

# San Diego County Probation Department

Annual Report  
2009-2010



## *Mission*

*Protect community safety, reduce crime and assist victims, through offender accountability and rehabilitation*



## Probation 101

Probation is a judicially imposed suspension of sentence that allows a person to remain in the community under the supervision of a probation officer. Conditions of community-based supervision can include jail time, fines, restitution, community service, and participation in treatment.

Probationers are required to report to probation a predetermined number of times depending on the risk level of the offender. If the probationer does not follow the conditions of probation, a judge may order a jail or prison sentence.

Probation officers work hand-in-hand with community groups and social service agencies to provide offenders and victims with the support and services they need. Probation officers maintain partnerships with law enforcement and other justice agencies so the agencies can benefit from the expertise of each other and share information on criminal activity.

Some of the officers' job duties include:

- Assisting offenders in obtaining needed services
- Overseeing the rehabilitation of offenders
- Administering drug tests
- Conducting offender work and home visits
- Helping victims receive services and restitution
- Monitoring compliance with court orders



## Introduction



On behalf of the dedicated professionals of the San Diego County Probation Department, I am pleased to present the annual report for fiscal year 2009-10. My aim is to share with you the ways that we bring to life our vision of enhancing the quality of life for San Diego County residents by helping to create safer communities.

I am proud of our staff for their ability to remain committed to our mission even as the difficult economic climate continued to impact our department. We reduced \$5.3 million and 70 positions from our budget while continuing to look for innovative ways to

reduce spending and bring in new revenue. We were successful in obtaining nine grants totaling \$5.8 million.

Our department was awarded a technical assistance grant by the National Institute of Corrections to participate in a structured strategic planning process. The planning process allowed us to define initiatives to support our new streamlined departmental strategic plan and achieve better clarity and focus on our goals.

Using honest self assessment, we were able to identify the five most important areas that must be addressed in order to improve our ability to hold offenders accountable and to provide rehabilitative services to reduce recidivism. The five areas are: 1) assessing risk and needs of offenders; 2) assigning probationers to the appropriate level of supervision; 3) creating individualized case plans to address the most serious criminogenic needs; 4) implementing responses to offenders that reward desired behavior and provide sanctions for behavior that is not conducive to rehabilitation and; 5) improving our ability to manage probationers using technology.

While we have just completed our Evidence-based Practices Strategic Plan, our commitment to the principles and practices that will help us to reduce recidivism are ongoing. Our commitment to collaborating with justice and community partners is an important part of our recidivism reduction plan. Using the impetus of the newly passed legislation, SB 678, we have created

the Community Corrections Partnership to bring together private and public County leaders to examine and implement systemic change. Internally, Adult Field Services completed their alignment to risk based supervision creating high risk caseloads averaging 50-1. When officers are responsible for 50 high risk offenders, they are able to intervene in meaningful ways to reduce recidivism. For all adult offenders who ended their probation supervision last fiscal year, 69% of them completed without being convicted of a new crime. This is an increase from last year's figure of 64%. Another measure of recidivism, the number of probationers revoked and sent to state prison dropped from 1,562 in 2008 to 1,374 in 2009.

Research has shown that recidivism can be reduced by providing services that help delinquent youth as they transition from custody to the community. This year we put this knowledge to work as we expanded services to our highest risk youth through our existing YOU program and our new "Transitions" program. The YOU program provides re-entry services to youth while they are in custody at our East Mesa Juvenile Detention Facility. Once released, youth are supervised in the community with the ratio of 25 youth to each probation officer. The YOU program served 164 youth during the year with enhanced services through our partnership with Second Chance Strive. The new "Transitions" program will serve high-risk male wards that will spend up to 12 months at Camp Barrett and then be supervised by aftercare officers in the community. We believe that more closely aligning our Institutional Services and Juvenile Field Services will assist us in reducing recidivism. For all juvenile offenders who ended their probation supervision last fiscal year, 71% of them completed without being found true on a new crime. For those youth who successfully completed a commitment to one of our camps, 44% were not found true on a new crime. We expect this rate to be lower due to the higher risk level of those youth who are committed to camp.

As we look to the future, I am heartened by the commitment and dedication to duty of the men and women of the San Diego County Probation Department. They are recognized not only within the department but also regionally and throughout the state for their hard work and dedication to their task of making San Diego County a safer and better place to live for all of its citizens.

A handwritten signature in black ink, appearing to read 'Mark Jackson', written in a cursive style.

# Organizational Chart



Mack Jenkins  
Chief Probation Officer



## Adult Field Services



Kim Broderick  
Deputy Chief Probation Officer

## Juvenile Field Services



Pamela Martinez  
Deputy Chief Probation Officer

## Institutional Services



Yvette Klepin  
Deputy Chief Probation Officer

## Administrative Services



Debbie Patag  
Manager, Management Services



Kim Allen  
Director  
North County



Lisa Southwell  
Director  
Ohio Street



Michael Adkins  
Director  
Supervision



Mechelle deFraités  
Director  
Breaking Cycles



Craig Stover  
Director  
Kearny Mesa JDF



James Seal  
Director  
Camp Barrett/JRF



Elena Lepule  
Finance Officer



Cecilia Ruiz  
Sr. Dept. HR Officer



Ken Worthington  
Director  
Hall of Justice



Margie DeLeon  
Director  
El Cajon/So. Bay



Stacy Adams  
Director  
Special Ops.



Scott Countryman  
Director  
Intake & Invest.



