

2012-13 ANNUAL REPORT
San Bernardino County Probation Department





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.



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CHIEF'S MESSAGE

The Probation Department's 2012-13 Annual Report showcases a year of accomplishments during a period of significant challenges and growth for the Department.

I would like to thank you for your interest in probation and looking in greater detail at the diverse mission of the Probation Department.

2012 marked the 27th year of my tenure with the Probation Department, and the third year as the Chief Probation Officer. When I was first employed by the Department in 1985, I could not have envisioned the dynamic growth of the Department, nor how diverse the programs and functions of the Department would become. The last decade has brought increasingly greater change and challenge to community corrections throughout the state.

The primary tribulation of the last year has been the Public Safety Realignment Act, or AB 109, which took effect in October of 2011. The first quarter of 2012 marked the first full year of Department operations under the provisions of Realignment.

The San Bernardino County Probation Department responded to the challenge of AB 109 by hiring, training, and deploying 107 new probation officers by the first anniversary of the legislation's passage. This incredible feat was accomplished, in no small part, by the work of both our Professional Standards Unit and Training Division.

However, I take exceptional pride in everyone who worked diligently to ensure that the Probation Department's riposte to Realignment was swift, maximized public safety, and created innovative, evidence-based programs to assist those offenders who wanted to change the course of their conduct.

The new probation officers were assigned to augment AB 109 supervision. One probation officer was assigned to each law enforcement agency or Sheriff's station throughout the county and were tasked with aiding each jurisdiction with AB 109 offenders who may reside there. Additional officers were assigned to regular and specialized supervision units, and new programs were created. Included in these were a Criminal Intelligence Unit, fugitive apprehension team, public affairs unit, and four narcotic K-9's, who became part of the department's first return to a drug detection dog program in more than 12 years.

The most critical aspect of the AB 109 response was the creation of three Day Reporting Centers in each region of the county that house a one-stop shop of resource rich rehabilitative program-





ming options for supervised offenders. During the next year, we plan to relocate two of the centers to improved facilities.

So, the Probation Department's growth was not just in personnel, but also programs, and I must commend the originality and innovation of the probation staff who created these programs.

But while the department's jurisdictional responsibilities may have shifted, our core mission has not. We continue to provide the best evidence-based assessment and treatment programs in the state. Comprehensive supervision and intervention programs follow to prevent re-offense and promote public safety.

The infusion of revenue from the state due to realignment has allowed the expansion of department functions. However, we must remain mindful that the continuity of this funding stream is necessary to operate these realignment programs. The years preceding fiscal year 2012-13 have been fraught with dire budgets. But, I have not viewed the post-realignment budgets as a windfall. With this funding comes the solemn responsibility to minimize public safety risks and promote the resources available to those under our supervision.

The probation department of the mid 1980's, when I began my career in corrections, seems so terribly foreign to today's department. But as you review the accomplishments of 2012-13 in this annual report, please take note of the rich diversity, hard work, and innovation found in the department's many programs.

I am proud to lead this amazing department of over 1300 dedicated men and women, and believe this annual report offers a view into a year of transition and growth. At the same time, it emphasize many of the non-AB 109 activities that continue to provide services for our adult and juvenile probation population.

M. Sooy Bean

SAN BERNARDINO COUNTY PROBATION



Michelle Scray Brown
Chief Probation Officer



Holly Benton
Deputy Chief Probation Officer
Juvenile Community Corrections



Audulio Ricketts
Deputy Chief Probation Officer
Adult Community Corrections



Ed Barry
Division Director II
Professional Standards



Dan Bautista
Division Director II
Central Juvenile Services



Chris Condon
Division Director II
Public Information Officer



Renee Ford
Division Director II
Central Adult Services



Martha Guillen
Division Director I
AB 109 Services



Julie Hovis
Division Director II
Research Unit



Eric Raley
Division Director I
Central Juvenile Services



Tracy Reece
Division Director II
West Valley Services



Stephanie Roque
Division Director II
Central Valley Juvenile Detention



ON DEPARTMENT - ADMINISTRATION



Christine Owens
Deputy Chief Probation Officer
Detention Corrections



D. Scott Frymire
Deputy Chief Probation Administrator
Administrative Services



Cyndi Fuzie
Assistant Chief Probation Officer



Anesa Cronin
Division Director II
DJJ/Gateway



Laura Davis
Division Director I
Central Juvenile Services



Michael Donahue
Business Services Manager
Automated Systems



Kimberly Epps
Division Director II
AB 109 Services



Sharon Jaques
Health Services Manager
Juvenile Detention



Darryl Meekhof
Administrative Manager
Administrative Services



Luciano Perez
Division Director II
JJCPA



Jose Rabago
Food Services Manager
Juvenile Detention



Dana Smith-Lacy
Division Director I
Central Valley Juvenile Detention



Eric Vara
Division Director II
High Desert Services



Michael Villa
Division Director I
Central Adult Services



Don Viser
Division Director II
High Desert Juvenile Detention

JUDICIAL/COUNTY OFFICIALS

Superior Court of California, San Bernardino County



The Honorable
Marsha J. Slough
Presiding Judge

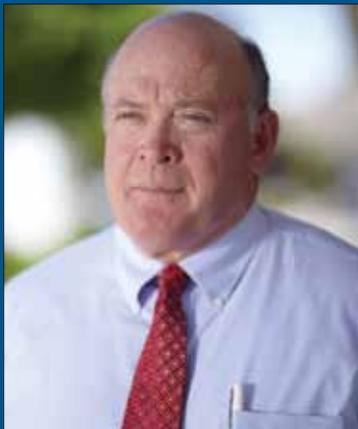


The Honorable
Raymond L. Haight, III
Assistant Presiding Judge



The Honorable
Christopher Marshall
Juvenile Court Presiding Judge

Board of Supervisors and County Executive Officer



Robert A. Lovingood
First District



Janice Rutherford, Chair
Second District



James Ramos
Third District



Gary C. Ovitt, Vice-Chair
Fourth District



Josie Gonzales,
Fifth District



Gregory C. Devereaux
County Executive Officer

Detention Corrections Bureau



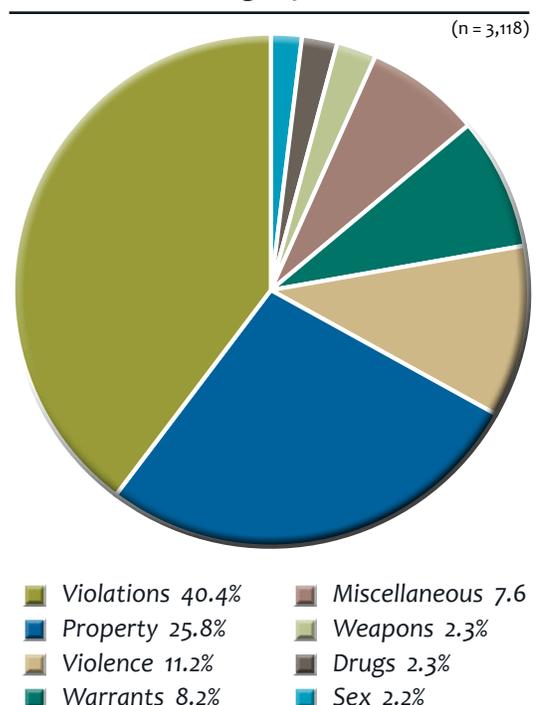
During 2012-13, the Detention Corrections Bureau (DCB) continued to work on stabilizing change while booking 3,118 minors into its two operating juvenile detention facilities. The combined average daily population (ADP) for Central Valley Juvenile Detention and Assessment Center (CVJDAC) and High Desert Juvenile Detention and Assessment Center (HDJDAC) was 257. Since November 2012, the Department has hired 124 Probation Corrections Officers (PCOs) and as therefore focused on additional quality training for new staff. Significant changes in leadership have also occurred at HDJDAC, Gateway and at Centralized Staffing.

After routine Core training, PCOs now attend two weeks of “on the job training,” which include two days of Procedure Review and three days of Scenario Training conducted at the juvenile detention and assessment centers (JDACs). Numerous supervisors in conjunction with the Training Unit created and updated this training, which has received positive feedback. For continued training of staff, a Probation Corrections Supervisor I has been assigned to train staff on 1st/2nd shift.

DCB has recently focused on increasing the amount of recreation for minors. As a result of the diligent efforts of staff, the JDACs are exceeding the minimum standards of three hours of recreation on school days and five hours of recreation on weekends.

Supervisors and staff have been working rigorously and have been using creative consequences and programming to reduce room confinement.

Bookings by Crime



Social awareness programs at the JDACs continue to be an important part of treatment for the minors. In addition to the on-going sixteen social programs, several new programs have been added. The following includes highlights for 2012-13.

Alive at 25

This program is a highly effective four-hour course that serves as an excellent complement to standard driver education programs and is also ideal for young drivers who incur traffic violations. Through interactive media segments, workbook exercises, class discussions and role playing, young drivers develop convictions and strategies that will keep them safe on the road.

