minors with developing responsible character traits and building self-esteem while caring for and training homeless dogs.

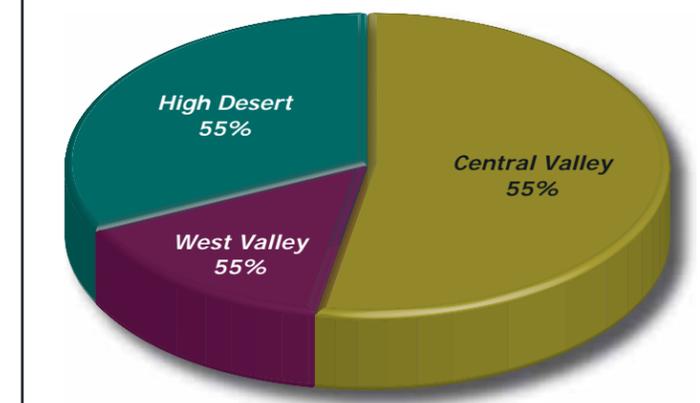
The CVJDAC has focused on transition from the old to new facility during the past year; however, several successful programs have made the transition as well. A partnership with the University of Redlands continues to bring student interns



2010-11 Bookings by Age



2010-11 Bookings by Facility



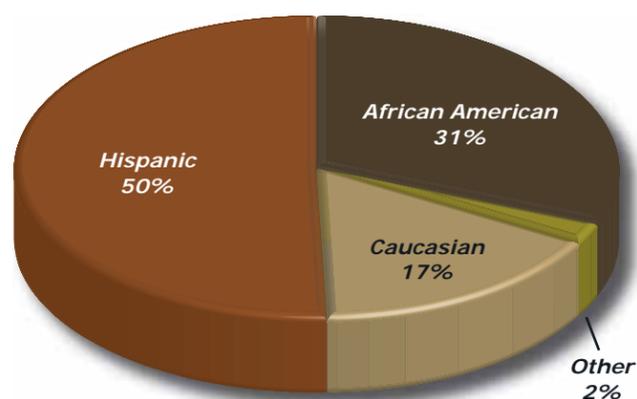
to the facility to teach the REACH (Read, Empower, Attain, Create, Hope) program, which builds mentoring relationships, conducts writing workshops, and leads discussions on building emotional literacy, critical thinking, and writing. Youth can earn certificates through participation. CVJDAC also includes ROP programming to assist youth in obtaining food handlers certificates, CPR and Forklift Operator certification. In the coming year, CVJDAC staff are developing a Boy Scout Program that allows detained youth to study for, and earn merit badges.

Both facilities also have institutional staff who work closely with the Coalition Against Sexual Exploitation, or CASE; and assist in education, counseling, and resources for minors who have become involved in prostitution.

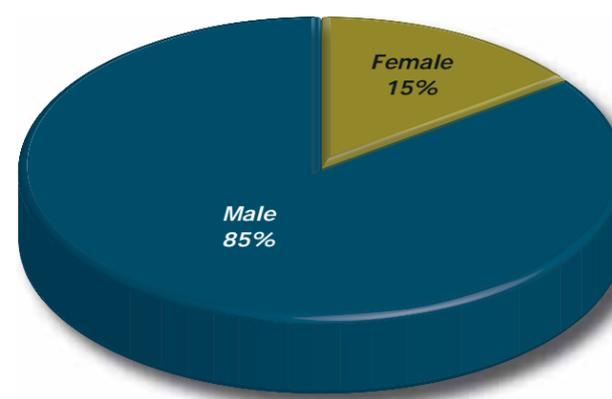
Gateway - Gateway continues to operate as a placement facility for older male delinquents working toward reintegration with their families, with a strong emphasis on emancipation readiness. The program is also used to house those 707(a)WIC offenders who otherwise would have been committed to state custody. In February 2011, the Gateway element at WVJDAC was closed, and transitioned into the new JDAC facility to become "Gateway Central." Traditional programming available at other facilities, such as ART, Elmo, Phoenix anti-gang programming, and literacy workshops are available at Gateway. Gateway also provides significant ROP, Americorps and vocational opportunities. Additionally, the placement aspect of the facility allows for unique education and recreational opportunities such as day trips to



2010-11 Bookings by Ethnicity



2010-11 Bookings by Gender



the Midway Naval Museum, the Museum of Tolerance, and the Dragon Boat Races on Lake Gregory.

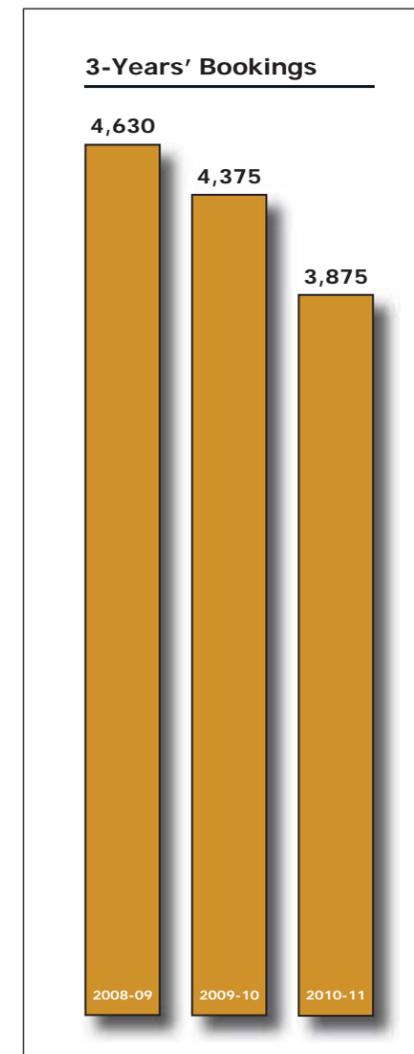
Another imperative aspect of DCB operations is support programs that do not directly intervene with youth conduct, but are critical to facility operations or the welfare of minors detained in the facility.