Dan DeLeon  
Director  
East Mesa JDF



Natalie Pearl, Ph.D.  
Director / Research  
Work Furlough/Projects

# Department Accomplishments 2009-2010

## Introduction

Last year we identified performance measures for each component of our mission statement to allow us to measure our impact in protecting community safety, reducing crime, assisting victims, holding offenders accountable and facilitating their rehabilitation.

## Protect Community Safety

- Participated in 242 multi-agency operations, such as adult and juvenile gang operations, truancy sweeps, probation/parole sweeps and sobriety checkpoints. Exceeded the goal of 144
- Between July 1, 2009 to April 1, 2010 cleared 280 targeted warrants on probationers through review and apprehension
- 81% of all adult probationers assigned to intensive supervision were assessed as either high or medium risk

## Reduce Crime

Recidivism rates are one of the tools used to measure achievement of the department's goal to lower crime rates and prevent victimization.

- 71% (1,778 of 2,519) of juvenile probationers completed their probation without any new law violations
- 69% (4,482 of 6,478) of adult probationers completed their probation without being convicted of a new crime

## Offender Accountability

- Conducted 8,984 searches of adult and juvenile probationers' homes to ensure that they are not in possession of illegal contraband paraphernalia. Exceeded goal of 3,000
- Administered 32,547 drug tests to adults and 43,735 drug tests to juveniles. 20% of the tests were positive

## Rehabilitation

- Ensured that 98% (479 of 490) of wards successfully completed their stay at the Juvenile Ranch Facility, as ordered by the Court. While at the facility, wards attended school and received additional programming such as substance abuse education, character development, mentoring, anger management and physical education.
- 359 boys successfully completed the Camp Barrett program
- 151 girls successfully completed the Girl's' Rehabilitation Facility program
- 78% of youth who needed employment services received them
- 85% of youth who needed literacy services received them
- 83% of youth who are at high risk of continued delinquency received services to reduce that risk
- 77% of youth who needed substance abuse services received them
- 93% of youth in Breaking Cycles, Drug Court and the Juvenile Gang Suppression Unit were provided rehabilitation services based on their risks and needs. Exceeded the goal of 80%
- Ensured that 35% of the highest risk adult probationers were employed each month. The downturn of the economy is a significant factor for falling short of the original goal of 45%

## Assist Victims

- Contacted 99% (15,069 of 15,151) of available victims and informed them of their rights to restitution and a victim impact statement. Exceeded goal of 95%



Two probation officers hold a probationer accountable

# ADULT FIELD SERVICES

## Introduction

The most critical and monumental achievement this year was the reorganization of adult supervision services to focus on high-risk offenders with the goal of reducing recidivism and addressing issues that contribute to criminal activity. This move to risk-based supervision is a key component of the department's implementation of evidence-based practices. Another



component is the use of actuarial risk and needs assessment to identify appropriate supervision levels and criminogenic need. Officers engaged in searches of probationers to ensure they were not in possession of weapons, drugs, gang-related paraphernalia, child pornography, or other illegal contraband. They also cleared targeted warrants on probationers, and participated in multi-agency operations, such as adult gang operations, and probation/parole sweeps. Officers facilitated employment for high-risk probationers, educated crime victims as to their constitutional rights, and provided victim input to the court regarding sentencing, restitution, and other conditions of probation.

In the face of unprecedented budget cuts, the division reviewed all programs and services, giving first priority to those mandated by law followed by discretionary services that most closely contribute to the Department's mission of community safety.

Adult Field Services (AFS) officers supervised 16,931 adults in San Diego County throughout the year and an additional 3,316 had warrants for absconding probation.

Investigation officers use the COMPAS assessment tool to assign a risk level to each probationer. The risk of recidivism and risk of violence are used to place the probationer in the appropriate level of supervision. The supervision officers use the COMPAS to assess the needs of the offenders. The needs are prioritized to assist the probationer in getting needed services.

Offenders live throughout the county and are supervised by officers according to geography and risk level. High risk offenders are contacted more often and are placed in smaller caseloads than low risk offenders. Most offenders on probation have a condition of probation allowing unannounced home searches by officers. In 2009-10 officers executed 19,702 searches. The following chart shows officer to probationer ratios and the number of contacts expected each period.

Risk Level	Case Load Ratio	Contacts
High	1:50	2 per month
Medium	1:150	1 per quarter
Low	1:2000	None

## ADULT FIELD SERVICES

In January, the County implemented the first Behavioral Health Court. The concept of the Behavioral Health Court Calendar (BHCC) is to utilize successful elements of the collaborative court model to address problems presented by mentally ill offenders. The program combines the resources and expertise of the mental health and criminal justice communities, probation in particular, to hold offenders accountable, stabilize mentally ill offenders and reduce recidivism in the target population.

The Local Re-entry Program (LRP) continued to develop in fiscal year 2009-10. The program is a collaborative partnership between the Sheriff's Department, the District Attorney's Office, the Probation Department and the Courts. This comprehensive program is designed to assist, educate, and help transition local inmates into the community using evidence-based practices. The goal is to reduce recidivism through the development and improvement of life skills necessary for successful reintegration into society and successful completion of probation. Participation in the program is voluntary and an inmate wishing to participate in this program is required to sign a contract with the Court at the Sentencing Hearing. During the year 57 probationers were served through the LRP program.

The department created the Enhanced Sex Offender Management (ESOM) Unit during the year. The purpose of ESOM is to provide specialized supervision of probationers convicted of sex offenses using the "Containment Model".