Aggression Replacement Training (ART)

This behavioral intervention program is designed to help adolescents improve social skills, moral reasoning, anger management, and can also reduce aggressive behavior. ART was developed for aggressive and violent youths ages 12 to 17 who become incarcerated in juvenile institutions. The program is based on three components: Skill Streaming (social training), Moral Reasoning (judging right vs. wrong), and Anger Control (methods of dealing with anger in a stressful situation). Youth may be selected to attend by court order, by decision of a multi-disciplinary team, or selected by unit staff. ART is designed for youth to attend four one-hour sessions, three times a week. However, due to the quick turnover rate of minors in the institutions, rather than a 10-week program, the institutions conduct a 5-week program, with some exceptions, consisting of two-hour sessions three times a week. For 2012-13, the Department utilized 249 trained ART staff that conducted sessions for approximately 180 participating minors.



The Honorable Marsha J. Slough speaks to detained youth

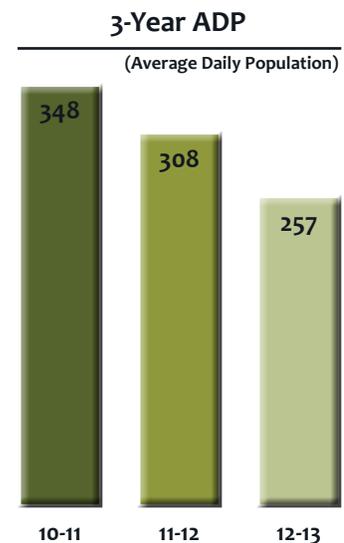
Building Skills Construction Training Program

This program will begin soon through a collaboration between Probation and the Court Schools Regional Occupational Program (ROP) and will offer up to 10 hours of instruction to participating minors in each of the following vocational areas:

- Blueprint Reading
- Cabinet Making
- Communication
- Concrete
- Drywall
- Electrical
- Estimation Skills
- Finish Carpentry
- Green Construction
- Hand Tools
- HVAC
- Masonry
- Painting
- Plumbing
- Power Tools
- Roof Framing
- Surveying & Site Planning
- Tile Setting
- Wall Framing
- Weatherization

Bullying

This program helps the minors identify and understand where, why, and how bullying happens and the potential lasting effects it has on others. The program identifies direct vs. indirect types of bullying, gender-specific bullying, and how to help stop or prevent bullying.



Choose Respect

This program presents the National Centers for Disease Control curriculum that addresses teen dating violence, as part of a one-day presentation for minors. The focus is to identify health and unhealthy dating issues for minors and to assist them in identifying unsafe dating patterns.

Deli Shoppe

This program provides minors with service-industry life skills, including assisting them with job applications interviews for competing in the job market. Unit staff conduct mock job interviews in the food service industry and the top four candidates are selected or “hired.” These four “employees” are taught to be waiters at the Deli Shoppe. Once per month, unit staff become the lunch cooks while the “employees” wait tables. The customers are other minors on the unit. From start to finish minors participate as an interviewee, employee and customer. At the end of the day, the employees are provided “tips” from the customers based upon the service. Participants use the “tips” to purchase fun items from canteen.

Friday Night Live

In partnership with the San Bernardino County Department of Public Health, this program provides high school-aged youth with opportunities to create meaningful activities that promote positive activities, good decision making and enhance their local communities.

Giving Hands

This program teaches loom knitting skills to minors for making quilts and hats. Once completed, these quilts and hats are donated to local convalescent homes and domestic violence shelters. Hats are also donated to local programs that assist hospitalized cancer patients. This provides a community service and gives the minors an opportunity to feel good about giving back to the community and to those in need.

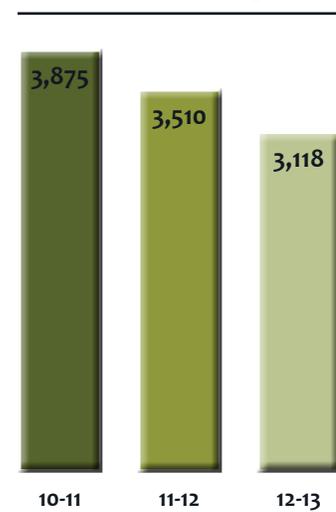
Male Mentoring Program

This program aligns a professional adult to each participating minor to assist in developing interpersonal skills, personal insight and increased knowledge of available life opportunities. The target population is minors with higher rates of recidivism, multiple detentions, gang involvement, problems adjusting to detention, and minors with limited interpersonal skills. Mentors are male correctional officers who receive additional training.

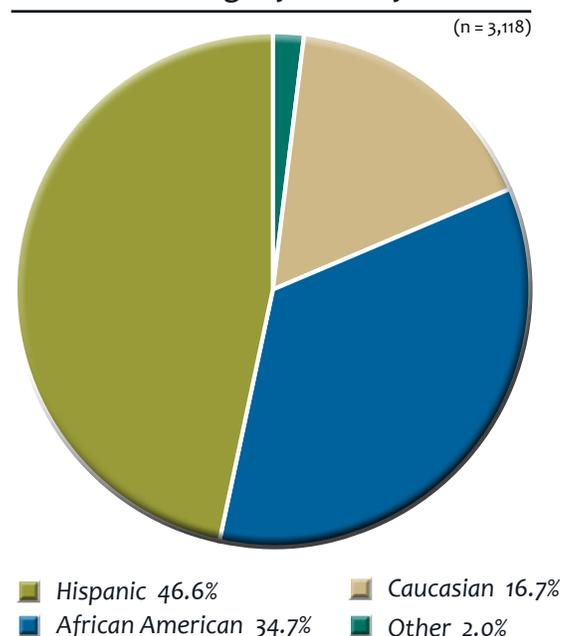
Red Ribbon Week

This program is an alcohol and drug abuse prevention program conducted with the assistance of San Bernardino County Department of Public Health and the Institute for Public Strategies. During Red Ribbon

3-Year Bookings



Bookings by Ethnicity



Week, staff and minors participate in trainings and presentations that pertain to drug and alcohol awareness such as: MADD (Mother Against Drunk Driving), Synthetic Drugs, and High Expectations. Key speakers and entertainment emphasize instruction about possible effects and negative outcomes of drug use (addiction) and drinking alcohol (alcoholism).

Seven Habits of Highly Successful Teens

This program is based upon the book written by Sean Covey and provides a seven-week course for minors aimed at assisting them to address real life issues and to create their own success.

Training and Certification Programs include:

- First Aid/CPR Card
- Food Handlers Card
- Forklift Operators License
- Hazardous Material Handlers License
- Solar Energy Installer



Victim Impact

This curriculum was first developed by the California Youth Authority (CYA) in 1984. In 1998, Mothers Against Drunk Driving became involved and together with CYA they developed the first comprehensive national victim impact curriculum. This program focuses on the impact of being victimized. Many victims have had physical, financial, emotional and spiritual challenges. Participants are reminded to keep this in mind. After completing 13 units, minors receive a certificate of completion.

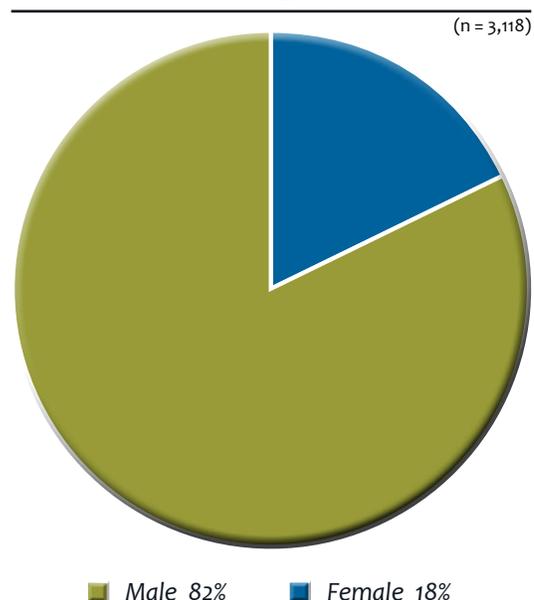
CENTRALIZED STAFFING

Centralized Staffing ensures proper staff coverage for CVJDAC and HDJDAC. When there is insufficient coverage on a unit due to a reported leave, Centralized Staffing will schedule a “rover” or a regular staff member to substitute. Centralized Staffing tracks voluntary and mandated overtime for trend reports leading to better management of resources. A website located on the Department’s Intranet enables access to schedules Department-wide and guidelines that ensure continuity and fairness.

FOOD SERVICES

The Food Services Division continues to serve minors nutritionally balanced meals while adhering to Federal and State mandates. The Food Services Manager is diligent in finding ways to save money and garner funds by obtaining approval for reimbursable snacks through the State of California Department of Education, which provides the Department an additional \$70,000-\$80,000 annually.

2012-13 Bookings by Gender



For 2012-13, Food Services prepared and served approximately 881 meals per day for a total annual amount of 321,731 meals.

FORENSIC ADOLESCENT SERVICES TEAM (FAST)

The FAST continues to be an important part of mental health services provided to minors. The needs of minors are assessed at intake and services are provided for those in need of professional mental health services. Minors and staff may also complete a referral form to request counseling services if desired.

