

2016 - 2017 ANNUAL REPORT

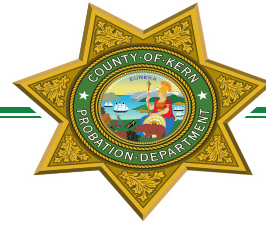
KERN COUNTY
*Commitment to a
Safe Community*



TR MERICKEL
Chief Probation Officer

KERN COUNTY PROBATION DEPARTMENT

TR Merickel
Chief Probation Officer



Honorable Superior Court Judges
Members of the Kern County Juvenile Justice
& Delinquency Prevention Commission
Honorable Members of the Board of Supervisors
Kern County Probation Department Staff

The Kern County Probation Department plays a vital and unique role in our local criminal justice system. The Department has the dual responsibilities of both enforcer and rehabilitator. Officers must ensure supervision terms are complied with, but also provide avenues for offenders to be successful. Only by embracing both of these roles can we be successful in meeting our mission of reducing the incidents and impact of criminal behavior. The Department will continue to hold offenders accountable; however, the greatest impact on public safety is gained when the cycle of recidivism is broken.

Evidence-based practices, or doing "what works," are the cornerstone for our blueprint to success. There is voluminous research which defines best practices in the field of community corrections. The Department is committed to being open to this research and agile in implementation. An evidence-based assessment is the first step in this approach. These assessments provide an offender risk level, which allows the Department to prioritize our caseloads and resources. They also identify offenders' "criminogenic" needs (those dynamic areas in an offender's life which are directly related to re-offending). A tailored case plan can then be developed to address the top criminogenic needs. Research shows recidivism can be significantly reduced through this approach.

While an assessment is an important first step in recidivism reduction, appropriate targeted services are essential to success. However, there has been, and continues to be, a lack of evidence-based programs in the community. It is this area where the Department has made the most progress over the last several years. The Department operates an Adult Day Reporting Center (DRC) which can service 200 high risk offenders at a time. A DRC is a one-stop shop for evidence-based programming and community services. A recent local study illustrates the powerful impact these programs have on a difficult population. The Bridges Academy on the juvenile side is another powerful program that offers schooling, occupational services, substance abuse treatment and counseling. All of our juvenile institutions also offer an increasing array of evidence-based programs. The Department has also opened an Adult Programs Center (APC) which has 10 staff dedicated to providing cutting-edge evidence-based programs. This will allow us to fill the identified service need gaps and provide proven treatment to even more of our adult felony offenders. Lastly, we have begun a Juvenile Programming Unit (JPU) to offer more services to our juvenile offenders both in and out of custody.

Despite challenges brought by AB 109, heavy caseload sizes and financial limitations, the Department has embraced an approach which will produce greater public safety. By focusing dually on accountability and rehabilitation we will produce better outcomes in a more efficient manner. The staff of the Probation Department exemplifies this philosophy every day through their professionalism and dedication. I continue to be proud to be Chief during this exciting period of change and improvement.

Sincerely,

A handwritten signature in black ink, appearing to read "TR Merickel", written over a horizontal line.

TR Merickel
Chief Probation Officer

MISSION

The mission of probation services is to reduce the incidence and impact of criminal behavior of juveniles and adults.

VALUES

Commitment • Integrity • Professionalism

OPERATING PRINCIPLES

- In order to achieve our goals, the Probation Department will strive to be responsive to community needs and concerns.
- Probation staff are encouraged to provide input to influence the direction of the department and to improve the delivery of services.
- The Probation Department is committed to staff development and an ongoing evaluation of all services provided.

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SUPERIOR COURT OF CALIFORNIA COUNTY OF KERN

Honorable Charles R. Brehmer, Presiding Judge
(Effective 01/2017)