Culinary Services - Culinary Services provides meals for minors and staff, with particular attention to the complex dietary requirements and nutritional guidelines for youth. The culinary department transitioned into the new CVJDAC kitchen, which was designed along the lines of large hotel kitchen, rather than the smaller "heat and serve" kitchens typical of juvenile detention facilities. This allows for full scale food production. A critical problem faced by the Department has been the inability to meet differing nutritional guidelines dictated from often conflicting state, educational, and federal authorities. Pre-prepared foods occasionally do not meet guidelines for one standard while complying with another. The Food Service Manager worked closely with the architects to design a food preparation area that would allow scratch cooking, and incorporate blast chilling of prepared food trays that could then be transported to other facilities for re-therm heating. This system is projected to reduce food costs by as much as one-third, from \$9.00 per day per minor, to \$6.00 per day; while also allowing for more nutritious and better tasting meals.



Medical Services - Medical Services continues to provide medical care that is comparable, or in many instances exceeds the care available in the community. Pediatric and nursing services are provided through the medical direction of the Chief of Pediatrics for the Arrowhead Regional Medical Center. During intake, all minors are evaluated for health and immunization status; in addition to receiving a general assessment of behavioral health wellness for classification purposes. All minors receive a full physical within 48 hours of intake, and medical clinics are held seven days a week at CVJDAC, and three days a week at HDJDAC. These clinics provide examinations and outpatient treatment, medical interventions, medication orders, referrals to specialty clinics including vision and dental, and acute injury or chronic disease management. Ten minors were hospitalized in 2010, and in most cases these brief hospital stays resulted in continued care once the minor was returned to the JDAC. The National Commission on Correctional Health Care ensures the highest standard of medical care for detained populations. Only about 500 secure facilities nationwide have participated in this accreditation. After extensive preparation, Probation Medical Services was proud to receive accreditation in May 2011.

Centralized Staffing - This past year also saw the advent of a significant change in staffing unit operations for the remaining two JDACs. In the past, each facility has controlled their own staffing efforts. To increase efficiency and utilize certain staff in both facilities, the Department moved to a centralized staffing concept. This operation works from the WVJDAC facility, which is no longer used to detain youth, but still has an operating office area. In June 2010 the planning and preparation began to consolidate the three different staffing teams at each facility into one centralized unit. This new approach to staffing was predicted



to not only make better use of human resources, but also reduce DCB's overtime budget.

The transition of staff functions started in August with clerical teams. As a result of these moves, the Department had an immediate cost savings of approximately \$580,000, as the Department was able to downsize and delete 12 vacated clerical positions.

On September 11, 2010, Centralized Staffing officially began to provide service to the facilities. The production and distribution of the facility schedules are now done electronically through the use of an intranet website. An integral part of Centralized Staffing is the new PCO-Rover program. The Department designated and reassigned fifty-two Probation Corrections Officers (PCO) to a new position entitled PCO-Rover. This new pool of PCO-Rovers can be shared between the detention centers and used to fill open shifts due to vacations, call-offs, and long-term leave.

The goal of the Centralized Staffing unit is to ensure the facilities are fully staffed each day and to reduce the amount of overtime as much as possible. Centralized Staffing, along with the PCO-Rover pool have the ability to dramatically reduce the approximate two million dollars spent each year on overtime.

Despite momentous organizational changes and daunting budget deficits, the Detention Corrections Bureau has maintained the highest level of service, sought the most efficient way to carry out our operations, and supported the most effective rehabilitative programs and performance measures in juvenile corrections today.

SAN BERNARDINO COUNTY JUVENILE DETENTION AND ASSESSMENT CENTER

Two Thousand Eleven saw the completion of the Central Valley Juvenile Detention and Assessment Center Rebuild Project, a \$63.5 million construction endeavor to replace the outdated facility. The new facility is the county's first design build project, and delivered a state-of-the-art, 280-bed juvenile detention facility ahead of time, and under budget.

The previous facility was constructed between 1956 and 1958, and occupied on February 2, 1958. It was built during an era when juvenile detention was more akin to boarding reformatories, built in a linear design with long hallways and a central recreation or living room. Classrooms were located in a separate building, lines of sight were not designed for safety, and maximum security meant the exterior windows would feature decorative, but secure grill work. Although the design bore some traits synonymous to 1940's barracks, it should be remembered it was built to house a dependent population of children, as well as delinquent offenders. In fact, one section of the facility has a rose bush planter that had been used as a child's sandbox in the dependency area.

Despite additions in the early 1960's and a large expansion in 1970 that more than doubled the size of the facility and added another 100 beds, including a later remodel in the late 1980's and 1990's to add two maximum security units, the facility had become insufficient in both design and physical condition for further use as a detention facility. In fact, conditions had deteriorated to the point that some units were no longer used, an abandoned kitchen stood vacated, and the maintenance costs escalated.



Central Valley Juvenile Detention & Assessment Center Rebuild Project



The initial plan to rehabilitate the facility consisted of a major remodel rather than demolition and new construction. However, further evaluation in 2006 and 2007 revealed that the amount of remodeling necessary to bring the JDAC to modern standards was so comprehensive it was not financially practical.

Difficulty with real estate acquisition, that the county owned the land, and the fact a juvenile facility had stood on the site since the late 1950's were all deciding factors in the decision to demolish and rebuild on the same site. While the south half of the facility was a preferable area for building, it was imperative that minors continued to be housed in half the facility during construction--there were simply insufficient beds available in the other two JDACs. However, the lack of an operating kitchen and more than four useable units in the north led to the decision to demolish the northern half of the facility and rebuild on that site.

Funding for the project was entirely from county capital improvement/general fund monies. Initial projections were that the facility could be constructed in the high \$40 million to low \$50 million range. However, this projection was largely based on HDJDAC costs from five years earlier, and failed to consider that the new CVJDAC would not only need 80 more beds than the High Desert facility, but also the additional areas to support the higher population; and, that the CVJDAC was a hub facility providing a range of centralized services for the other JDACs, including food distribution and library services. Adjusted projections provided that the facility could be built at a price tag of \$63.5 million dollars. Some \$17 million would be taken from salary savings already attributed to the Department in previous years, with the bulk of the investment coming from the county general fund.