The Containment Model of sex offender supervision combines intensive supervision, sex offender treatment, and use of polygraph examinations to hold offenders accountable and reduce recidivism. ESOM consists of 11 armed officers; each officer is responsible for supervising a caseload of 40 offenders. The ESOM unit also has one officer assigned to supervising no more than 25 high risk sex offenders utilizing Global Positioning System (GPS) technology.

ESOM officers are tasked with protecting victims, the community, and providing appropriate supervision within the confines of departmental policy and within the guidelines of the sex offender standards. The crimes supervised in the ESOM unit include, but are not limited to: child molestation, rape, indecent exposure, child pornography and violations of sex offender registration. Officers are required to provide in-office reporting, field and home visits, telephone contacts, referrals for polygraphs, communication with treatment providers, drug testing, completion of risk assessments, court reports and re-arresting probationers out of compliance with court orders.

In the upcoming year, the Probation Department, in collaboration with the Encinitas Sheriff's Station, will embark on Operation Watchful Eye. Probation officers will team up with Sheriff's deputies on a weekly basis to complete probation compliance checks in the field and to research potential probationer targets, as prioritized by both agencies. A monthly "sweep" will be completed, which will focus on searches of probationers' person, property and residence. This collaborative effort will increase community safety through enhanced information sharing and supervision.

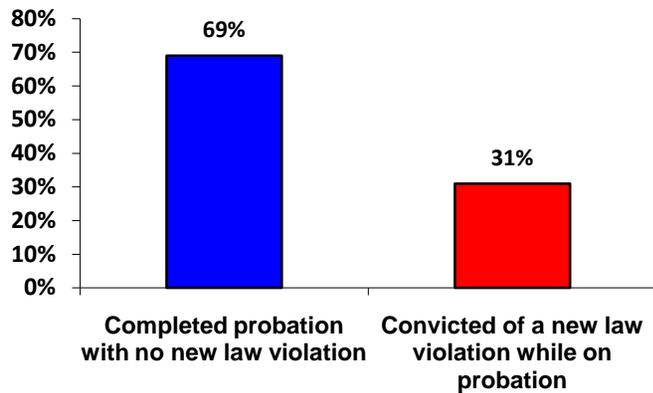
# ADULT FIELD SERVICES

## SB 678

California Senate Bill 678 (The California Community Corrections Intensive Probation Services Act of 2009), will provide a financial incentive to each county in California to reduce the number of probationers who are sent to state prison each year. The funding will enable Adult Field Services (AFS) to implement service delivery in a way that has been shown through research to have a higher likelihood of reducing recidivism. In July 2010, the Evidence Based Probation Supervision Program (EBPSP) Unit began to lead the department in the creation of an incentive and sanctions model to improve supervision of high and medium risk offenders, in order to reduce the number of probation revocations to prison.

As part of SB678, AFS has established the local Community Corrections Partnership (CCP), which meets quarterly and is chaired by the Chief Probation Officer. The CCP will allow more effective collaboration with the courts, law enforcement, health agencies, social service agencies and other community-based organizations. Another part of the initiative is to educate supervisors and management with the tools they need to lead the department in Evidence-Based Practices. This was accomplished through the creation of the San Diego County Probation Leadership Academy that began in August.

## AFS Recidivism



## Accomplishments

- Officers made 64,249 face-to-face contacts with adult probationers
- Investigations officers completed 9,945 pre-sentence investigations, 1,376 post sentence reports, and 1,075 expungements
- Supervision officers wrote 13,593 court reports
- Officers contacted 99% (11,128) of victims to inform them of their right to restitution and to make a victim impact statement
- 6 court officers provided 12,480 hours of court service
- Officers supervised 471 registered sex offenders (PC290)

## REHABILITATING OFFENDERS

*Ty is a 42 year old adult probationer who has a history that dates back to 1998 for drug-related offenses. He was rearrested for domestic violence. During his custody stay at East Mesa Detention Facility, Ty participated in the Local Reentry Program where he took full advantage of all classes: Parenting, Life skills, Anger Management, Substance Abuse, Anti-Theft, Probation Substance Abuse, and Thinking for a Change.*

*As part of his reentry plan, Ty attended a four-week job readiness program at Second Chance Strive. The staff at STRIVE became so impressed with Ty, they offered him a full time job as Assistant House Manager.*

*Ty has been employed with STRIVE since March 2010. In May 2010, he was promoted to House Manager, where he remains employed to date.*



A Deputy Probation Officer helps build community relations with a “teddy bear” drive

## JUVENILE FIELD SERVICES

In 2009-2010, Juvenile supervision focused on the final implementation of the evidence-based risk principle that states that high risk youth should receive the highest level of service. The results of moving to risk based supervision were a large reduction in caseload size and an over 700% increase in field contacts by staff. Meanwhile, Special Operations focused on protecting community safety through participation in multi-agency operations. Intake and Investigations steadfastly provided top quality reports to court, continued to maintain a positive working relationship with the bench and provided essential staff training. Breaking Cycles shared the vision of the comprehensive strategy by working closely with our community partners and providing wraparound services to the wards they supervise. Our support staff continued to provide essential functions, to keep the divisions up and running smoothly. They also provided critical information and participation in many technical work groups which continue to develop our use of technology.

Juvenile Field Services (JFS) is dedicated to providing comprehensive services to San Diego County's youth and their families. These services include prevention and intervention services for youth at risk of entering the juvenile justice system, and treatment and supervision for those already involved. Officers supervised 4,829 youth in the community, including approximately 279 gang members and 140 sex offenders.