Metropolitan Division

Honorable Charles R. Brehmer
Honorable John S. Somers
Honorable Gary T. Friedman
Honorable Judith K. Dulcich
Honorable John W. Lua
Honorable John R. Brownlee
Honorable Brian M. McNamara
Honorable Michael E. Dellostritto
Honorable Kenneth C. Twisselman II
Honorable Stephen Schuett
Honorable David R. Lampe
Honorable Steven Katz
Honorable Colette M. Humphrey
Honorable Michael G. Bush
Honorable John Oglesby
Honorable Thomas S. Clark
Honorable Gloria Cannon
Honorable Susan Gill
Honorable Jose R. Benavides
Honorable David R. Zulfa
Honorable John L. Fielder
Honorable Ralph WM. Wyatt
Honorable Brian Stainfield
Linda S. Etienne, Commissioner
Alisa R. Knight, Commissioner
Cynthia L. Loo, Commissioner
Ralph L. McKnight, Commissioner

Metropolitan Division—Juvenile Justice Center

Honorable Lorna H. Brumfield
Honorable Louie L. Vega
Honorable Raymonda Marquez

Metropolitan Division—Traffic Court

Honorable Eric J. Bradshaw
Joseph J. Gianquinto, Commissioner

North Division

Honorable Marcos R. Camacho
Honorable Robert S. Tafoya
Honorable David Wolf
Steven Shayer, Commissioner

South Division

Honorable Craig G. Phillips
Honorable Skip Staley

East Division

Honorable Kenneth G. Pritchard
Honorable Tiffany Organ-Bowles
Honorable Kenneth Green
Jason Webster, Commissioner

KERN COUNTY BOARD OF SUPERVISORS



1st District - Honorable Mick Gleason

2nd District - Honorable Zack Scrivner

3rd District - Honorable Mike Maggard

4th District - Honorable David Couch

5th District - Honorable Leticia Perez

KERN COUNTY JUVENILE JUSTICE AND DELINQUENCY PREVENTION COMMISSION

Jamie M. Henderson
Chairman

Michael McCormick
Vice Chairman

Mike Payne
Secretary

John Alcala
Henry Castaneda

Timothy Kleier
Teresa Vasquez

PROBATION DEPARTMENT ADMINISTRATION

CHIEF PROBATION OFFICER
TR Merickel

DEPUTY CHIEF PROBATION OFFICER
Scott A. Royer
Administrative and Field Services

DEPUTY CHIEF PROBATION OFFICER
Marc J. Bridgford
Institutions

DIVISION DIRECTORS

JJ Zahry - Administrative Services

Victor Cotera - Adult Services

Rebecca L. Jamison - Fiscal, Research, Planning and Technology Services

William P. Dickinson - Juvenile Hall

Thad W. Kennedy - Juvenile Services

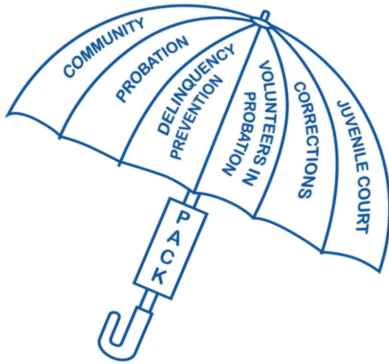
Shay E. Molennor - Juvenile Programs

Matthew S. Fontaine - Larry J. Rhoades Kern Crossroads Facility

Robert A. Kilgore - Camp Erwin Owen

Geoffrey A. Welch - AB 109

PROBATION AUXILIARY COUNTY OF KERN



Probation Auxiliary County of Kern (P.A.C.K.) is a non-profit corporation chartered in October 1976. P.A.C.K. is endorsed by the Superior Court Judges of Kern County, the Kern County Probation Department, and the Juvenile Justice and Delinquency Prevention Commission. As an organization, it assists youth in the Juvenile Justice System (JJS) and those considered at-risk to enter the JJS. P.A.C.K. has expanded its outreach efforts to include offenders under the supervision of the Probation Department. Their mission is to provide support and services with the Probation Department, enabling people to become responsible citizens. P.A.C.K. provides materials and services,

not included in the tax-supported budget for Juvenile Services, including educational, recreational, and personal necessities for youth. The goal is to provide resources to help youth understand themselves and the world around them, and to encourage them to be the best they can be. Grants and fund raising activities contribute to P.A.C.K.'s General Fund.

Specialized P.A.C.K. programs include "Take Away Tattoos" (TAT) where youths and offenders on probation and offenders within the AB 109 (prison realignment) population are eligible for tattoo removal services. Referrals are typically received from the Probation Department and the Kern County Sheriff's Office. Referrals from outside entities may be accepted provided the participants are eligible for services. Volunteers are the driving force behind this program's success. Seven medical personnel have been able to serve 360 participants.