This project was the county's very first "design-build" project. In traditional method of delivery, the owner retains an architect who drafts a design. The approved design then is submitted for a second RFP process to obtain a contractor. In design-build, one RFP process is used to retain both the architect and the contractor who bid as a team on the proposed project. This method offers several distinct advantages. The contractor and architect must deliver the project at the bid price, notwithstanding owner change orders. As such, requests for information, or inconsistencies between the design plans and ability to construct per those plans, are eliminated or greatly reduced. It also allows the construction process to occur in essentially two phases of design development and construction, making the entire process much shorter.

During design development it became clear that the proposed design closely cloning the two existing JDACs would not fit on the north site. At this point, the team redesigned the proposed facility; however, the layout of the actual living units were similar enough to the HD/WVJDAC design that officers could be moved from facility to facility without concern, training would not need to be individualized for the new JDAC, nor would procedures have to be specialized.

The design-build RFP process resulted in the selection of Sundt Construction and Arrington Watkins Architects as the construction team. Fortunately, these companies brought forth an intrinsic sense of team work, which was further cultivated by the design-build process. The Probation Department, County Architecture and Engineering, the bridging architect, ATI Architecture, and the design-build team formed a unique partnership that allowed for unique design features, innovative



CVJDAC Rebuild Project

On the following two pages is a gallery of images illustrating a portion of the site's rebuild project progression. See if you can spot what few items remain visible in all six images.

ideas, and needs to be weighed accordingly and implemented.

It was clear that it would be difficult to deliver the project for the budgeted \$63.5 million, and exceeding this amount was out of the question. At this point, the team worked toward several novel solutions. The proposed institution was divided into three types of areas: places where minors would never be physically present, such as office spaces; areas where minors might be present but would have restricted movement or be tightly controlled, such as the medical clinic; and areas where minors had freedom of movement, such as living units. The grade of construction and durability of building materials was altered for each section to provide for savings in the areas where less secure materials could be used. The design then incorporated unique and new building materials, such as hardened gypsum board in the walling. Spaces were closely evaluated to provide for a judicious allotment of space.

The incorporation of value-based engineering did not detract from the innovation throughout the facility. Many environmentally sensitive features appeared in the design, including an electronic water control system and rear chase design on the exterior wall. This design creates a double exterior wall that provides for immediate access to plumbing without having to enter a living unit and also creates a barrier between



August 2007



February 2010



July 2009



July 2010



September 2009



June 2011



outer and inner walls to assist with heat and air conditioning control. And the use of solar tube skylights brings natural light into the facility without heat.

The design itself featured next generation improvements over the HDJDAC. Each living unit has an attached classroom, so minors do not have to leave the unit. The rear chase design drains flooded water out of the rear of the room into the chase; but is largely prevented by electronic emergency water shut off controls. The electronic security system controls all movement through a touch screen computer system, which integrates with the camera system. A large generator with a 72-hour fuel supply was also installed, and is capable of powering most areas of the facility, so that operations could continued without interruption in the event of disasters or power failure.

On June 3, 2009, during a “de-commissioning ceremony” the old CVJDAC was retired from service, although 157 minors remained in the south units during construction. The “demo day” activities featured a BBQ, commemorative items from the history of the facility, and the opportunity for those in attendance to take a sledgehammer to the walls.

Demolition began in earnest in the following weeks. By August 2009, the entire site was cleared and civil engineering began, with construction work well underway by mid-autumn 2009.

In keeping with the advanced construction scheduled offered by virtue of design-build, the facility was completed by February 2011, less than seventeen months after construction officially began.



The transition was a difficult process coordinated by a transition team that planned for all aspects of the move. This involved the systematic disassembly of the facility, an entire school, medical clinic, warehouse and culinary operations, office and telecommunication systems, for relocation of almost 300 employees and 150 minors to the new CVJDAC. Unfortunately, the closure of the WVJDAC during construction did not allow for a slow and methodical transfer. All operations had to be simultaneously moved over in a 24 hour period. The transition team accomplished this logistical feat smoothly, resulting in a successful transition to the new JDAC.

Although the innovative and modern design of the facility will eventually become as outdated as the old CVJDAC, the new facility is expected to have a service life lasting well into the mid-21st Century.

Throughout the construction of the facility and transition from the old to new JDAC, every one on the transition team was cognitive of the history and solemn importance of the old CVJDAC. It was here that fifty-one years of service and dedication to the mission of probation detention corrections occurred; as one generation gave way to another, times and the law and the number of minors and seriousness of their offenses changed with the officer, but the backdrop of the Juvenile Hall remained constant. To honor and respect the facility and the dedication of all who served there, a brick was removed from the original 1958 entrance, and built into the wall near the public entrance to the new facility. This plaque commemorates the history and people who worked in the facility for over 50 years.

At times, the CVJDAC demolition took on a landscape that was almost apocalyptic in nature, such as this view of the gutted old north kitchen taken from the rubble of Unit 12. In reality, the best concepts of renewable demolition were put into practice. Mechanical systems were disassembled and sold out of the country to offset demolition costs. Further savings and green building strategies were realized through the recycled copper, reclaimed steel rebar that perhaps became the body of a new Dodge, and concrete which was ground into gravel and reused in the foundations of the new buildings.



Workers crane a sleeping room ceiling into place. Unlike the lathe and plaster style ceilings of the other JDACs, the new CVJDAC utilizes 4-inch reinforced concrete ceiling panels. The concrete was poured into a form, and when set, a concrete release agent was sprayed onto the dry ceiling piece. Subsequent ceiling sections were then poured on top of one another. When ready for assembly, a crane was used to pull the concrete sections apart and place them onto each individual sleeping room. Metal brackets were lined up between ceiling sections and the walls, and a welding team then welded the ceiling down. This resulted in complete concrete masonry designed walls, and a 4-inch reinforced concrete lid on each room.



During the construction of the facility and transition from the old to new JDAC, every one on the transition team was aware of the history and solemn importance of the old CVJDAC. It was here that 51 years of service and dedication to the mission of probation detention corrections occurred. As one generation passed to another, the times, the law, and the population and seriousness of offenses changed as correctinal officers came and went. But the backdrop of the Juvenile Hall remained constant. To honor and respect the facility and the dedication of all who served there, a brick was removed from the original 1958 entrance and built into the wall near the public entrance to the new facility. This plaque commemorates the history and people who worked in the facility for over 50 years.