GATEWAY

The Gateway Program continues to be renowned throughout the state with success on a multiplicity of levels. Both Phase I and Phase II had 49 participants each. The following programs illustrate the life skill and training opportunities available to Gateway participants:

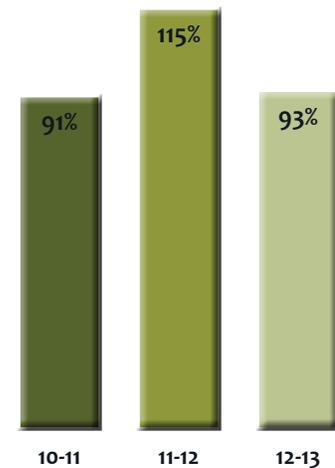
- Anger Regression Training (ART) continues to help youth learn to redirect anger and better manage stressful situations.
- The dynamic gang intervention program called Phoenix continues to help youth abandon negative peer associations.
- A Drug and Alcohol Counselor and a Alcoholics Anonymous/Narcotics Anonymous group facilitator, continue to address primary needs with substance abuse issues.
- The Baby Elmo program continues to teach young fathers parenting skills, patience and care for their infants and toddlers.
- The Department of Workforce Development continues to facilitate a job readiness program and with help from the Regional Occupational Program and the U.S. Forest Service, youth continue to obtain work experience and employment in the community.
- Numerous youth have earned their GED, and/or attend online or a local community college. Certificates and permits are also earned for Food Handling, CPR and Fork Lift Operator skills.
- Additional activities include membership in the Highlanders' Boxing Club, supported by the Children's Network; tours to the Midway Naval Museum and the Museum of Tolerance; and participation in the Dragon Boat Races at Lake Gregory.

For 2012-13, numerous minors have been successful in the job market including nine youth employed at restaurants, retail, construction and warehouses.

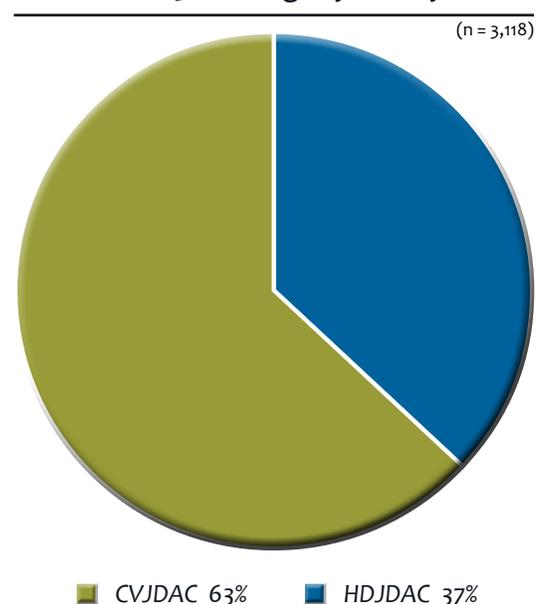
MEDICAL SERVICES

The Medical Services Division is accredited by the National Commission on Correctional Health Care and is a supportive and valuable asset to the JDAC system. San Bernardino County is the only Probation department in the state with this significant accreditation. The Division provides quality medical services to all youth that are in custody. Services are provided by licensed nurses, and board certified physicians from

Gateway Promotion Rate
(Successful completions vs program entrants)



2012-13 Bookings by Facility



Arrowhead Regional Medical Center and the Department of Behavioral Health.

This year continued to challenge the health care team. Although the total population decreased in volume, those who remain in custody have been identified to have more serious mental and physical health conditions, more often requiring polypharmacy management, multiple visits to pediatricians, or specialty health services provided outside the facility.

All youth receive a comprehensive assessment by a Correctional Nurse within four hours of booking. Youth in need of a physical examination or follow up (as procedure outlines) are seen by the on-site physician/provider within 96 hours of booking. For 2012-13, staff provided 3,069 medical intake screenings to youths booked into Department detention facilities.



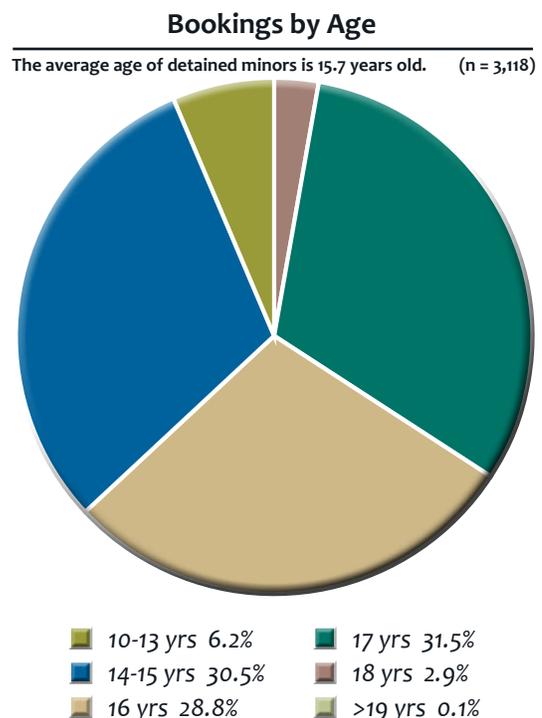
Nursing clinics are held seven days a week providing services such as vital signs, wound care, immunizations, lab specimen collection and health education to name a few. Physician/provider clinics are held five days a week at CVJDAC and four days a week at HDJDAC providing services such as examinations, medical interventions, medication orders, referrals to specialty clinics, treatment of acute injuries and chronic illness management.

Contracts are obtained with outside agencies to provide on-site optometry and dental clinics. For 2012-13, the optometrist examined 308 youth and issued a total of 307 pairs of glasses. The dentist examined and provided care to a total of 766 youth. Contracts exist with off-site dental providers to perform extensive work that may not be provided on-site.

Health education is very relevant in the JDAC's. Health care providers are frequently providing one-on-one health education for an array of topics. Brochures and reading material are available at all times on a variety of topics.

PRISON RAPE ELIMINATION ACT (PREA)

The enactment of PREA has instituted national standards for the detection, response, monitoring and prevention of prison rape. In August of 2012, the Department established the PREA Compliance Team for DCB consisting of a coordinator and two facility compliance managers for each JDAC and both Gateway programs. More recently, a Division Director I (DDI) position was added, along with the additional oversight of Compliance, Audits/Inspections and Policies/Procedure units within Professional Standards Division. The DDI is renowned throughout the state for establishing numerous processes and teaches at the California Association of Institution Administrators (CAPIA) conferences.



Juvenile Community Corrections Bureau

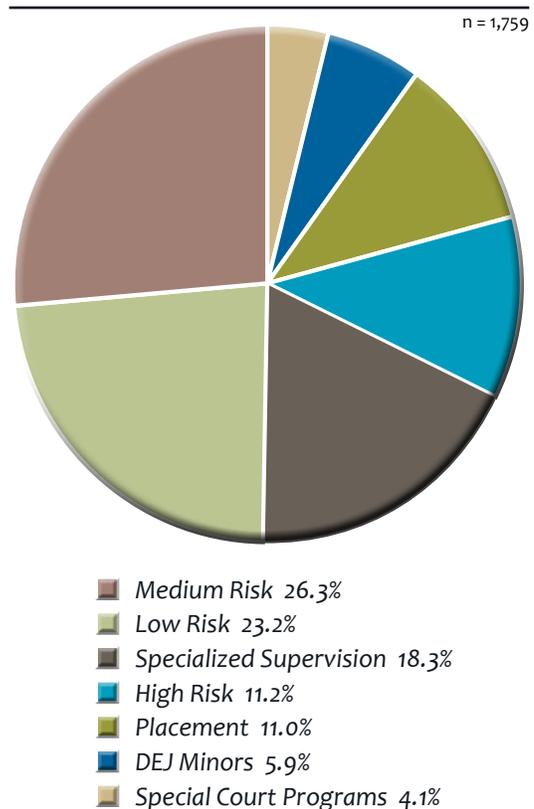


The Juvenile Community Corrections Bureau (JCCB) incorporates a variety of functions, including assessment, treatment, prevention/intervention, supervision and court reporting functions for juvenile offenders. The Bureau provides supervision to approximately 2,500 juveniles and non-wards on an annual 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 used to determine the level of supervision most appropriate for the juvenile. Juveniles placed on probation are supervised by a probation officer who is knowledgeable about their risk factors as well as their individual and family needs.

When a juvenile's arrest 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 a probation officer to initiate informal programs of supervision to prevent the juvenile from committing future offenses.

The Department continues to focus on providing effective prevention and intervention services to at-risk youth and families, while concurrently maximizing public safety through a reduction in recidivism and delinquent behavior. The juvenile recidivism rate for 2012-13 is approximately 11%. Following are some of

Case Management





the many program highlights for 2012-13.

AB 12

Assembly Bill 12 (California Fostering Connections to Success Act) became effective January 1, 2012, and now allows eligible youth to receive extended foster care services after their 18th birthday. As a result of AB 12, the Department now provides case management services and support to young adults ages 18-21 who are transitioning from a placement program into independent living, but only if they have voluntarily agreed to remain under the jurisdiction of the Juvenile Court. A total of 16 youth have initiated the AB 12 process and nine (9) have voluntarily modified their jurisdiction from “Delinquency” to “Transitional.” Currently, over 60% of AB 12 youth are enrolled in a college or university and nearly 50% are employed.

COALITION AGAINST SEXUAL EXPLOITATION (CASE)

This program assists youth who are survivors of sexual exploitation, as well as educating others in the community about how to identify those at risk. A multi-disciplinary comprised of staff from the Probation Department, Department of Behavioral Health, and Children & Family Services also assists. A total of 45 minors participated in CASE during 2012-13.