**Benefits = Employability
Accountability
Self Esteem**



" Thanks to your Take Away Tattoo program my two sons were able to change their lives around. One has a job and a family and the other is going to school." -Maria B. (mother of two TAT clients).

PROBATION AUXILIARY COUNTY OF KERN



The "I'm Thumbbody" program is a self esteem building program designed for second graders. It emphasizes individuality through thumbprints. Each student receives an activity book in the classroom and a poster size activity sheet to complete at home with family. P.A.C.K. added an anti-bullying message to the presentation encouraging students to participate and discuss various scenarios and provides examples of how to deal with bullying.



"The students enjoyed the presentation and the presenters were warm and professional. Student engagement was impressive. We hope to see Mr. Thumbbody again next year!"- Virginia Avenue School Mrs. Maynard (2nd grade teacher)

The Scholarship Fund continues to provide scholarships to at risk youth. \$3,000 in scholarships were awarded to assist in the cost of continuing education. Award winners were in good standing with probation terms and participating in rehabilitative programing. Awards were made to students attending California State University, Bakersfield and Bakersfield College.

P.A.C.K.'s annual silent auction for the Bridges Academy Art Program was held on November 3, 2016, benefitting students enrolled in the Bridges Academy Art Program. All Art auctioned was created by students in the program and 100% of the proceeds raised will directly support the Bridges Academy Art Program.

Photos with Santa is an event especially for probation staff and their families. Mr. and Mrs. Claus (former long time probation employees) and volunteer photographer come each year to support P.A.C.K.'s mission.

The Probation Auxiliary County of Kern presented their 28th Annual 5K/10K Fog Run on January 7, 2017. This successful event was a family friendly race to help support At-Risk Youth and Alliance Against Family Violence and Sexual Assault. The race took place at Lake Ming a beautiful scenic course overlooking mountain and lake views.

FISCAL, RESEARCH, PLANNING & TECHNOLOGY SERVICES

The Fiscal, Research, Planning, and Technology Services Division is responsible for budget development, revenue, expenses, data collection and analysis, research, grants, technology, coordination of data systems, and special projects.

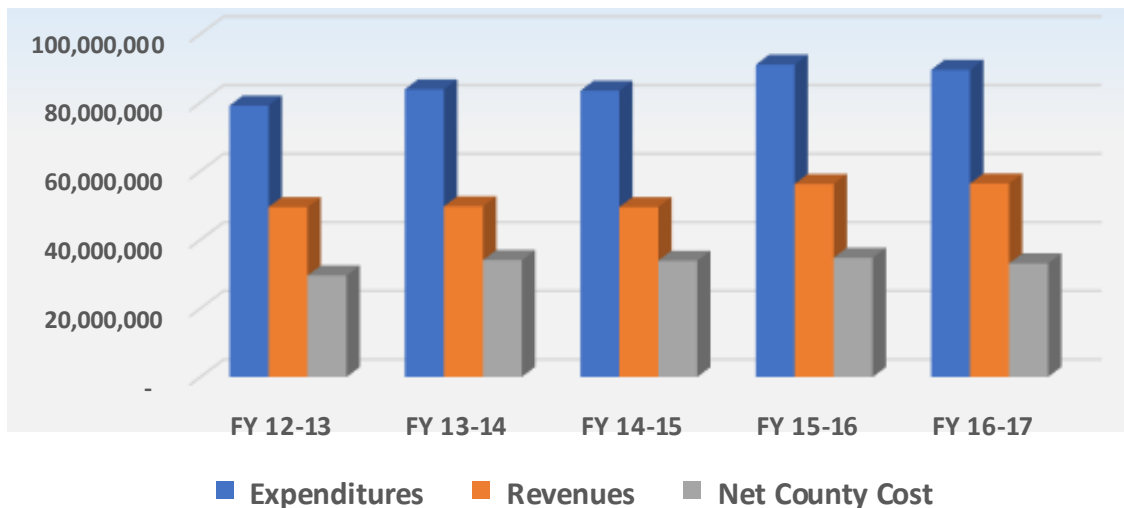
Fiscal Services

Fiscal Services handles a multitude of financial and administrative activities including budget development, preparation and control; accounts payable; claims preparation; accounts receivable; collections; purchasing; financial reporting; contracts; and capital assets.