The new CVJDAC facility was designed to be completely self-sufficient in the event of critical incidents or natural disasters. This Caterpillar Generator is just one component of that system. The generator can operate for 72 hours on its tank of 3500 gallons of diesel fuel. Re-fueling deliveries from nearby county yards are automatically scheduled in the event of disasters, thereby providing for almost indefinite, self-contained electrical supply. In the event of a power outage, the generator automatically starts in under one minute. It will continue to support all electronic security systems, the bridge, watch commander's office, multiple dedicated circuits on each unit, communications ready rooms, essential components of the medical clinic and kitchen, designated emergency operation centers, and a water pumping system. As long as supply pipes remain intact following an earthquake, pumps will deliver running water from nearby sources.

The new CVJDAC is the first juvenile detention facility to feature completely "fly by wire" detention/movement controls. The bridge features three workstations that can control all electronic doors, gates, cameras, and lights for the entire facility. Movement is controlled through cameras and doors are opened via a touchscreen computer display. The monitor displays a floorplan for a living unit, with icons that operate doors and lights. The control computer on the actual unit is the primary control station for the unit, but it can be monitored or overridden from the bridge. Although each station can control the entire facility, the workload of monitoring such heavy traffic is split among workstations. Codes or other emergency situations are displayed on the bridge via alarm sounds.



Anticipation and anxiety were felt by staff and minors alike in the weeks leading up to the opening of the new CVJDAC. However, in a surprisingly docile and uneventful afternoon, 157 minors were shackled, cuffed, and quietly walked from the old facility to the adjoining new CVJDAC on 11 February 2011.



20 July 2009



17 February 2010



30 June 2011



At approximately 2230 hrs on 11 February 2011, Rialto Police Custody Specialist Scott Burkholder became the first officer to book a minor at the new CVJDAC facility. PCS II Kim Binion was photographed with him after clearing the intake. History can be ironic. Scott is the stepson of former Probation Officer Michelle Burkholder.



Juvenile Community Corrections

The Juvenile Community Corrections Bureau incorporates a variety of functions, including assessment, treatment, analysis, supervision and court reporting functions for juvenile offenders. The Bureau provides services and supervision to approximately 2,500 juveniles on an annual basis.

All juvenile arrests in San Bernardino County are initially reviewed by a Probation Officer and a decision is made whether to process the referral through the formal court process, or attempt to divert the minor from entering the Juvenile Justice System. When a referral is processed through the court and a juvenile is placed on probation, a risk assessment tool is utilized to determine the level of supervision most appropriate for the juvenile. Juveniles placed on probation are supervised by a Probation Officer who is knowledgeable of their risks, individual needs, and those of the family, in order to assist in preventing the juvenile from reoffending.

When the arrest of a juvenile is not processed formally through the court system, there are several diversion programs available to the juvenile and their family. Welfare and Institutions Code 654 permits the Probation Officer to initiate informal programs of supervision in order to prevent the juvenile from committing future offenses.

Whether a juvenile is processed formally or informally through the court system by the Department, it is the goal of Probation to assist the juvenile and their family in acquiring the skills necessary to prevent the child from future involvement in the Juvenile Criminal Justice System.



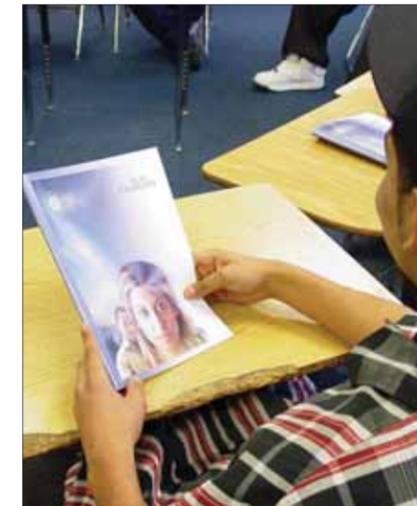
The Department continues to place an emphasis on services that are in the best interest of minors and their families, while concurrently maximizing public safety through a reduction in recidivism. Following are some of program service highlights for 2010-11:

Community Service Teams (CST) - A program that evaluates out of custody arrest and provides informal probation and diversion. Officers received a total of 3,473 cases and diverted 3,135 cases for alternative interventions, including 538 cases to county Youth Accountability Boards.

Court for the Individualized Treatment of Adolescents (CITA) - A program that addresses the specialized needs of juveniles who have a mental health diagnosis.

Day Reporting Centers (DRC) - There are currently three DRCs for juveniles in San Bernardino County that provide prevention and intervention service classes in drug/alcohol, truancy, anger management for troubled youth, and parenting classes. Total participants for FY 2010-11 were 3,882. The Probation Corrections Officers also visited numerous middle and elementary schools to present "Bullying" classes to approximately 1,933 students.

Gender Response Adolescent Caseload Enrichment (GRACE)- A program that provides services to high risk females while utilizing an evidence-based curriculum, which focuses on the history of abuse, trauma, substance abuse or runaway behavior. In 2010, it received the National Association of Counties Award for "Best in Category and Program."



Girls Circle - A program that targets teenage females and focuses on their anger, risk taking, entitlement, grief, loss and taking responsibility for their actions.

Independent Living Program (ILP) - A program that prepares minors released from out-of-home placements with independent living skills. During 2010-11, officers assisted a total of 550 minors receive services to become independent.