COMMUNITY SERVICE TEAM (CST)

This Team evaluates out-of-custody arrests and provides informal probation and diversion services. Officers received 3,756 cases and diverted 3,289 cases for alternative interventions during 2012-13. On March 1, 2013, the San Bernardino County Juvenile Traffic Court ceased handling juvenile traffic matters. The Probation Department was then tasked with designing a system to process these informal juvenile traffic matters and facilitate their appropriate disposition. CST officers now handle these citations/cases themselves.

CASE PROGRAM SUCCESS

Krishna was a young woman who got caught up in teen prostitution, but with the support of her CASE probation officer, she found the courage to testify against her former pimp. This decision led to dissension within the family home and eventually the need to seek alternative housing at a safe house. Krishna eventually went on to graduate as valedictorian of her class and join the US Army.

COURT FOR THE INDIVIDUALIZED TREATMENT OF ADOLESCENTS (CITA)

This court program addresses the specialized needs of juveniles who have a significant mental health diagnosis and includes a collaborative delivery of services from a probation officer and a social worker. CITA served thirty (30) minors during 2012-13.



CRIME INTERVENTION PARTNERSHIP PROGRAM

The CIPP (formerly known as Operation Phoenix) is a targeted program of suppression and intervention strategies for reducing gang violence and crime in the highest at-risk areas in the City of San Bernardino. Examples of strategies include speaking about bullying at local elementary schools and teaching apartment owners about how to keep their units crime free. One probation officer serves on this dynamic multi-agency team and over the past year served a total 36 juveniles and their respective families.

DAY REPORTING CENTERS (DRC)

Three DRCs for juveniles in San Bernardino County provide prevention and intervention classes in drug/alcohol, truancy, anger management, shoplifting, graffiti, and parenting. Approximately 81% of the 2,217 participants completed classes during 2012-13. Officers also visited numerous middle and elementary schools to present anti-bullying classes to thousands of students.

DRUG COURT

Drug Court is a multi-agency effort to supervise and rehabilitate juveniles with substance abuse issues while promoting public safety. During 2012-13, services were provided to 122 minors in all geographic regions of the county.

GENDER RESPONSIVE ADOLESCENT CASELOAD ENRICHMENT (GRACE)

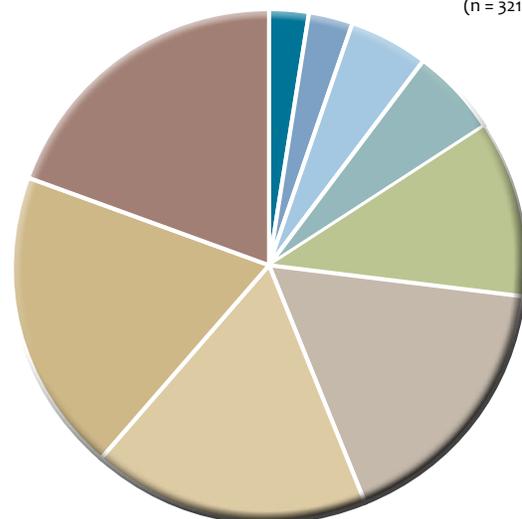
This evidence-based program provides supervision services to female youth and focuses on overcoming a young woman’s history of abuse, trauma, substance abuse or runaway behavior. This year, youth participate in cognitive interventions, field trips and community service projects. A total of 54 girls participated in GRACE during 2012-13.

HOUSE ARREST PROGRAM (HAP)

The HAP is an alternative to detention for minors who have been charged with a criminal offense and would otherwise remain in custody. Minors ordered into HAP receive intensive supervision with frequent face-to-face officer contact and Global Positioning System monitoring in their home pending a final disposition by the court. For 2012-13, approximately

Specialized Supervision

(n = 321)



- Aftercare 19.3%
- DJJ 5.6%
- Wraparound 19.3%
- CIPP 5.0%
- Sex Offender 17.5%
- CASE 2.8%
- GRACE 16.8%
- AB 12 2.0%
- Gateway 11.2%



77% of the 622 participants completed their supervision without having their alternative detention revoked.

INDEPENDENT LIVING PROGRAM (ILP)

The ILP provides numerous workshops and events to educate and assist minors released from out-of-home placements. These workshops help the minor transition back into the community and become successful adults. During 2012-13, ILP officers provided services to approximately 2,500 minors and young adults. Approximately 50 youth obtained employment resulting from an ILP referral and 208 referrals were made to attend college or a trade school. More than 2,400 youth participated in community workshops and 32 received referrals for homeless resources. In addition, 24 ILP eligible youth were able to graduate from high school.

PLACEMENT UNIT & AFTERCARE

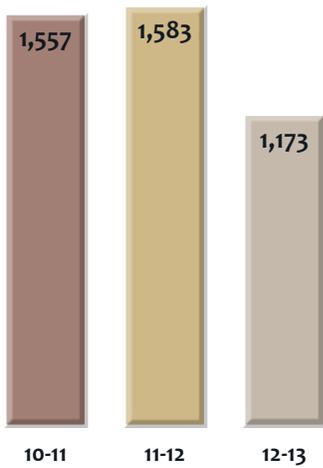
Placement officers monitor the rehabilitation of minors who have been ordered by the court into out-of-home treatment programs. A program matching the needs of each minor is carefully identified and services are provided by the program under the guidance of a probation officer until the minor is ready to return to the community. The average daily population of minors maintained in out-of-home placement for 2012-13 was 148.

INTAKE & INVESTIGATIONS

These units provide the Court with reports to assist in determining the most appropriate disposition for each minor alleged to have committed a criminal offense. Officers completed 1,173 reports for 2012-13.

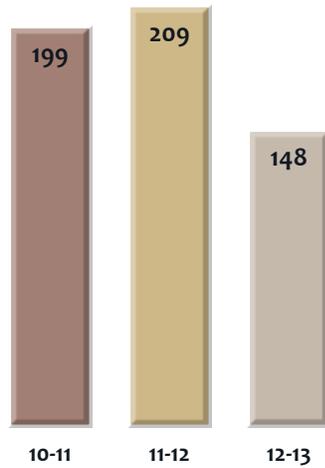
Joseph was sent to an out-of-home placement as part of his probation case plan. Subsequent to completing Placement, he was able to obtain housing in the Independent Living Program. While working part-time, he applied for an academic scholarship, as he knew he did not have the means to completely pay for his education. In his scholarship letter, he indicated that he was one of 10 children raised by his single mother, and that he had never known his father. He was raised in a small apartment until he entered the foster care system at age 11. Joseph was placed on probation after being caught stealing clothing and food. Through the stability offered in the Placement program, Joseph was able to graduate from high school, which no other family member had yet to do. He enrolled in a nursing program at Mount San Antonio Community College, and at the age of 19, has maintained a 3.4 grade point average.

3-Year Investigations



3-Year Placement ADP

(Average Daily Population)



INTEGRATING NEW FAMILY OPPORTUNITIES (INFO)

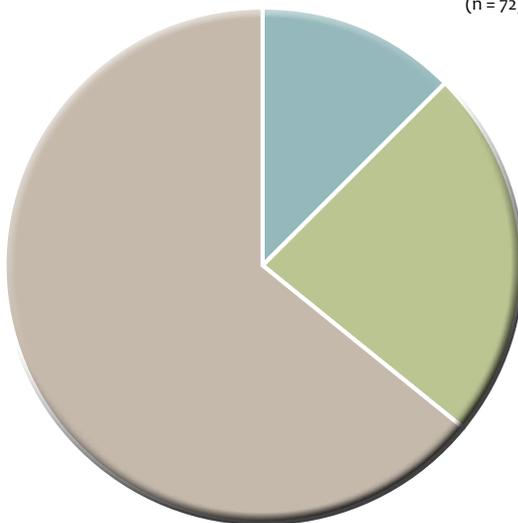
This collaboration with the Department of Behavioral Health uses Functional Family Therapy to target family dynamics and provide an outcome-driven prevention & intervention program for youth involved in the criminal justice system. During 2012-13, the program served approximately 66 minors and their families.

SCHOOL PROBATION OFFICERS

This program currently provides 23 probation officers assigned to local school districts with the primary goal to help schools reduce delinquency and improve attendance. During 2012-13, the program expanded throughout the county, and officers responded to a total of 14,950 referrals for attitude/ behavior, attendance, criminal activity and academic issues. Officers also made a total of

Special Court Programs

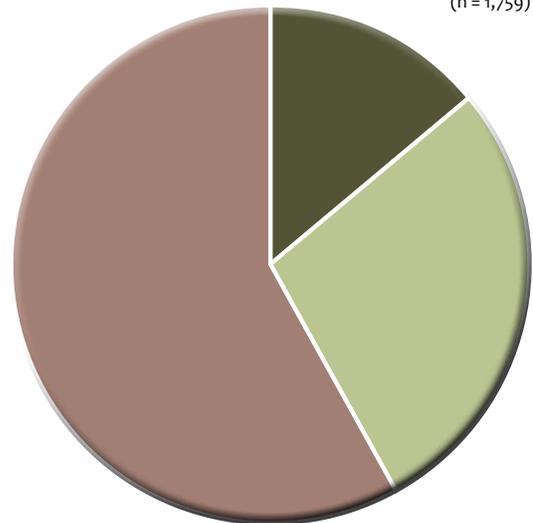
(n = 72)



■ Drug Court 63.9%
 ■ CITA 12.5%
■ INFO 23.6%

Case Management by Region

(n = 1,759)



■ Central 58%
 ■ Desert 28%
 ■ Rancho 14%



27,378 personal contacts with minors and/or their parents through phone calls, school visits, or home visits.