PROBATION DEPARTMENT APPROVED BUDGET

	12-13	13-14	14-15	15-16	16-17
Expenditures	\$79,135,198	\$83,886,693	\$83,442,751	\$91,049,956	\$89,540,493
Revenue *	\$49,526,037	\$49,777,375	\$49,542,004	\$56,280,996	\$56,410,976
Net County Cost	\$29,609,161	\$34,109,318	\$33,900,747	\$34,768,960	\$33,129,517

PROBATION DEPARTMENT APPROVED BUDGET 2012 - 2017



* Based on the Approved Budget, Revenue includes public safety funding, Juvenile Probation and Camps Funding (J.P.C.F.), Social Security Act (Title IV E), and other funding as available.

FISCAL, RESEARCH, PLANNING & TECHNOLOGY SERVICES

Research, Analysis, and Data (RAD)

The Research, Analysis, and Data (RAD) Unit was created out of increasing demands for data collection and research brought on by the implementation of the Criminal Justice Realignment Act of 2011, also known as Assembly Bill (AB) 109. In October of 2011, the RAD Unit started as one Departmental Analyst with a focus on AB 109. Since this time, the RAD Unit has grown to include five full-time staff, which includes three Departmental Analysts, one Supervising Departmental Analyst, and one Office Services Specialist. With this expansion in staffing, the RAD Unit also conducts grant research, assists with data collection and reporting for Juvenile Divisions, and other special projects as needed. The responsibilities of the RAD Unit include the following:

- Collection and reporting of quarterly financial and dashboard reports to the Community Corrections Partnership (CCP) and the Board of Supervisors on AB 109 activity in the community
- Collection and reporting of criminal justice population, recidivism, and program involvement information for offenders. Such reports are prepared for the CCP, Chief Probation Officers Association of California (CPOC), the Public Policy Institute of California (PPIC), and the public
- Preparing, conducting and administering the Request for Proposals (RFP) and Request for Applications (RFA) competitive grant processes for AB 109 funds distributed through the Community-Based Organizations (CBO) Program
- Monitoring the CBO Program in conjunction with the Sheriff's Office and Behavioral Health and Recovery Services
- Maintaining and processing financial reimbursement information for the Street Interdiction Team (SIT)
- Assisting with the transition and conversion of criminal justice data to a new countywide Criminal Justice Information and Case Management System
- Identification of grant opportunities and reporting information on grants previously awarded
- Conducting program evaluations and other research studies as needed

FY 2016-2017, the RAD Unit was responsible for the following projects:

- CBO Program monitoring
- The Results First Cost-Benefit Initiative
- The PPIC pilot data project
- Coordinating the development of the annual County of Kern, Public Safety Realignment Act of 2011 (AB 109) Implementation Plan
- CPOC annual reports
- SIT financial monitoring
- Grant research



FISCAL, RESEARCH, PLANNING & TECHNOLOGY SERVICES

Technology Services



The mission of the Technology Services Unit is to provide the highest quality technological services, in the most cost effective manner, to facilitate the mission of Probation as it applies to reducing the incidence and criminal behavior of youths and offenders. We promote the use of technology to support the Department's mission, empower staff, foster collaboration, and to improve inefficient operations through automation.

The Department's use of technology and the complexity of new technology continue to expand. Our responsibilities include the following:

- Provide effective technology support to all areas of Probation
- Develop, enhance, and manage Probation's networks to provide high speed, transparent, and highly functional connectivity among all information resources
- Develop and maintain highly effective, reliable, secure, and innovative information systems
- Promote new uses of information technology within Probation
- Facilitate the collection, storage, security and integrity of electronic data while ensuring appropriate access
- Provide leadership for effective strategic and tactical planning in the use of technology
- Keep the department informed regarding trends and new regulations by maintaining an active status in technology groups such as the Kern Information Technology Users Group (KITUG) and the Probation Information Technology Managers Association (PITMA)
- Track issues and their causes to accelerate problem resolution and reduce future occurrences
- Research and prepare for the future technological direction of the department
- Collaborate with other agencies both internal and external to the County