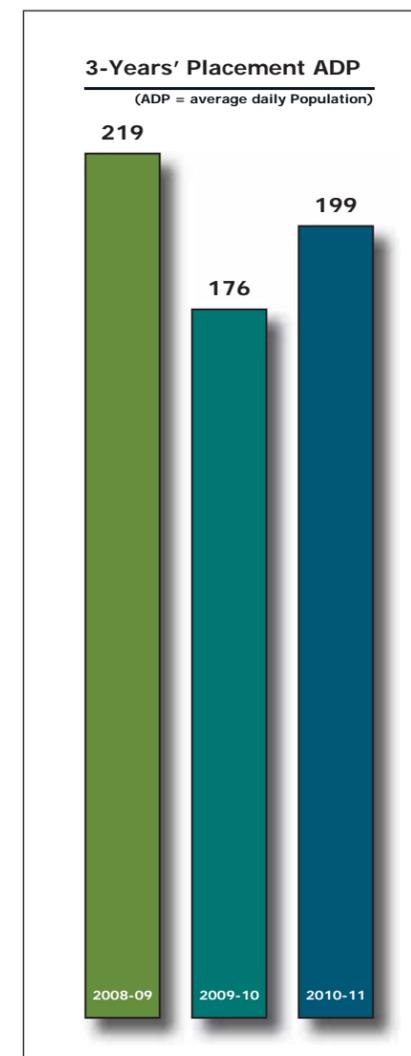
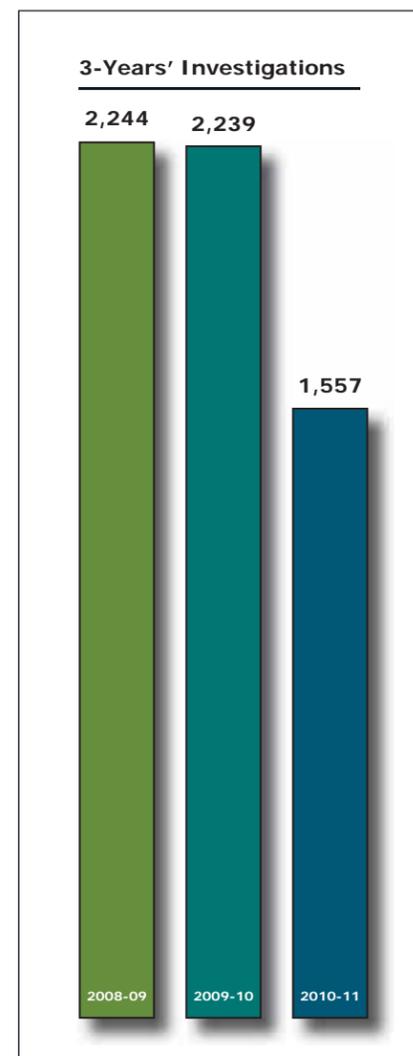
Operation Phoenix - Suppression and intervention strategies for reducing gang crime in highest crime areas of San Bernardino.

Parent Project - Training for parents designed to empower them to deal more effectively with their strong willed or out of control minors.

School Probation Officers - Intervention officers are assigned to local high schools and middle schools to reduce delinquency and improve attendance. During 2010-11, officers received and responded to a total of 25,855 referrals for attitude/behavior, attendance, criminal activity and academic issues. Officers also made a total of 34,038 personal contacts with minors and/or their parents through phone calls, school visits or home visits. Also, ten officers collaborated with school personnel, law enforcement and community members to resolve attendance and behaviour concerns on both School Attendance Review Teams and School Attendance Review Boards.

Wraparound Services - An individualized service plan for high need minors and their families, in lieu of out-of home placement.

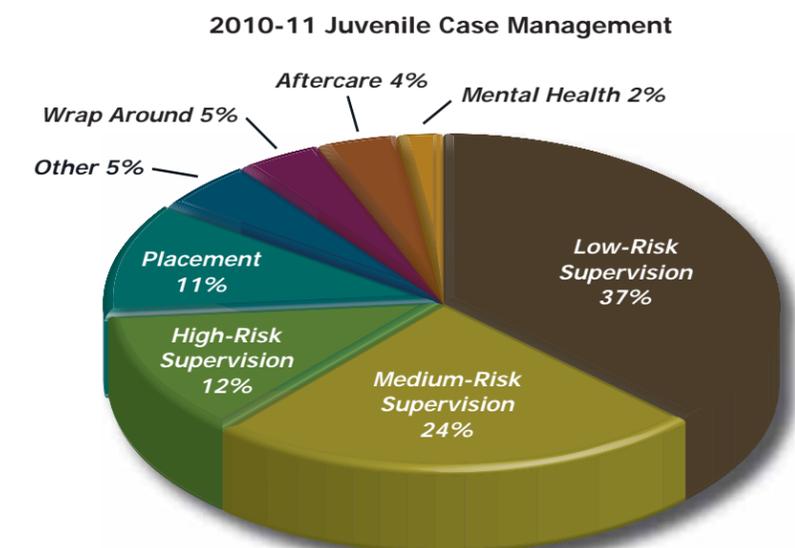
Youth Accountability Boards (YAB) - A collaborative program of



community partners that attempts to divert first time juvenile offenders from the justice system. YABs enrolled and served a total of 661 minors during 2010-11.

Additional 2010-11 Quick Facts

- 2,285 juvenile cases were being supervised at fiscal year-end
- 7,502 drug tests were administered to minors
- 91,501 total contacts were made with minors via home, school, family, telephone, etc.
- 91.1% of all juvenile probationers successfully complete probation





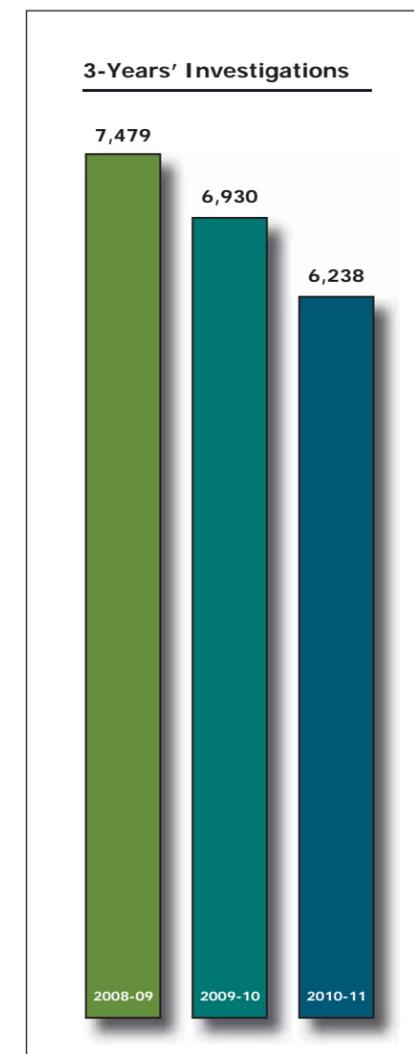
Adult Community Corrections

The Adult Community Corrections Bureau (ACCB) performs a wide variety of services and functions throughout the county. The Bureau provides supervision and services to approximately 18,000 adult probationers on an annual basis. Following, are some of the major 2010-11 program highlights.