WRAPAROUND SERVICES

Wraparound is a strength-based planning process in which probation officers work collaboratively with other County departments as part of a multi-agency team. The team “wraps” the family in services and support to address emotional, behavioral, and/or mental health issues. An average of 40 minors and families per month received services through Wraparound during 2012-13.

YOUTH ACCOUNTABILITY BOARD (YAB)

The YAB is a collaborative program between the Probation Department and community partners who work together with families to divert first time and low risk juvenile offenders from requiring further intervention by the criminal justice system. Thirteen (13) boards throughout the County enrolled and served a total of 811 minors during 2012-13.

RECIDIVISM RATE*	
WIC 602: Ward Probation	26.4%
WIC 654.2: Non-Ward Probation	7.2%
WIC 790: DEJ	10.8%
Total Juvenile	18.1%

*Arrest and conviction (misdemeanor or felony) while offender was being supervised

Ricardo shared with his probation officer that he wanted to go to college, this despite being a gang member, and having just recently stolen a car. Probation staff quickly went into action to help him realize his dream. Officers made a clothing referral to Children’s Fund, and he was also offered assistance applying for college and for financial aid. When it was determined he needed a high school diploma or GED to get into college, staff were able to access the Probation trust fund to cover the cost of GED testing. On the minor’s 18th birthday, his probation officer transported him to San Bernardino Valley College to complete his registration for school. Approximately one month later Ricardo met with his probation officer on his first day of the summer semester. Ricardo was also able to obtain employment with the help of probation staff, who were instrumental in helping him obtain a forklift operator’s license. Ricardo never gave up, but would later comment, “Had it not been for the probation officers, I would have given up a long time ago.”

Adult Community Corrections Bureau



The Adult Community Corrections Bureau (ACCB) performs a wide range of services and functions throughout the County. The Bureau currently provides supervision and case management service to approximately 20,000 adult probationers across a variety of caseload types.

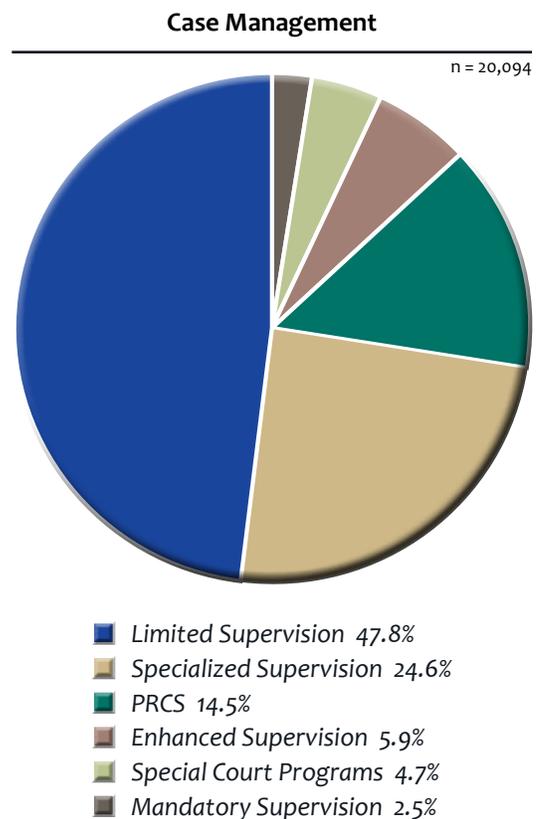
In June 2013, the most profound change occurred when the Bureau restructured supervision caseloads by decentralizing the AB109 Unit and transferring offenders assigned under AB109, Mandatory Supervision, and regular probation to Probation Officers in their respective geographical areas of the County. Based on risk assessment, Probation Officers are now assigned a wider variety of offenders as officers become specialized across multiple modes of supervision.

The following Bureau highlights illustrate the level of service, activity and effectiveness of current programming.

GENERAL / ENHANCED SUPERVISION

The Central Adult Supervision Units supervise offenders on regular supervision, Post Release Community Supervision and Mandatory Supervision. Offenders are also referred to appropriate resources based on their needs.

During Orientation and Assessment, the offender's risk factors are determined by the COMPAS tool. Based on their score, the offenders are assigned to





the appropriate supervision level. Probationers assigned to the Limited Supervision Unit will report in via kiosk or mail reporting forms. Probationers on Enhanced Supervision are seen monthly by Probation either in the office or in their homes. Drug tests are also conducted on Probationers with drug terms, to assure they are in compliance.

AB 109

In an effort to utilize a balanced approach to supervision and treatment, the Department created three Day Reporting Centers (DRC) located in San Bernardino, Victorville and Rancho Cucamonga. At the DRCs, offenders are receiving evidence-based programming from the Department of Behavioral Health, Department of Public Health, Transitional Assistance Department and the Department of Workforce Development. In the future, community-based organizations will also provide GED and additional rehabilitative services.

DRIVING UNDER THE INFLUENCE (DUI) UNIT

The DUI Unit supervises high-risk DUI offenders. The Unit works closely with area law enforcement agencies and is involved in saturation patrols, DUI checkpoints, warrant and court sting operations and probation compliance checks. In its 9th year, a grant from the state Office of Traffic Safety provides funding for four staff.

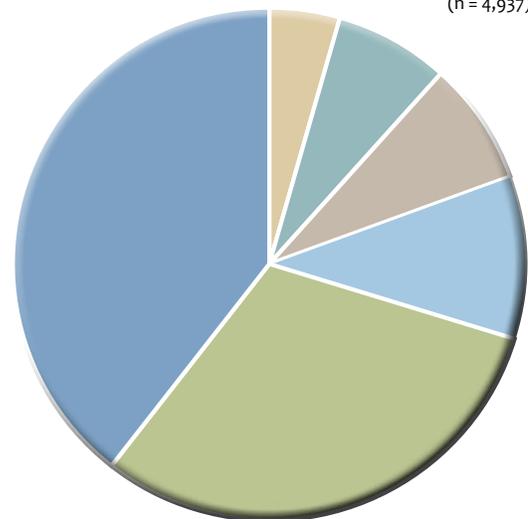
During 2012-13, the Unit participated in 111 DUI operations/check points, made 4,885 contacts, ensured offenders were monitored by continuous alcohol monitoring devices for a total of 3,469 days, performed nearly 2,973 drug tests, and made 119 arrests. Officers supervised 378 offenders at fiscal year-end.

DOMESTIC VIOLENCE UNIT

The Domestic Violence Unit monitors Post Release

Specialized Supervision

(n = 4,937)



- Domestic Violence 39.4%
- Prop 36 30.7%
- Sex Offender 10.3%
- DUI 7.7%
- SB 678 7.2%
- Mental Health 4.6%
- Gang 0.1%

Community Supervision, probationers and Mandatory Supervision offenders convicted of Domestic Violence offenses, including spousal abuse, child abuse and elder abuse. Probationers are held accountable to their terms and conditions of probation and must complete a fifty-two weeks Domestic Violence treatment Program.

For 2012-13, the Unit made over 10,600 field and office contacts with program participants, conducted nearly 1,800 searches and made 879 arrests. Officers supervised a total of 2,406 offenders throughout the year while 1,946 were supervised at fiscal year-end. Those who completed the entire annual program represented approximately 60% of the total participants.



GANG UNIT

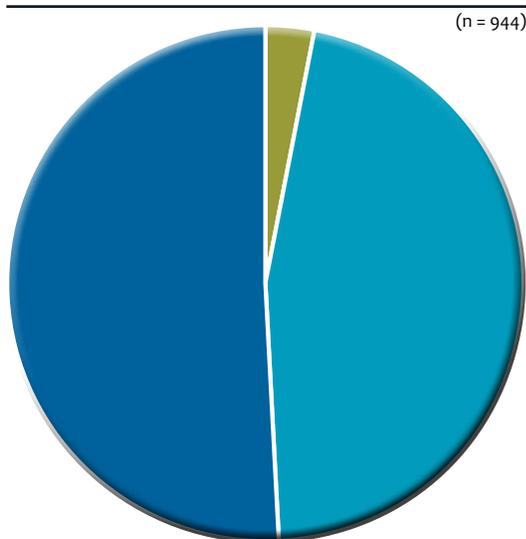
The Gang Intelligence and Special Operations Unit is responsible for working closely with area law enforcement agencies in gathering, analyzing intelligence information and assisting in the apprehension of fugitives, gang members and escapees from our local programs. For 2012-13, the Unit made 2,024 field contacts, 1,922 searches, participated in several special operations with other County law enforcement agencies, confiscated 186 firearms/weapons and over 100 lbs of drugs, and made 569 arrests.

INVESTIGATIONS

During 2012-13, there was a 50% increase in the number of Pre-Sentence Investigations (PSI) completed, in comparison to the previous year.