Major Projects during 2016-2017

- Office 365 implementation planning
- Telepsych implementation at Juvenile Hall and Crossroads
- Improved Disaster Recovery processes
- Continued work on the Tyler Odyssey implementation

Anticipated Projects for 2017-2018

- Complete Office 365 Implementation
- Continuing Tyler Odyssey Implementation
- Windows 10 upgrade
- Windows Server 2016 Upgrade
- JPU and Dream Center locations brought online



ADMINISTRATIVE SERVICES DIVISION

The Administrative Services Division combines and centralizes a variety of mission critical support service functions. These services include personnel and payroll, staff training and development, public relations, volunteer services, intern programs and clerical support. Additionally, the division conducts pre-employment background investigations, develops and publishes policy, and initiates recruitments for vacancies and promotions. The Administrative Services Division represents the department at Pitchess Motions, complies with Subpoena Duces Tecum for records and produces records pursuant to the California Public Records Act.

Records Custodian Responses FY 2016-2017		
California Public Records Act	Subpoena Duces Tecum	Pitchess Motions
6	5	10

Background Unit

The Background Unit maintains the responsibility of processing permanent, extra help, volunteer, and intern candidates for employment. Priorities include processing background investigations in a timely and efficient manner while being responsive to the Department's needs. The unit maintains extra help employee hiring and retention to provide for adequate staffing levels within the institutions. In addition, the unit is responsible for conducting security clearances and PREA checks on contracted providers, as well as Grand Jury background checks. This requires officers conduct a wide spectrum of duties ranging from coordinating interviews and physical ability testing, to conducting comprehensive background investigations and making referrals for psychological evaluations.

As part of the recruitment process, officers are charged with conducting outreach to local colleges, attending job fairs, maintaining marketing supplies and updating employment information on various websites.

Other duties within the unit include coordinating and proctoring the Fitness Incentive Testing for safety employees and Employee Service Award disbursement.

Accomplishments over the last fiscal year include meeting the Department's demand for processing background investigations in a timely manner, advancing the best and brightest candidates and protecting the integrity of the hiring process.

ADMINISTRATIVE SERVICES STATISTICS

BACKGROUND STATISTICS 2016 - 2017	
Background Investigations:	310
Permanent Positions	151
Extra Help Positions	159
PREA/Security Checks	37
Intern/Volunteer Background Checks	43
Criminal Record Checks	390
Psychological Evaluations	65

Kern County Probation Staff Allocation

ADMINISTRATIVE, FIELD, AND COURT SERVICES 2016 - 2017	
Sworn Personnel	251
Part-Time	3
Support Personnel (Non-Sworn)	121
Part-Time	0
INSTITUTIONS STAFF	
Sworn Personnel	212
Support Personnel (Non-Sworn)	9
TOTAL STAFF	
Total Full-Time	593
Total Part-Time	3
Total Staff	596

ADMINISTRATIVE SERVICES DIVISION

Staff Development and Training

As community corrections continuously evolves, it is critical that the Training Unit responds with appropriate training curriculum that addresses current trends, best practices, but does not lose focus on officer safety. During the past decade, the role of corrections staff has shifted to treatment while at the same time, the composition of their clients has become concentrated with higher risk offenders requiring maintaining balance between addressing criminogenic needs and accountability.

The Training Division offers multi-faceted annual training. During the 2016-2017 Fiscal Year, officers attended 358 training classes, workshops, and conferences that ranged in topics from Evidence Based Case Planning and Behavioral Response Matrix, to Active Crisis Training and Combat Medicine. Training is presented by private providers and in-house subject matter experts who deliver the wide range of training topics needed in today's field of corrections and community supervision.