JFS officers use the San Diego Risk and Resiliency Checkup (SDRRC) instrument to assess risk and protective factors of delinquent youth. Scores from the risk and protective sub scales are combined into a single resiliency score. Local research has shown that the SDRRC's delinquency score is the best predictor of a youth's risk to recidivate; therefore this score is used to determine the supervision level the youth will receive. The remainder of the tool is used to identify individual needs, which are used to create a unique case plan for each ward.

### Supervision

The three supervision levels (high, medium, low) offer distinct differences in the amount of direct supervision provided to the ward in the community. Higher risk youth receive more community supervision services than lower risk youth. All youth have case plans developed, are referred to community resources as needed, and have access to probation officers. The following chart shows how offenders were supervised as of June 30, 2010.

Supervision Type	Probationers	Assigned Officers
Regular	1,422	34
Residential Placement	188	6
Sex Offender	140	4
Juvenile Drug Court	137	4
Juvenile Gang Suppression Unit	279	8
Aftercare	126	3
Breaking Cycles	514	8
CAT/WINGS	98	4
CROP	193	6
Truancy	230	4
YOU	117	6
WATCh	29	1
Medium	482	8
Minimum	286	2
Informal Supervision (WIC 654)	221	2
Warrant Bank	367	1

# JUVENILE FIELD SERVICES

The Probation Department provides supervision options designed to meet the needs of a variety of types of youth.

## Community Assessment Teams

Probation collaborates with Community Assessment Teams (CAT) to provide preventative services to at-risk youth. During fiscal year 2009-10, CAT saw 3,857 youth and had a longer term relationship with 2,249 of them. Of the 1,948 case managed clients who exited the program during the fiscal year, only 1% had a sustained petition (conviction) for a new crime.

## Home Supervision

The Home Supervision Program helps reduce detention overcrowding, saves taxpayer dollars, protects public safety, and holds offenders accountable. Youth placed on home supervision are not allowed to leave home without their probation officer's permission except to attend school or work. They may wear an ankle bracelet that monitors when they are home. Home supervision officers made contacts on 3,163 probationers during the fiscal year.

## Youthful Offenders

The Youthful Offender Unit (YOU) supervises youth coming out of the YOU program at Kearny Mesa and East Mesa Juvenile Detention Facilities. These youth have been convicted of serious crimes and are eligible to be sent to the Department of Juvenile Justice (DJJ). Sixty three youth finished the program in fiscal year 2009-10. Of the 27 who terminated at least 12 months ago, 59% have not had a new conviction..

## Truancy Supervision

The Truancy Supervision Unit managed 571 severely truant youth during the fiscal year. Youth spent an average of 238 days in the program and 240 of the 345 who exited the program completed it successfully (70%).

Participating youth raised their grade point average from 0.97 before beginning the program to 1.65 and attendance jumped from 62% of school days attended to 78%. The cost per youth for the program is less than \$4.50 per day in comparison to \$238 per day to incarcerate youth in Juvenile Hall.

## Juvenile Sex Offender Management

The Juvenile Sex Offender Management (JSOM) unit provides intensive monitoring of minors on probation with a history of sexually abusive behavior. The primary goals of JSOM are to protect the safety of the victim, potential victims, and the community. The unit supervises approximately 140 juvenile sex offenders at any given time.

### PROTECTING COMMUNITY SAFETY

*Johnny, like many of our wards, came from a family that struggled with serious criminal matters as well as substance abuse issues. Johnny faced placement due to his parent's incarceration. Unfortunately his step-mother was not a viable placement option, nor were other family members due to their prior criminal history. Johnny was a documented gang member supervised by the Probation Department's Gang Suppression Unit.*

*Despite his gang ties, out of home placement concerns and the other concerns Johnny faced, he took advantage of the services offered at the Probation Department's Youth Day Center (Central). While there, Johnny turned his focus and his behavior around. Johnny successfully completed the program and was eventually placed in a group home where he thrived. He found part time employment and had no behavioral issues. Johnny did not sustain any new arrests while on probation. He successfully terminated from probation, eventually obtained his high school diploma and enrolled in San Diego City College. He now works part-time for the Juvenile Court & Community Schools.*

# JUVENILE FIELD SERVICES

## Breaking Cycles

Breaking Cycles is a family-centered program with a team approach to changing patterns of juvenile delinquency. The team utilizes the family's strengths to develop and implement a plan, which focuses on delinquency intervention by employing a comprehensive and collaborative system of graduated sanctions for high-risk youth, ages 12-18. Youth are committed to Breaking Cycles for a period of 150, 240, or 365 days.

## Reflections

The Reflections program is a collaboration between Probation, Children's Mental Health Services, the County Office of Education, and community based organizations. It serves as an alternative to out-of-home residential treatment. The target population is adolescent offenders who have a mental health diagnosis and are in need of a structured day treatment program with intensive counseling, education, mental health, and family therapy as well as other intervention where needed. The Department operates sites in San Marcos and La Mesa that serve 118 youth on any given day.

## Driving Under the Influence (DUI) Intensive Supervision

The DUI Intensive Supervision Program (DUI) targets high-risk drunk drivers whose offenses involve the use of alcohol/drugs and result in great bodily injury. With an emphasis on field work, DUI officers collaborate with treatment programs and law enforcement check points to increase compliance with court ordered treatment requirements and conditions of probation as they are related to drinking and driving for an average of 800 probationers. During the fiscal year, DUI officers made 182 arrests, performed 848 residential searches, conducted 4,233 drug and alcohol tests, monitored 4,551 probationers on SCRAM (a monitoring device), and participated in 49 special operations with local law enforcement agencies.