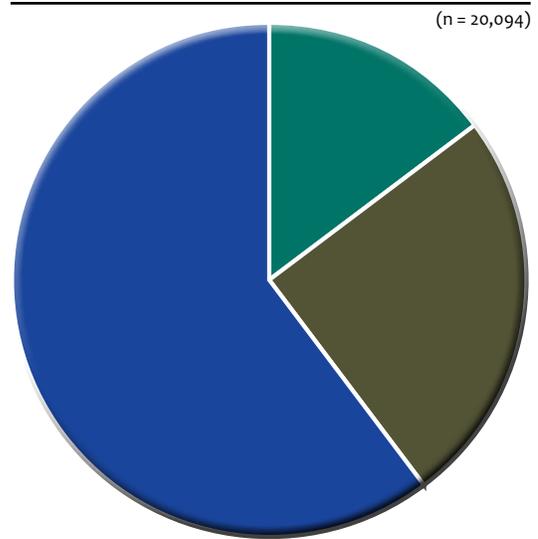
The Department observed that approximately 11% of those Mandatory Supervision offenders are being granted split sentence. Under the split sentencing scheme, offenders serve a portion of their

Special Court Programs



- Drug Court & PRIDE 50.6%
- PC1000 & Welfare Fraud 46.3%
- Veteran's Court 3.1%

Case Management by Region



- Central 60%
- Desert 25%
- Rancho 15%



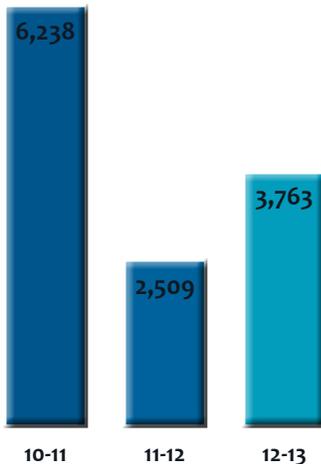
sentence in jail/prison and are then released to probation supervision. 89% received straight sentences and were not subject to probation supervision. This has resulted in a large number of convicted felons serving their prison time straight and avoiding further supervision after being released from custody.

K-9 UNIT

The Department’s K9 Unit began in April 2013 with one team, Probation Officer Henry with K9 Raewyn. In June 2013, two more teams were added--Probation Officer Chenier with K9 Chester and Probation Officer Riggs with K9 Moe. Each team completed a 120-hour training course at the Von Liche Kennels in Indiana, one of the nation’s leading facilities for training narcotic detection dogs. Shortly thereafter, each team received a Narcotic Detection Certification from the California Narcotic Canine Association.

The Department’s K9 teams assist all units within the Probation Department along with other law enforcement agencies throughout the county. The K9 teams have also done narcotic searches for federal agencies like the US Marine Corps, Federal Corrections, and the United States Postal Service. It is anticipated that a fourth team will be added to the Unit In December 2013.

3-Year Investigations



MENTAL HEALTH UNIT

The Mental Health Unit collaborates with DBH and offers the S.T.A.R. (Supervised Treatment After Release) Program and the F.A.C.T. (Forensic Assertive Community Treatment) Program. These programs offer housing, medication management and other case management services. One (1) officer in the Central Valley area also provides supervision/case management services.

Officers assigned to this Unit have specialized training in dealing with the mentally ill population. They are familiar with their medications, recognize unusual behavior and are skilled in effectively garnering the cooperation of their clients. One officer is assigned to the TAY (Transitional Aged Youth) Center in order to assist youth that are experienc-

RECIDIVISM RATE*	
Mandatory Supervision	15.9%
PRCS	14.0%
Adult Probation	7.4%
Total Adult	8.8%

*Arrest and conviction (misdemeanor or felony) while offender was being supervised



ing both mental health issues and difficulties with basic life skills. Case management services and components are offered. This Unit currently serves the Central Valley area only and works closely with DBH and the Mental Health Court.

The Unit also supervises Post Release community (AB109), probationers and Mandatory Supervision. It also supervises EOP (Enhanced Out-patient) with serious mental health/medical issues. These clients are often more difficult to supervise and require a greater number of services. In total, 266 adults received programming services for 2012-13.

SB 678

The SB678/Violation Unit was created to reduce prison commitments by providing cognitive based groups, journaling, intensive supervision and other services to medium risk offenders. Of the 967 defendants participating in the program for 2012-13, an ironic number of 678 actually completed the program--a 70% success rate. For those offenders who complete the SB678 program, the recidivism rate during the subsequent 18 months is 1%. In comparison, 17% of those that did not complete the program in the same time frame were convicted of a new felony. Officers supervised 355 offenders at fiscal year-end.

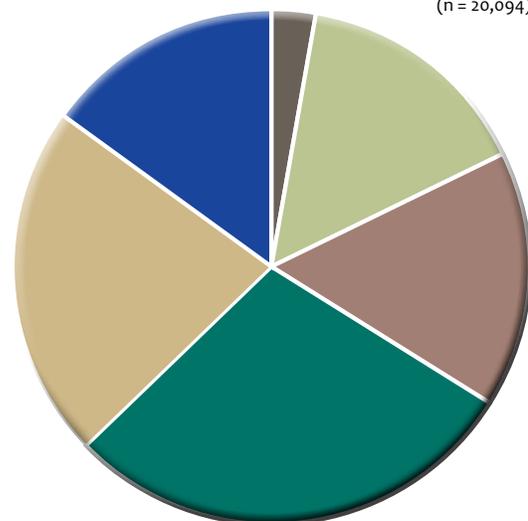
SEX OFFENDER UNIT

The Sex Offender Unit supervises probationers, Post Release Community Supervision and Mandatory Supervision offenders, following convictions for offenses relating to illicit sexual behavior. Since the enactment of Chelsea's Law in July 2012, all registered sex offenders are now mandated to attend state approved sex offender treatment programs, participate in several risk assessment evaluations and undergo polygraph examinations. Supervision officers, treatment providers and polygraph examiners are expected to have a minimum of one monthly contact.

For 2012-13, the Unit made approximately 7,800 contacts with offenders including nearly 2,500 searches. Officers supervised a total of 806 offenders throughout the year while 510 were supervised at fiscal year-end.

Supervision by Age

(n = 20,094)



15-20 3% 31-40 28%
 21-25 15% 41-50 22%
 26-30 16% >50 15%



SPECIALTY COURTS

The Specialty Courts Unit is comprised of a probation officer assigned to Central Drug Court. This is a one yearlong drug treatment program followed by six months of aftercare. One probation officer is assigned to the PRIDE Program that supervises a more criminally sophisticated drug offender that is often involved in gang activity. Two probation officers supervise the Welfare Fraud/Proposition 36 (Drug charges) and one monitors PC1000 (Drug) offenders for the court. The Proposition 36 cases emphasize treatment versus incarceration.

VETERAN'S COURT

Patterned after the Drug Court programs, the mission of the Veteran's Court program is to provide an inter-agency, collaborative, treatment strategy for Veterans in the criminal justice system, who suffer from Post-Traumatic Stress Disorder (PTSD), Traumatic Brain Injury (TBI), psychological issues, sexual trauma, mental health or substance abuse problems as a result of having served in the armed forces. The Veterans Administration plays a crucial role, in conjunction with Probation and the Superior Court. Currently, the Veterans Court Probation Officer averages a monthly caseload of 32 veterans and the program has a 92% graduation rate.

PROBATION OFFICER ACTIVITIES BY SUPERVISION TYPE				
ACTIVITY	MANDATORY	PRCS	PROBATION	TOTAL
Arrests	67	2,923	2,449	5,439
Searches	409	15,570	13,190	29,169
Drug Tests	212	2,565	12,238	15,015
DNA Samples	0	25	199	224
Field Contacts	413	27,576	26,288	54,277
Office Contacts	901	22,370	51,115	74,426
Referrals to CBOs	307	9,494	7,009	16,810
Collateral Contacts	304	14,710	16,814	31,828

Administrative Services Bureau



The primary support divisions of the Administrative Services Bureau include: Automated Systems, Fiscal Services, Payroll/Personnel, Professional Standards, and Research. Centralized support services also include fingerprinting, mail support, courier services, California Law Enforcement Telecommunications System (CLETS) management, and closed files system management.

AUTOMATED SYSTEMS

The Automated Systems division is comprised of two operational units: Technical Support and Business Services. Technical Support is tasked with keeping the Department operational on a daily basis as the reliance on technology is principal. Business Services is tasked with both evaluating emerging technologies to determine how they may fit into the operations, as well as, making adjustments to current applications.

CRIMINAL INTELLIGENCE UNIT (CIU)

The CIU collaborates closely with county, state and federal agencies and the Department's own units to solve crimes that may have been committed by offenders under Probation supervision.

The Criminal Intelligence Unit is a newly formed unit that directly supports the Chief Probation Officer in evaluating officer safety matters, crime trends, threat assessments, and in strategic and tactical planning. The CIU is comprised of three subdivisions that are interrelated in their mission to gather actionable intelligence about individuals or groups involved in criminal activity or enterprises. The subdivisions are: the Intel Officers, the Probation Apprehension Team (PAT), and the Institutional Gang Liaison Officer. These officers collect, analyze, store, and (if deemed appropriate), disseminate information to Department Administration, and appropriate Law Enforcement individuals/agencies through the federally regulated mandates of "28 CFR 23."

The CIU collectively targets criminal operations and threats such as: warrant subjects, probationers 'at large', gangs, human trafficking, institutional threats, ongoing criminal activity, gun and drug acquisitions, and specialized requests from other law enforcement personnel. The CIU works collaboratively with Department and outside agencies in sharing information and the apprehension



of perpetrators in the County and those who have fled County jurisdiction. Information is obtained through various investigative techniques including: field, open source, agency databases, and both covert and overt operations. By following these leads, the CIU is able to coordinate operatives and use the intelligence obtained to reduce, suppress, or prevent crime.