The Department utilizes 70 officers to provide training in-house. These Deputy Probation Officers and Juvenile Corrections Officers are certified trainers in the following disciplines: Defensive Tactics, SPEAR, Baton, Taser, Effective Practices in Community Supervision (EPICS), Excited Delirium, Manual Door Breacher, Prison Rape Elimination Act (PREA), Static 99, Real Colors, Simunitions, and Firearms. Trainers are also subject matter experts in Determinate Sentencing, Motivational Interviewing, and risk/needs assessments. Many of these officers are also trainers for the in-house 216-hour Deputy Probation Officer Core academy and the 192-hour Juvenile Corrections Officer Core academy. These trainings are certified by the Board of State and Community Corrections, Standards and Training for Corrections (STC). Providing annual and core training in-house, has saved the Department approximately \$80,000 in tuition this fiscal year.

In addition to the courses listed above, the following training courses were presented by outside providers: Adult and Juvenile Law Update, CPR/First Aid, Force Science Basics, Site Protection and Document Screening, The Aegis System of De-escalation, The Evolution of Radical Islam, Walking the Narrow Road of Excellence, High in Plain Sight, Female Enforcers, Going Viral, Courtroom Testimony, Cultural Competence, Street Drug Identification and Packaging, The Choreography of Presenting, and Bulletproof Spirit.

The Board of State and Community Corrections provides annual funding to agencies that voluntarily participate in the STC program. Funding is based upon the number of full time officers who will be receiving STC training. The program requires all full-time Deputy Probation Officers to complete 40 hours of STC certified training, and all Juvenile Corrections Officers to complete 24 hours of STC certified training, annually. Additionally, newly hired officers must complete Core training within one year of hire. STC provides the guidelines and minimum requirements for each of these Core courses to standardize the training for community corrections agencies throughout the state. Newly promoted supervisors and managers must complete Supervisor Core or the Manager Administrator Core Course within one year of promotion. During the 2016-2017 Fiscal Year, the Kern County Probation Department received \$249,645 in STC funding to train 480 officers in core and annual trainings.

ADMINISTRATIVE SERVICES DIVISION

Staff Development and Training (Continued)

During this training year, additional Program Specialists were hired to staff the Juvenile Programming Unit and fill vacant positions in the Adult Programming Unit. These non-sworn staff completed a 29-day (232 hour) Program Specialist Core training. These staff received training from in-house trainers and outside providers in the following subjects: Evidence Based Practices, EPICS, Motivational Interviewing, Risk/Needs Assessments, Strengthening Families, Aggression Replacement Training, Case Planning, Ethics, Facilitator Training, Staff Manipulation and Situational Awareness, Gangs, Core Practices for Effective Presentations, Thinking 4 Change, and Cognitive-Behavioral Interventions for Substance Abuse.

Probation Volunteer Services

Volunteer Services offer valuable support to probation programs, activities and staff. The Probation Volunteer Services Coordinator recruits, screens, trains, and places volunteers and student interns from Bakersfield College, California State University Bakersfield, Cerro Coso College, San Joaquin Valley College and Santa Barbara Business College in various units throughout the Probation Department. The coordinator promotes volunteer support services while maintaining files on all volunteer and intern personnel.

The assistance of college interns has allowed a closer level of supervision for probationers in all supervision units of the department. These interns gain valuable knowledge and experience while assisting in completing numerous tasks, allowing officers to dedicate more time to supervision and redirection of the offenders. Many interns later become excellent applicants for extra help positions and eventually permanent appointment. During this year, 11 interns were placed in various units and 5 went on to be hired by the Probation Department.

Community volunteers are vital to the success of our Department. They volunteer thousands of hours every year. They may apply as part of an already existing program such as Youth for Christ, Catholic Services, Friday Night Friends, The Book Club, Symbols of Hope just to name a few. Others volunteer for a Saturday event including a full BBQ lunch and an inspirational message. One such volunteer works at our Camp Erwin Owen facility and of the 278 hours logged monthly, she accounts for 134. Her dedication to the Friday Night Friends program has been instrumental in assisting the redirection of Camp Erwin Owen youth.

Bureau of Labor statistics sets the California volunteer services value at \$27.59 per hour. At that rate, the table on the following page indicates \$241,688 in services rendered by volunteers and interns in 2016-2017 in the listed programs. The national value of volunteer services is \$24.14 per hour.