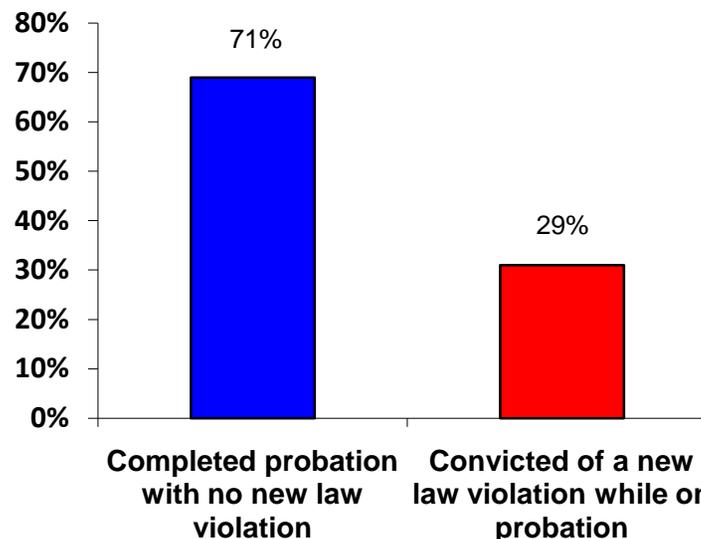
## Teen Women And Their Children

Teen Women And Their Children (WATCH) is a program for teens who are substance abusers and pregnant. The objective is for the young women to deliver drug-free babies. Probation works with Social Services, community agencies and other law enforcement agencies, using a zero-tolerance policy, to test clients and intervene with counseling. During the fiscal year, 54 wards were supervised. Of the 21 who gave birth, 100% were drug free.

## Accomplishments

- Officers conducted 26,252 4<sup>th</sup> waiver searches and made 7,072 face to face contacts with juvenile probationers in the community
- Investigation officers completed 3,045 social studies, contacted 98% (3,812) of victims to inform them of their rights and collect a victim impact statement, and processed 4,605 felony referrals and 3,224 misdemeanor referrals from law enforcement
- Intake and Investigations officers completed 3,047 dispositional court reports
- Six court officers provided 12,480 hours of court service
- The Warrant Unit cleared 280 warrants

## JFS Recidivism





Correctional Deputy Probation Officer supervises public service workers

## INSTITUTIONAL SERVICES

Institutional Services (IS) provides a safe and secure environment for minors arrested and detained within San Diego County. Education and intensive cognitive behavioral programs are offered to youth in the institutions in keeping with the department's goal to assist youth to change their criminal conduct. In addition, Institutional Services administers Work Furlough and Work Projects Programs serving adult offenders.

San Diego County's two Juvenile Halls, Kearny Mesa Juvenile Detention Facility and East Mesa Juvenile Detention Facility, together house up to 544 juveniles awaiting trial, waiting for long-term placement, or serving short term commitments due to probation violations. In addition, the facilities house youth committed to the YOU program. The department also operates three long-term camps focusing on treatment and rehabilitation. Camp Barrett and the Juvenile Ranch Facility house up to 454 boys and the Girls Rehabilitation Facility houses up to 50 girls.

The Probation Department has two Correctional Counselors assigned to juvenile facilities. One counselor serves DJJ and DJJ eligible youth at Kearney Mesa Juvenile Detention Facility (KMJDF) and Camp Barrett, and the other at East Mesa Juvenile Detention Facility (EMJDF). They provide correctional counseling services to eligible youth in a custodial setting. An essential function is to provide individual and group counseling. This may include, but is not limited to, adjustment to incarceration, promotion of pro-social behavior, and preparation to reintegrate into society. They also facilitate psycho-social groups on various topics including abuse of alcohol and drugs; anger management, gangs, domestic violence, and parenting skills. Counselors also perform needs assessments to develop appropriate referrals and placements in programs and services.

The Probation Department provides a broad range of healthcare and medical services for juveniles. Healthcare and medical services are mandated for all juveniles in custody.

The scope of medical services includes; intake screening and health assessments; health education; diagnostic procedures and testing for sexually transmitted diseases; primary care, including physician, nurse practitioner or physician assistant sick call; emergency room visits; inpatient care and urgent and emergency dental care. Both Kearny Mesa and East Mesa Juvenile Detention Facilities earned the California Medical Association Institute for Medical Quality's highest accreditation for medical care.

### **Work Furlough Program**

The Work Furlough Facility is operated by Correctional Alternatives Incorporated under contract with the County of San Diego. Work Furlough is a sentencing alternative for adults that allows inmates to maintain their employment, community ties and satisfy court ordered classes, all while completing their local custody time. During 2009-2010, Work Furlough booked 460 inmates, alleviating jail overcrowding and maintaining a cost savings to the county. Work Furlough inmates pay \$42 a day to participate in the program. Inmates are closely monitored for compliance through random job site checks, alcohol and drug testing, and searches.