The SB 678/Violation Unit was formed in May 2010 to reduce prison commitments by providing cognitive based groups, journaling, intensive supervision and other services to medium risk offenders. To date, 898 probationers have received program services and have completed 1,627 classes. Four percent of probationers who enter the program fail and are sent to State Prison as opposed to a 9% rate for those on general supervision. 169 probationers have successfully completed the program with 30% having their probation terminated early and their felony(s) reduced to misdemeanors.

The restructuring of the Sex Offender Unit in 2009-10 has paid off. By reducing the caseloads sizes and adding two additional officers, the Unit was able to complete nearly 7,000 face to face contacts between officers and their respective probationers. Another 1,600 "walk-the-compound" style home visits were also completed. Emphasis has been placed on tracking down offenders who have absconded from supervision. Several probationers located out of state were successfully extradited back to California and subsequently sentenced to state prison. The continued usage of web-based case management software has resulted in several child pornography cases being prosecuted by the District Attorney.

Created in January 2010, Veteran's Court, a collaborative



treatment court, expanded during 2010-11. The referral process has been streamlined and expanded to include anyone eligible for Veteran's Services. A mentoring program has been added that pairs program participants with other veterans who have overcome similar challenges. As this program is 18 months in length it is anticipated that many participants will complete the program in the coming months. Fifteen participants have graduated by the end of the fiscal year.

The DUI Unit is responsible for providing an additional measure of protection to the community by providing proactive supervision and intervention services to high-risk DUI offenders. The Unit closely works with law enforcement agencies and is involved in saturation patrols, DUI checkpoints, warrant, court sting operations, and probation compliance checks. During 2010-11, the Unit has been involved in approximately 9 warrant operations, 40 DUI checkpoints, and 2 court sting operations. In addition, saturation and holiday DUI patrols were conducted.

The Gang Unit is responsible for closely working with other law enforcement agencies in gathering, analyzing intelligence, and assisting in the apprehension of fugitives and escapees from local Department programs. The Unit participated in 21 multi-agency operations and were involved in approximately 625 arrests during 2010-11. This Unit was able to provide information regarding the identity of one of the suspects that was involved in the Redlands shooting death of four teenagers as well as locating and apprehending a juvenile sex offender while in the residence of his 10-year old victim.

The Domestic Violence Unit supervised approximately 1,500 to 1,700 domestic violence offenders during the year. There are



two monitors that oversee 1,200 misdemeanor cases between the three courts. The officers in the DV Unit ensure that probationers are in compliance with their terms and conditions that include a 52-week Batterers Treatment class as well as a 52-week Child Abuse Prevention class. Approximately 9,000 probationers were contacted in a combination of field, office, and telephone contacts and 272 probationers arrested for a combination of technical violations, new law violations, and active bench warrants.

Budget cuts forced the reduction in the number of Drug Courts supported by the Probation Department throughout the county from 8 to 3.

Approximately 6,238 presentence investigative reports were prepared for the Court during the past year. This number is in the top 5% for all probation departments throughout the state.

Realizing that in order to affect positive change, the Department expanded partnerships with other county departments. One example of this is a memorandum of understanding with the county's Transitional Assistance Department to identify and target probationers who are eligible for or receiving employment, education and other services.

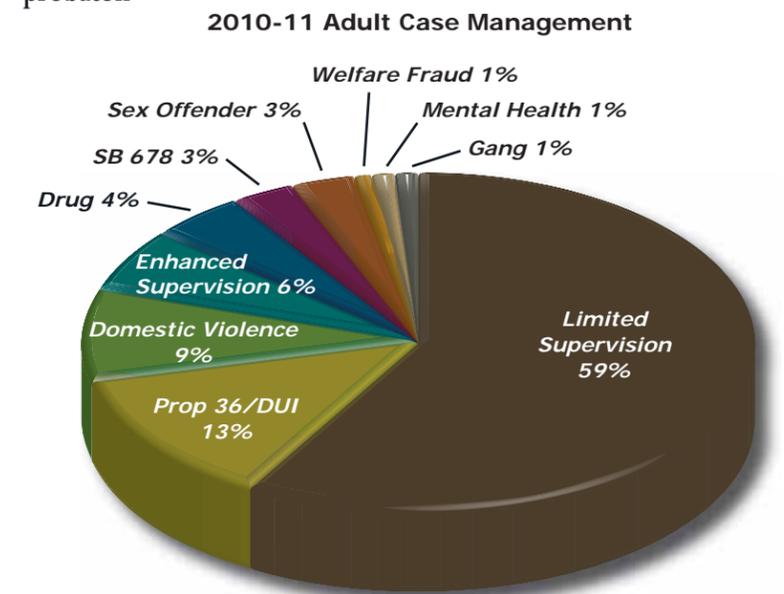
During the year, ACCB units have participated in 24 multi-agency operations resulting in 10 firearm seizures, the discovery of over 43 grams of marijuana, methamphetamines and opiates. 241 searches were conducted and 49 warrants served. 47 probationers were arrested for technical violations, 13 for new law violations, 22 people were arrested on outstanding warrants, and 40 non probationers were arrested for a variety of crimes.



During 2010-11, ACCB conducted 11,803 searches which recovered over 102 pounds of marijuana, 5.8 oz. of cocaine, 9.4 oz. of methamphetamines, 11 oz. opiates and 15.6 oz. of other drugs. Additional discoveries included 118 firearms, 131 other weapons and 2 drug labs. 2,670 arrests were affected, 2,791 technical violations and 1,139 new law violations were submitted to the Court.