Probation Apprehension Team (PAT)

The Probation Apprehension Team is responsible for the capture of adult and juvenile offenders with an active bench warrant or minors that have run away from home, placement or the Gateway treatment facility. The PAT is also a valuable resource used by many units within the Department to conduct follow up investigations, surveillance, and additional man power needs for officers working standard case management. The PAT also collaborates with and responds to other law enforcement agencies and their requests for assistance with city, state, and federal apprehensions. For 2012-13, the PAT had a 100% apprehension rate and made 138 arrests, including when responding to “call outs,” or the immediate need to apprehend someone at a moment’s notice, day or night.

FISCAL SERVICES

The Fiscal Services division provides a variety of fiscal and cost tracking services, including accounts payable, budget preparation, purchasing and other business matters. This division planned and implemented the design scheme for a new Victorville Probation Office for juvenile services, prepared and provided fiscal oversight of the nearly \$154 million budget, continued to develop space contingencies, infrastructure and purchasing activities necessary throughout the Department.

The Personnel/Payroll unit manages all department new hires and staff transactions in addition to providing Department-wide payroll services. This unit was very busy managing a total of 858 personnel transactions during 2012-13.

Additional specialized services include analysts that support Department programming and services through the preparation of various contract instruments, reports and recommendations to the County Board of Supervisors, grant proposals and monitoring, and special projects as required.

PROFESSIONAL STANDARDS

The Professional Standards Division completes background investigations for all new hires. In 2012-

13, the Division placed 138 applicants into the background investigation process. By the end of June 2013, 87 Probation Officers and 66 Probation Corrections Officers were sworn-in, including several more applicants from the previous year.

Professional Standards also oversees all Department training, safety, recruitment, volunteers and policies/procedures; not to mention, internal affairs investigations for alleged employee misconduct. The Division ensures that these and other programs are maintained to assist the Department’s mission to protect the community.

Audits & Inspections Unit

The Audits and Inspections Unit facilitates external inspections of procedures as required. Procedures are reviewed and inspected for compliance and modifications. Inspection findings are regularly forwarded to the Deputy Chiefs for review. For 2012-13, the Unit completed twenty-three inspections with six of those procedures to be re-inspected for compliance review.

Compliance Officer

The Department’s Compliance Unit, which includes a new Ombudsman, was recently established to assist, effectuate, focus and monitor the Department’s systematic changes, especially with regards to the evolving rights of those persons in custody with disabilities (including learning disabilities). The Department is committed to maintain the integrity of those changes.

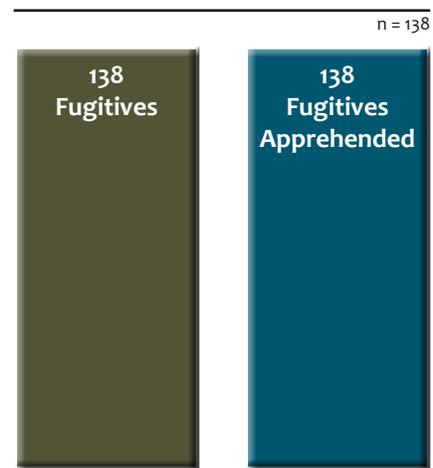
Field Training Officer (FTO) Program

The FTO program was recently improved with the addition of Field Training Coordinators. The program focuses on basic field tactics, training new officers to perform the basic essential functions of a Probation Officer and provides the new officer time to fine tune skills learned in the Core Academy. It also provides much needed “on the job” learning experience from knowledgeable Field Training Officers. FTO’s are selected according to predetermined selection requirements, and must have demonstrated objectivity, thoroughness, commitment, ethics, and a good character that would embody the model Probation Officer. New officers are assigned to FTO’s in all the different geographical areas of the Department to gain experience and knowledge in the areas where they may be assigned. A total of 134 new officers completed the program for 2012-13 with eleven still pending program completion at fiscal year.

Officer Core Academies

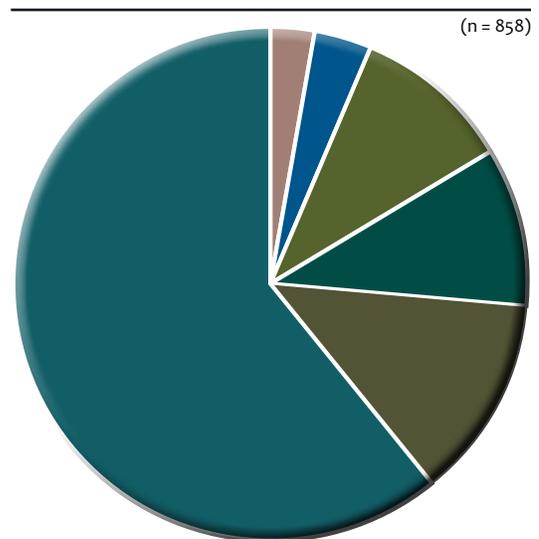
When a new officer is hired, that officer must complete their required training before they can begin

PAT Apprehensions*



*100% apprehension rate for 2012-13.

Personnel Transactions



- Reassignments - 60.7%
- New Hires - 12.7%
- Promotions - 10.1%
- Separations - 10.0%
- Transfers - 3.4%
- Miscellaneous - 3.1%



to function with the full scope and authority of a sworn officer in the State of California. The Department provides this training through a Core Academy, which ensures basic training for officers is been provided.

Probation Officer Core

The program for Probation Officers is currently eleven weeks in length and covers topics relative to the background of probation services and legal and ethical responsibilities. Officers learn basic evidence-based practices relative to prevention, intervention, and suppression concepts and techniques as they relate to the adult and juvenile offender. All officers who complete the Probation Officer Core Academy participate in physical training and learn arrest and control techniques, handcuffing, searching people and locations, use of the expandable baton, Oleoresin Capsicum (OC) spray use, defensive tactics, use of firearms, CPR, communication techniques, mental health issues, the development of case and treatment plans, and participate in various practical scenarios.

For 2012-13, the Department conducted three academies allowing 98 officers to graduate from the Probation Officer Core Academy. Upon completion of the Academy, the officers transition into a Field Training Program where they receive additional guidance with an experienced Probation Officer.

Probation Corrections Officer Core

The program for Probation Corrections Officers is seven weeks in length, with focus on particular issues related to the juvenile offender. All officers who complete the Juvenile Corrections Officer Core Academy participate in physical training and are instructed on arrest and control techniques, handcuffing, searching people and locations, Oleoresin Capsicum (OC) spray use, defensive tactics, CPR/1st Aid, PREA, communication techniques, mental health issues, development of case and treatment plans and various practical scenarios.

For 2012-13, the Department conducted three academies allowing 69 officers to graduate from the Juvenile Corrections Officer Core Academy. Upon completion of the Academy, the officers transition to one of the JDACs where they receive additional training on their role and responsibilities as a Probation Corrections Officer.

Performance Assessment System (PAS)

The PAS was created to measure and assess evidenced-based practices and conditions within juvenile facilities for both the staff and minors. Data is collected for six primary categories of outcome measures: safety, order, health/mental health, programming, and justice. PAS uses this data to generate graphs and reports in order to analyze areas of growth and improvement. Facility Improvement Plans (FIPs) are created based on these reports and include action steps, reasonable goals and which supervisor is assigned to execute the plans and account for progress.

Due to an emphasis on staff training, several positive trends occurred during 2012-13, namely: minor on minor assaults decreased, assaults on staff decreased, and minor injuries resulting from a use of force decreased. Staff also utilized creative consequences to decrease room confinement times.

Physical Agility Testing Program

In 2013, the Probation Officer pre-employment physical agility test was instituted, one of first in the state. Over the years, the role of a Probation Officer has continued to evolve and they are much more visible in the community. Keeping officers safe while carrying out their responsibilities requires increased physical fitness and agility. As such, the Department implemented a Physical Agility Test as a baseline for applicants desirous of a career as a Probation Officer. The test includes demonstrated performance in job simulated training, exercises and practical applications.

Policies & Procedures Unit

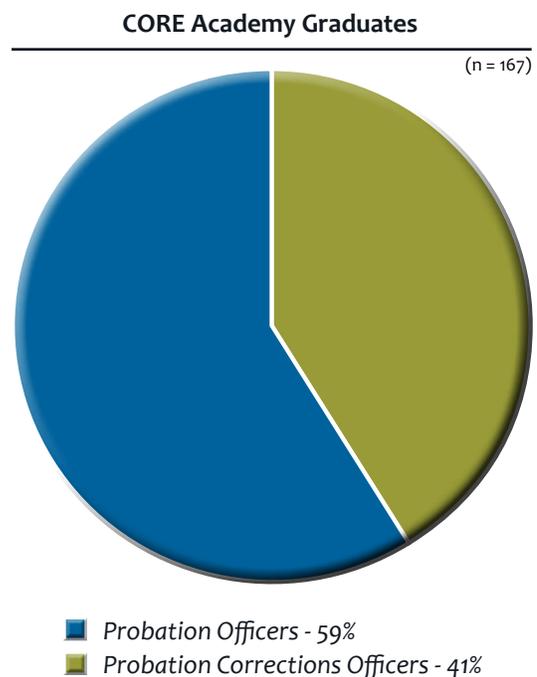
The Policy & Procedures Unit writes, updates, and publishes policies, procedures, and temporary department orders (TDOs) for the Department. These procedures establish methods for implementing guidelines to perform Department duties. All policies and procedures can be developed and accessed via policy management software. During 2012-13, the Unit released twelve (12) revisions to procedures and one new policy--implementation of PREA. Additionally, 88 procedures were archived, simplifying a significant number of those addressing Title 24 requirements within the JDACs.