### **Work Projects**

Public Service Workers (PSW) are assigned to the program by Superior and Traffic Court, as a sanction for an offense or in lieu of payment of fines, fees or jail time. The work performed by PSWs allows governmental and non-profit agencies a low cost opportunity to clean and beautify their communities. The Work Crew assignments include weed and litter abatement, brush removal, preparing fire breaks, planting and replanting foliage alongside county roads and state highways, maintaining and improving landscapes, digging and clearing flood control trenches, ditches and erosion control. Work Projects supervised 4,407 revenue crews during the fiscal year. The Public Service Workers picked up and recycled 3,156 lbs of plastics, 1,865 lbs of aluminum and 4,120 lbs of glass for a total of 9,141 lbs. earning over \$4,000. These funds are used to support local charities.

# INSTITUTIONAL SERVICES

## Youthful Offender Unit

The in-custody component of the Youthful Offender Unit (YOU) is dedicated to the rehabilitation of high-risk youthful offenders between the ages of 16 and 21. Through cognitive behavioral programs and intensive supervision, youthful offenders are assisted in developing and sustaining a pro-social law abiding lifestyle. The YOU program for males is located at the East Mesa Juvenile Detention Facility and females are housed at the Kearny Mesa Juvenile Detention Facility.

### HOLDING OFFENDERS ACCOUNTABLE

This letter is from a 19 year old male regarding the Work Readiness Program at/Camp Barrett and how it changed his life.

*The reason I am writing this letter is to thank the Work Readiness program. This program really helped me a lot. I have been incarcerated almost twenty times since the age of twelve. When I arrived to Camp Barrett I completed a Work Readiness program that opened my mind to the possibility of changing my life. I was into drugs, gangs, and unemployed. The Work Readiness program helped me get back into school and complete my High School Diploma. I was also awarded an internship for employment. I've stopped using alcohol, drugs and gang affiliation. I have terminated probation successfully for the first time in six years. I would like to thank Work Readiness and all the help it gave me. I would also like other students at Camp Barrett to have the same opportunity that I did so they can have a chance to change their lives and succeed.*

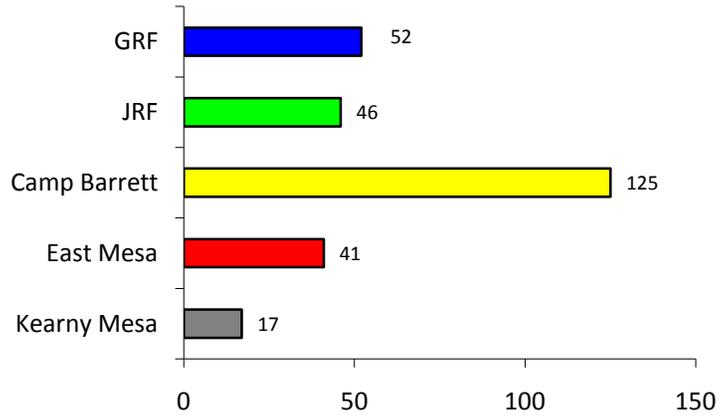


### Accomplishments

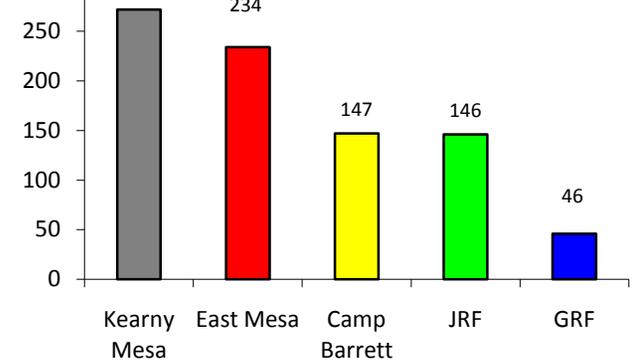
- Violent incidents across all institutions dropped more than 11% from the previous year
- 98% (479 of 490) of wards at the Juvenile Ranch Facility successfully completed their court-ordered stay
- 359 boys successfully completed the Camp Barrett program
- 151 girls successfully completed the Girl's Rehabilitation Facility program
- 4,496 males and 1,280 females were booked into custody on new charges and probation violations
- 602 juvenile public service workers completed 2,438 days of community service in the Work Project program
- 71,218 adult public service workers recycled a total of 9,141 lbs of plastic, aluminum and glass.
- Out of 460 Work Furlough inmates who entered the facility, 283 completed the program successfully

# INSTITUTIONAL SERVICES

**Average Length of Stay (days)**



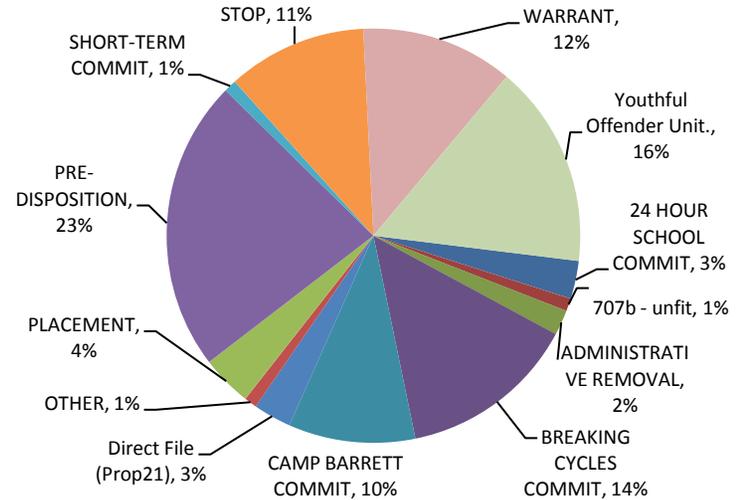
**Average Daily Attendance of Facilities**