Additional 2010-11 Quick Facts

- 17,925 probationers were being supervised at fiscal year-end
- 94,305 personal contacts were made with adults
- 47,616 grams of various illegal substances were confiscated
- 97.3% of all adult probationers successfully complete probation





Administrative Services

The primary responsibility of the Administrative Services Bureau (ASB) include: Fiscal Services (Accounts Payable, Budgets, Fund Accounting, Purchasing, Grants), Personnel/Payroll, Research and Automated Systems. The Professional Standards Division, which reports directly to the Chief Probation Officer, includes Department-wide responsibility for background investigations, internal affairs investigations, training, safety, volunteers, and policy and procedures.

The ASB includes a variety of centralized supportive services for the three Department bureaus throughout the County including centralized mail support, fingerprinting, California Law Enforcement Telecommunications System (CLETS) management, courier services and closed files system management.

The Personnel/Payroll section manages all Department new hires and staff transactions in addition to providing Department-wide payroll services.

The Fiscal Services/Purchasing Unit provides a variety of fiscal and cost tracking services, including budget preparation for the Department's current annual budget of nearly \$120 million, accounts payable, and purchasing for a variety of staff and business matters. This Unit provides fiscal oversight for more than \$48.7 million dollars in grant and state/federal revenue.

Automated Systems provides the network infrastructure, hardware and software support to all Department offices and personnel across the County. Some accomplishments include the following for 2010-11:



Physical:

- Established new infrastructure and moved entire network and staff to new CVJDAC
- Assisted with development of building specification for new Joshua Tree Probation Office
- Assisted in the redesign of Rancho office space expansions
- Staged multiple staff relocation efforts due to opening of new CVJDAC and closing of WVDAC

Applications:

- Ongoing development of Caseload Explorer from development teams
- Continued development and testing of Persons of Interest Application and Incident Reporting Modules
- Ongoing Development Teams meeting for new CE needs.
- Relocated access to CLETS
- Completed CWS/CMS staff access for data input
- Replaced outdated Dictation system
- Created additional module for Equipment Inventory Tracking System
- Deployed Policy Manager System for on-line Policies and Procedures

Technology:

- Renewed Probation's Microsoft EA agreement which included SharePoint
- Ongoing deployment of new desktops and laptops with Windows 7 Operating Systems
- Deployment of new laptop and docking station combinations
- Ongoing desktop refresh project moving off Windows 2000 Office 2000/03 and to Windows 7 and Office 2007.



The Research Unit continues to provide meaningful statistics to administrators to better equip them in reviewing staffing, allocating resources and implementing change. The Unit captures data relative to implemented evidence-based practices, measures outcomes and demonstrates progress towards benchmark goals. Research staff also develop automation of data that is easily interpreted by meaningful graphs and percentages and is applying a research design that will result in better practices.

The Professional Standards Division completes background investigations for all new hires and conducts internal affairs investigations resulting from alleged Departmental, County policy or procedure violations. Professional Standards also oversees all Department training, safety, recruitment, volunteers and policies/procedures. In addition, all of the following programs are housed within the Division: Performance Assessment System (PAS), Department Mentoring Program, Procedure Audits, Probation Equipment Tracking System (P.E.T.S), monthly Use of Force Review, Ombudsman/Compliance, Recruiting/Events Coordination, Evidence-Based Implementation Team (E.B.I.T), Safety Coordinator and the Religious Volunteers Coordinator.

Internal Affairs investigates alleged Department and County policy/procedure violations, administrative complaints, citizen complaints, employee complaints and critical incident reviews. When there is an alleged law violation this unit coordinates with the investigating agency and, if appropriate, the District Attorney's office. The unit is committed to conducting a thorough and objective investigation on each case and completing it within 90 days.



The Training Unit completed 38,298 Standards and Training for Corrections (STC) training hours, and 5,181 non-STC hours during 2010-11. In November 2010, Unit supervisors received a letter of commendation from the state's STC for "outstanding effort during this fiscal year" for the training year 2009-10.

The Department's Safety Officer coordinates administrative safety issues by working closely with on-site safety officers throughout the Department's numerous facilities and ensures compliance with all Occupational Safety and Health (OSHA) standards. Additionally, the Safety Officer assists with the development of the Emergency Operations Plan and coordination of safety events.

The Volunteer Unit processes applications and assigns and monitors Associate Probation Officers (APO), Student Interns (SI), Religious Volunteers (RV), Volunteers in Probation (VIP) and Youth Accountability Board Volunteers (YAB). These volunteers assist and support Department employees in a variety of duties and services to the community. For 2010-11, these volunteers contributed over 80,000 hours. Currently, the Unit oversees 32 APO's, 38 SI's, 209 RV's, 290 VIP's, and 810 YAB's for a total of 1,379 volunteers.



The Policy & Procedures Unit writes and publishes policies, procedures and Temporary Department Orders (TDOs) for the Department. The Unit also revises procedures based on need and/or annual inspection. In 2010-11, the Unit completed 35 new or revised procedures, one TDO, and 16 medical procedures, for a total of 52 new procedures. In addition, the Unit completed the development of three comprehensive plans & manuals.