Quartermastering

While the Training Unit provides services to approximately 1,250 employees within the Department, these services include issuing equipment and uniforms for new hire employees as well as the continuous replacement of damaged or worn equipment and uniforms. In order to expedite service, the Training Unit maintains an inventory of personal safety equipment. In November 2013, the Department began the process of scheduling new tactical vest fittings for field Probation Officers after transitioning to a new vendor, who supplied improved ballistic vests for a higher level of protection.

Range

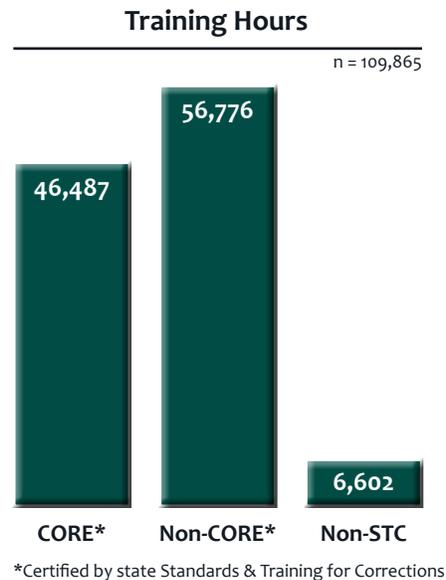
The Range staff conducted 355 hours of firearms training during the 2012-13 training year. Additionally, 20 firearm practice sessions were added to strengthen Probation Officer skills. The range staff also researched and vetted projects to improve body armor, design tactical load bearing vests, and issue



back up weapons to armed officers. All levels of force options training were fully integrated.

Safety Officer Coordinator

The Department’s Safety Officer coordinates administrative safety issues by working closely with on-site safety officers at each of the Department’s numerous facilities to ensure 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, such as the “Great Shake Out.” The Great Shake Out, held yearly in October, was a success, with all participants well organized. The Safety Officer assisted with the closure of one Probation building this year and the opening of two new offices. This required the ordering and coordination of supplies and safety equipment. The Safety Officer continues tracking of badges and safety equipment.



Training

During 2012-13, the Training Unit completed a total of 46,272 hours of training for sworn officers. This training provided approximately 338 Probation Corrections Officers and 440 Probation Officer courses certified through the State of California, Standards and Training for Corrections (STC) certification program.

Volunteers

The Volunteer Unit processes applications and assigns and monitors Student Interns, Religious Volunteers, Volunteers in Probation and Youth Accountability Board Volunteers. These volunteers assist and support Department employees in a variety of duties and services to the community. For 2012-13, these volunteers contributed nearly 5,000 hours. Currently, the Unit oversees 570 active volunteers, including 6 Student Interns, 151 Religious Volunteers, 190 Volunteers in Probation, and 223 Youth Accountability Board volunteers.

RESEARCH UNIT

The Research Unit continues to provide valuable statistics to administrators to better prepare 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 useful graphs and percentages and is applying a research design that will result in better practices. The Unit supports the External Affairs division by providing data for responses to public request, community presentations as well as media requests/releases.

VOLUNTEER TYPE	COUNT	HOURS	AVERAGE
<i>Student Interns</i>	6	624*	104
<i>Religious Volunteers</i>	151	2,072	13.7
<i>Volunteers in Probation</i>	190	2,365	12.4
<i>Youth Accountability Boards</i>	223	537	2.4
TOTAL	570	5,598	9.8

*Approximation, not actually measured

Probation Opens New Building in Victorville

In February 2013, the Victorville juvenile division moved to a new location on Bonanza Road. The officers had been sharing an office with the adult division and had outgrown the space with the addition of the AB109 officers and adult DRC programming. This move now allows for juvenile offenders to be separated from the adult offenders. The larger facility has extra desks so appointments may be conducted in designated interview rooms, providing for added officer safety.

The juvenile Day Reporting Center (DRC) was also moved to the new location and offers a greater variety of component classes in larger classrooms. The classes are taught onsite by Probation Corrections Officers and Probation Officers invested in providing rehabilitation services. The facility is also been used by the Youth Accountability Board (YAB) Coordinator and the desert YAB members. The non-profit Project Focus meetings are held in the conference room bi-monthly. Additionally, training is conducted at the office by the CLETS coordinator for new volunteers in probation.

The building is located in an area surrounded by other community based organizations. This has allowed the Probation Officers to network with other agencies and each other to refer their minors to alternative programming and services in the community.

The larger facility has allowed the Community Day School to add a physical education program to their curriculum. The teacher and students now have an area where they are able to walk, play basketball and participate in other physical activities. The facility also has allowed minors to work on their community service hours, cleaning up the outside of the building, washing cars, and the recycling program.

The Juvenile Drug Court program now has the space to hold their graduations at the Bonanza location. The Gender Responsive Adolescent Caseload Enrichment (GRACE) program utilizes a conference room for weekly group meetings where the girls participate in a variety of activities to include guest speakers, arts/crafts, and exercising.



The AB1913 program recently expanded to include an additional Supervising Probation Officer to supervise the Victorville area school Probation Officers, House Arrest Program and DRC. Also housed at the Bonanza building are a Department of Behavioral Health social worker and Alcohol and Drug Counselor. The AB1913 tutoring services have utilized the building to conduct one-on-one tutoring services for those minors who live in areas where the tutors cannot travel or for those who do not have a quiet work space for the tutoring to occur.



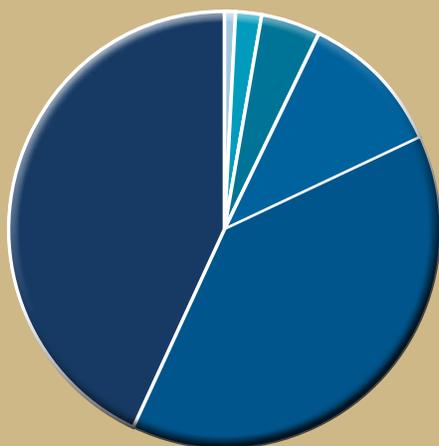
Fiscal Report

Performance Measures

Description	2010-11 Actual	2011-12 Actual	2012-13 Target
Percent of adult supervision cases recidivating (27,644 total adult cases in 2010-11) [#]	2.7%	3.5%	3.1%
Percent of juvenile supervision cases recidivating (6,589 total juvenile cases in 2010-11) [#]	9.0%	8.0%	8.0%
Percent of new adult supervision cases assessed with risk assessment within 60 days	90.1%	85.9%	87.0%
Percent of new juvenile supervision cases assessed with risk assessment within 60 days	91.2%	94.4%	95.0%

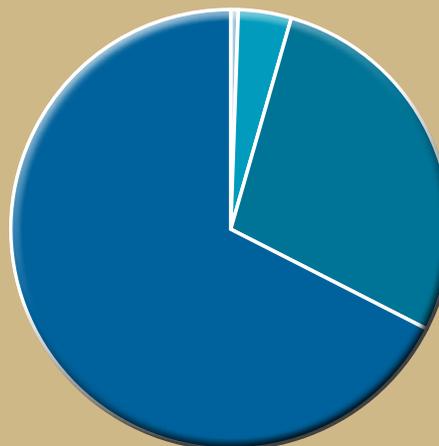
[#]Recidivism statistics based on total number of cases of all types during 2010-2012.

Budgeted Revenue



- Local Cost 42.9%
- State/Fed/Govt Aid 38.8%
- Taxes 11.0%
- Fund Balance 4.4%
- Realignment 1.8%
- Fees/Transfers/Other 1.1%

Budgeted Appropriations



- Staffing Expenses 67.4%
- Operating Expenses 28.1%
- Contingencies 1.2%
- Capital Expenditures 1.2%

3-Year Appropriations



2012-13 Adopted Budget

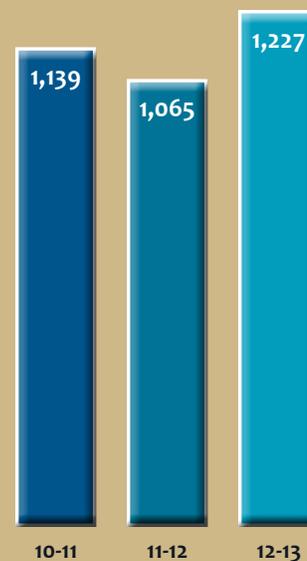
Unit	Amount
Admin, Corrections & Detention	\$137,850,019
Juvenile Justice Crime Prevention Act*	\$ 10,261,884
SB 678 - Criminal Recidivism**	\$ 4,089,464
Court-Ordered Placements	\$ 1,529,775
AB 1628 - Juvenile Reentry Program**	\$ 103,372
State Seized Assets*	\$ 54,406
Asset Forfeiture 15%*	\$ 9,908
Juvenile Justice Grant Program	\$ 0
Total	\$ 153,898,828

*Special revenue fund **New special revenue fund

Staffing

Bureau	Positions
Administrative Services	89
Community Corrections - Adult Services	310
Community Corrections - Juvenile Services	258
Detention Corrections	570
Total	1,227

3-Year Staffing





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.



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