**Cost per Youth per Day**

Kearny Mesa Juvenile Detention Facility	\$238
East Mesa Juvenile Detention Facility	\$235
Camp Barrett	\$179
Juvenile Ranch Facility	\$177
Girls Rehabilitation Facility	\$140

**Reasons for Detention at Kearny Mesa and East Mesa**



## **ADMINISTRATIVE SERVICES**

Administrative Services provides leadership and support to ensure efficient operation of probation services. Administrative Services strives to maintain fiscal stability, customer satisfaction, a skilled and diverse workforce, a well-informed public, stable infrastructure, and accountability. Administrative Services consists of the Chief Probation Officer, three Deputy Chief Probation Officers, Administrative Manager and all supporting units including: Research, Public Affairs, Human Resources, Accounting, Information Technology, Finance, Internal Affairs, Backgrounds, Payroll, and Volunteer Programs.

### **Public Affairs**

Public Affairs functions as the communication link between the department and the public. The public affairs officer works with print and broadcast media to share programs and services making an impact on community safety. The Department also used its website, and social media to expand its message and reach alternative audiences. One of the most successful outreach programs of the year is "Juvenile Hall Open House," which hosted 3,622 visitors last year.

### **Training and Development**

The Training and Development Unit provides training to approximately 1,000 sworn staff that are required to complete a minimum of 40 hours of training per year. The Unit conducted 47,966 total training hours for sworn officers during the fiscal year.

### **Research and Evaluation**

The Research Unit spearheaded the department's evidence-based practice strategic planning process to ensure that the department engages in practices that have been shown through valid research to have the ability to reduce recidivism.

Major initiatives of the unit include developing and maintaining department wide performance measures and providing accurate and timely information to internal and external stakeholders.

### **Volunteer Services**

The Probation Department operates the Reserve Deputy Probation Officer Program and the Volunteers In Probation program for non-paid volunteers who recognize the value of public service. During the fiscal year, 524 volunteers worked 18,075 hours for total value of more than \$376,863.

### **Volunteers In Probation (VIP), Inc.**

VIP is a forty year old 501(c)3 non-profit organization that provides funds for the special needs of the department's clientele when such needs are not provided by public funds or other available community resources. During the fiscal year, VIP raised more than \$20,000 and donated almost \$24,000 to individuals and programs in need of assistance.

### **Management Services**

Finance and Accounting managed a fiscal year 2009-10 budget of \$176,237,586 providing oversight and accountability. Information Technology supports the Department's ability to supervise probationers by maintaining a sophisticated array of networks and interfaces. The Contracts and Procurement Unit manages over 164 contracts and agreements for adult and juvenile services with seven school districts, two universities, 14 community-based organizations and multiple government and law enforcement agencies.

# ADMINISTRATIVE SERVICES

## Fiscal Year 2010-11 Staff

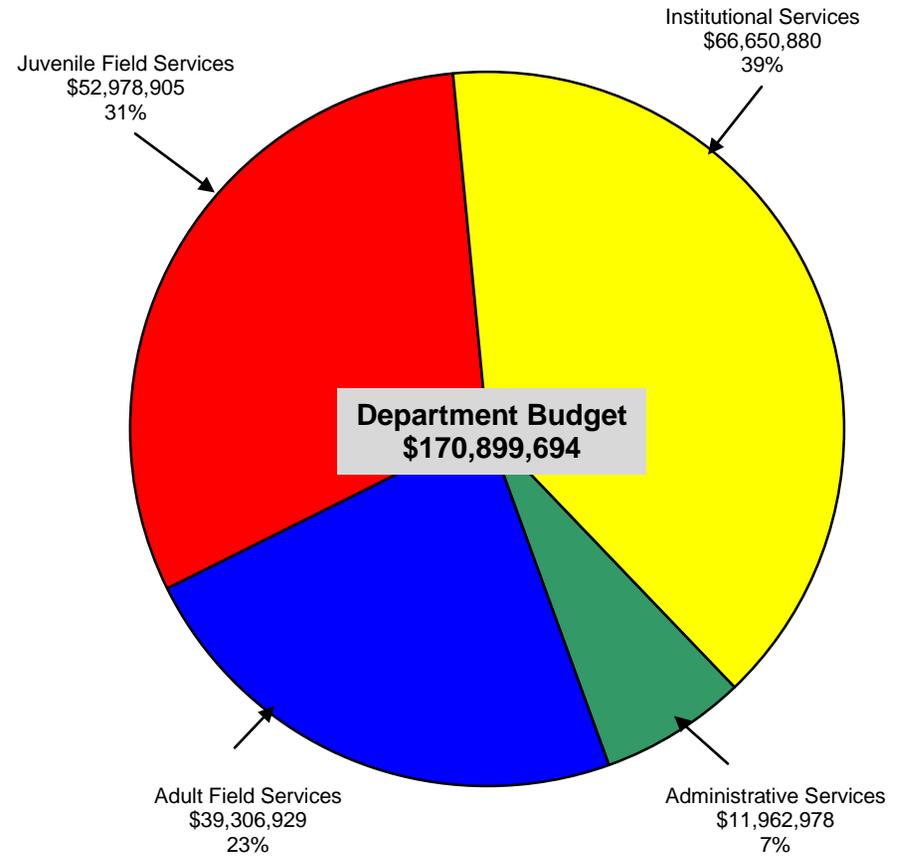
Division	Staff
Administration	55
Juvenile Field Services	339
Adult Field Services	324
Institutional Services	<u>516</u>
<b>Total</b>	<b>1,234</b>