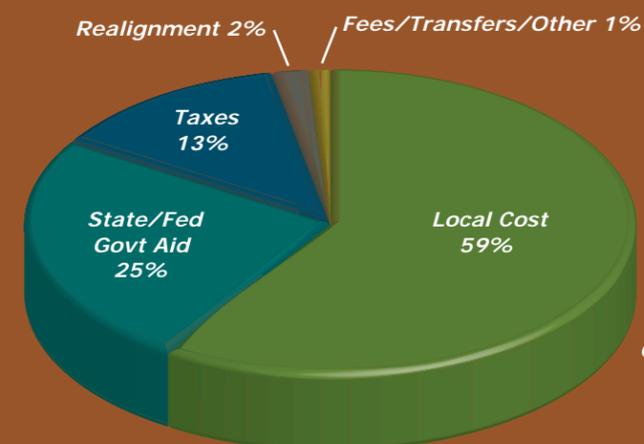


Fiscal Report

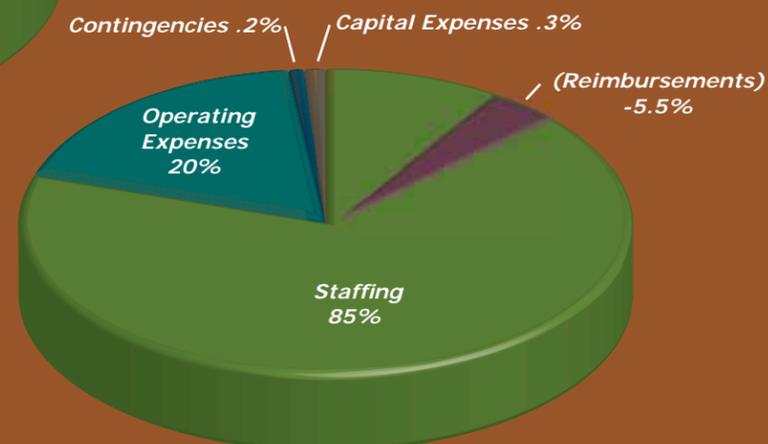
Performance Measures

Description	2009-10	2010-11	2010-11
	Actual	Target	Actual
Percent of adult probationers recidivating (23,908 probationers in 2010-11)	2.8%	3.5%	2.7%
Percent of juvenile probationers recidivating (7,002 probationers in 2010-11)	8.9%	8.8%	9.0%
Percent of new adult probationers assessed with risk instrument within 60 days	87.2%	75.0%	90.1%
Percent of new juvenile probationers assessed with risk instrument within 60 days	93.9%	94.6%	91.2%

2010-11 Budgeted Revenues

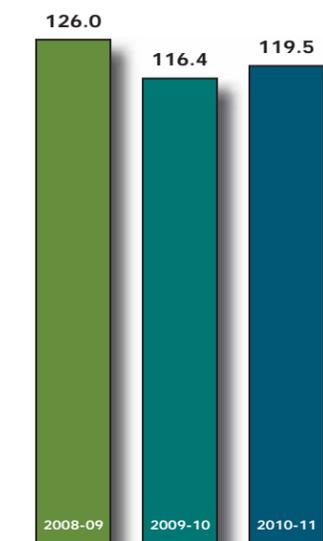


2010-11 Budgeted Appropriations



3-Years' Appropriations

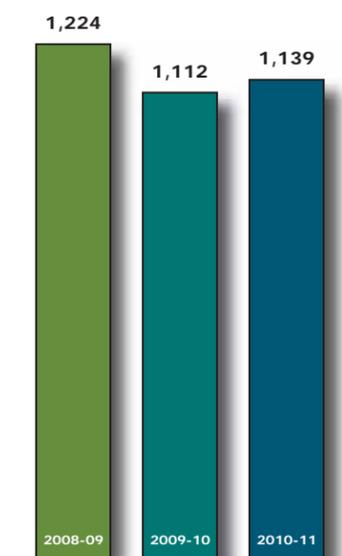
(in millions)



Budget

Unit	Amount
Asset Forfeiture 15%	\$12,318
State Seized Assets	\$54,592
Court-Ordered Placements	\$1,528,834
JJCPA (AB1913)	\$4,386,996
Admin, Corrections & Detention	\$113,522,351
Total	\$119,505,091

3-Years' Staffing



Staffing

Bureau	Positions
Administrative Services	87
Community Corrections - Administration	2
Community Corrections - Adult Services	203
Community Corrections - Juvenile Services	219
Detention Corrections	628
Total	1,139

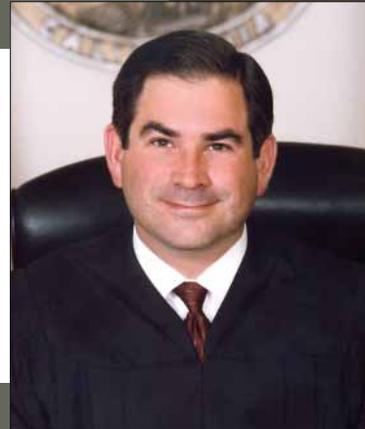
Superior Court of California, San Bernardino



The Honorable
Douglas M. Elwell
Presiding Judge



The Honorable
Ronald M. Christianson
Assistant Presiding Judge



The Honorable
Gregory Tavill
Juvenile Court Presiding Judge

Board of Supervisors and County Executive Officer



Brad Mitzelfelt, Vice-Chair
First District



Janice Rutherford
Second District



Neil Derry
Third District



Gary C. Ovitt
Fourth District



Josie Gonzales, Chair
Fifth District



Gregory C. Devereaux
County Executive Officer



Mission Statement

To protect 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.

Guiding Principles and Values

Excellence

We are dedicated to providing the highest level of professional service to the courts, the community and our clients. With concern for providing credible leadership within the criminal justice system and innovation in our programs, we seek the optimal and creative use of resources. Accountability is a vital component of all we do.

Importance of the Individual

We treat all people in a dignified, respectful and courteous manner, and we strive to recognize the unique and special needs of each person. We appreciate the cultural diversity of coworkers and clients and are sensitive to their varying requirements.

Ethical Conduct

We believe in, and exemplify ethical behavior in our interaction with others and in the accomplishment of our daily tasks. We are committed to providing fair, consistent and honest treatment to all people. We will act without prejudice and be objective in the performance of our duties.

The Ability to Change and Grow

We believe in the potential of people to adopt positive behavior, and we provide them the opportunity to do so.

Staff as a Primary Resource

We act with professionalism, competence and integrity, as we do the work of our organization. We provide opportunities for personal and professional development, and we participate in departmental planning and decision-making. We endeavor to create an atmosphere of mutual respect and trust among staff and between staff and management.

The Importance of Our Communities and the Safety of the Public

We are aware of our responsibilities to the individual and the community. We invite and encourage citizen participation, involvement and support to plan, deliver and evaluate programs. Public safety is our principal concern in all of our practices and policies. We are alert to the needs of victims and endeavor to represent them appropriately.

Families Are a Significant Source of Support

We believe families are important to the structure of society, and we strive to strengthen them in all our programs and activities.

A Safe and Healthy Environment

We are committed to providing a safe and secure work and living environment for staff and clients.