### Breakdown of Staff

Sworn	978
Support	256



## Fiscal Year 2010-11 Adopted Budget



**AWARD PHOTOS**



**AWARDS**

## Employees of the Year 2009

Shannon Bowman  
Richard Westmoreland  
Jeff Quirk  
Alejandro Zermeno  
Alan Pineda

Melanie Moore  
Sean Behan  
Christine Quigg  
Shelly Christano  
Anna Guzman

## Meritorious Award

Pamela Green  
Mia Nicole Hernandez  
Adrian Marine

## Distinguished Service Award

Ross Lewin  
Timothy Hancock  
Maria Joseph  
Rona Johnson  
Terry Fick  
Elizabeth Machuca  
Ana Delgadillo  
Grace Wang

Lorena Garcia  
Chandra Evans  
Jennie Rathbun  
Deborah Pelkey  
Diana Echaves  
Lydia Leon  
Carol Winters

## Certificate of Merit Award

Sultan Salih  
Gang Suppression Unit  
Girls Rehabilitation Facility  
Work Furlough Oversight Unit  
EMJDF Unit F  
Mary Ann Molina

Debbie Tabler  
Warrant Service Unit  
Angela Lewis  
Christine White  
Camp Barrett Staff  
Nels Esquibel

## Volunteer of the Year 2009

Terrence Cagan

## MAYSI-II and Early Intervention Wins NACo Award

The MAYSI-II Early Intervention Project is designed to address the critical need for effective early mental health screening and interventions for youths 12-17 years old. MAYSI-II refers to the screening tool utilized in the program, which is designed for utilization with minors in detention facilities. The program is a collaborative effort with the Health and Human Services Agency (HHSA), the San Diego Probation Department and the San Diego Unified School District. It is supported with funding from the Mental Health Services Act.

The purpose of the Early Intervention Project is to provide for early identification and treatment for mentally ill or vulnerable youths in order to improve overall functioning; reduce the time spent in detention facilities; and reduce recidivism.

## Probation Medical Services Program Wins Awards

The Probation Department was awarded the California Medical Association (CMA), Institute for Medical Quality (IMQ) Standards Accreditation for the 10<sup>th</sup> consecutive year.

The Probation Department Medical Services Program's STD/Chlamydia screening and treatment practices are recognized by Center for Disease Control as number one in the nation and serves as a model for other programs.

## PARTNERSHIPS

### Community Organizations

- ❖ Cajon Valley School District
- ❖ Center for Disease Control
- ❖ Children's Initiative
- ❖ Correctional Alternatives, Inc.
- ❖ County Office of Education
- ❖ Escondido Union School District
- ❖ Grossmont Union School District
- ❖ Health and Human Services Agency
- ❖ La Mesa/Spring Valley School District
- ❖ McCallister Institute
- ❖ Mental Health Systems, Inc.
- ❖ National Conflict Resolution Center
- ❖ North County Lifeline, Inc.
- ❖ Phoenix House of San Diego
- ❖ Poway Unified School District
- ❖ San Diego Association of Governments
- ❖ San Diego State University Research Foundation
- ❖ San Diego Unified School District
- ❖ San Diego Youth and Community Services
- ❖ Second Chance/Strive
- ❖ Social Advocates for Youth
- ❖ South Bay Community Services
- ❖ Spectrum
- ❖ STAR/PAL
- ❖ United Through Reading
- ❖ University of California, San Diego
- ❖ Vista Hill
- ❖ Volunteers In Probation, Inc.
- ❖ Welcome Home

### Law Enforcement Organizations

The Department participates in multi-agency operations with:

- ❖ Border Patrol
- ❖ City Police Departments
- ❖ District Attorney's Office
- ❖ Drug Enforcement Agency
- ❖ F.B.I.
- ❖ California Highway Patrol
- ❖ Homeland Security
- ❖ Immigration and Customs Enforcement
- ❖ Metro Transit Authority
- ❖ National Guard
- ❖ Sheriff's Department
- ❖ State Parole
- ❖ U.S. Coast Guard
- ❖ U.S. Department of Justice
- ❖ U.S. Marshall
- ❖ U.S. Navy
- ❖ U.S. Marines





## Contact Information

Probation Administration .....	858-514-3148
North County Office.....	760-806-2313
East County Regional Center .....	619-441-4455
South County Office .....	619-498-2111
Starling Drive Office .....	858-492-2300
Ohio Street Office.....	619-574-5500
Hall of Justice.....	619-515-8202
Work Project .....	858-560-3258
Juvenile Probation Center .....	858-694-4600
Kearny Mesa Juvenile Detention Facility.....	858-694-4500
East Mesa Juvenile Detention Facility .....	619-671-4400
Girls Rehabilitation Facility .....	858-694-4510
Juvenile Ranch Facility .....	619-401-3500
Camp Barrett.....	619-401-4900
Youth Day Center North .....	760-752-1842
Youth Day Center Central .....	619-266-6060
Reflections North.....	760-752-1842
Reflections Central.....	619-667-6891

Website [www.sdcounty.ca.gov/probation](http://www.sdcounty.ca.gov/probation)



## County of San Diego Board of Supervisors

Greg Cox, District 1

Dianne Jacob, District 2

Pam Slater-Price, District 3

Ron Roberts, District 4

Bill Horn, District 5

### Chief Administrative Officer

Walter F. Ekard

### Chief Probation Officer

Mack Jenkins