"Interning with the Kern County Probation Department, I developed great admiration for what Probation does and how that could fit into my future career goals. From Day 1 of my internship, to now getting hired on full-time I've genuinely felt like my contributions mattered and I was part of an amazing team." -Daniela Miramontes (Intern promoted to OST, Volunteer Services)

ADMINISTRATIVE SERVICES DIVISION

Volunteer/Intern Services

	VOLUNTEERS	INTERNS	HOURS
CSUB			
Proposition 36		3	600
Investigations			
Juvenile Programs		2	400
Crossroads			
Juvenile Hall			
Adult			
G.I.S.T.		1	200
Supervision			
Bakersfield College			
Pathways Academy		1	108
G.I.S.T.		1	108
Proposition 36			
Adult AB 109		1	108
Crossroads		1	108
Volunteer Services		1	108
Cerro Coso College			
Camp Erwin Owen			
Santa Barbara Business College			
Crossroads		1	170
Juvenile Hall		3	510
Juvenile Investigations			
Bridges		1	170
Institutions			
Juvenile Hall	25		860
Camp Erwin Owen	15		3,772
Crossroads	20		1,716
P.A.C.K.			
Take Away Tattoos	7		672
TOTALS	67	16	9,610
CA VOLUNTEER RATE = \$27.59			\$265,140

ADMINISTRATIVE SERVICES DIVISION

Clerical Support Staff

The Department Office Services Technicians (OST) working in clerical units provide support to Probation Department staff throughout the county. OST's are often the first point of contact for the public by phone or in person. They act as gatekeepers and work to ensure the public is directed to the proper officer or location to meet their needs. The clerical staff in our department are incredibly important to ensure the work is processed efficiently and timely, to meet court deadlines and officer needs. During this year, adult clerical staff have transcribed 3,402 presentence investigation reports, an average of 283 reports a month. In the adult supervision units, there were 3,695 declaration letters prepared for court. Department wide, there were over 300 new law violation reports completed. Clerical staff also sort numerous referrals for distribution, filing, compiling reports as well as numerous other responsibilities to assist the officers in their efforts to complete mandated tasks.

Payroll and Personnel Unit

Personnel & Payroll is comprised of a Senior Human Resource Specialist who supervises three Human Resource Specialists. From hiring to retiring and everything in between, the unit handles the Human Resource support and payroll processing for every employee of the Probation Department.

One of the most crucial functions of the unit is payroll. The unit diligently processes an average of 595 time cards bi-weekly, ensuring each employee is paid accurately and in a timely manner. Additionally, the unit oversees a variety of employee status changes including: tax withholding allowances, name changes, address changes, officer fitness pay, STC Certificate pay, new recruitments and promotions. Further, the unit maintains the Organizational Chart, Employee Roster, and Employee Performance Reviews.

The office facilitates Department permanent hiring as approved by the County Administrative Office. For Fiscal Year 2016-2017, the unit has fingerprinted and notarized 160 individuals including permanent and Extra Help candidates, new hire candidates, volunteers, interns, Behavioral and Recovery Mental Health staff and nurses, and Buena Vista Museum volunteers. The Personnel unit ensures compliance with Workers' Compensation injury reports of accidents and injuries to the rules and regulations of California Occupational Safety and Health Administration. They provide the assistance and guidance placing staff on approved leaves of absences. Some of the most common processed leaves include: Non-Job Related Illness or Disability, Pregnancy Disability Leave, Family Care Leave, Compensable Disability, Personal Necessity Leave and Intermittent Leave.

Unit priorities revolve around serving the people that make up the department. They take pride in Department and supporting staff in both payroll and Human Resource capacities. This allows staff to focus on carrying out our Department's mission of service to the community. Now and going forward, the unit intends to develop, refine and expand HR skills to continue offering the best support, training and customer service to employees, clients and community.

ADULT SERVICES

OVERVIEW

Prior to the implementation of AB 109, the Probation Department's Adult Division only supervised those individuals whose sentences had been suspended and were placed on felony probation. However, with AB 109, two new supervision types were created, PRCS and Mandatory Supervision. In order to better meet the needs of these new offenders under the jurisdiction of the Probation Department while continuing to provide for public safety, the AB 109 Division was created. The division was previously a part of the Adult Services Division. The AB 109 Division now consists of two PRCS units, a Mandatory Supervision Unit, a High Risk Felony Offender Unit and the Adult Programming Unit. Three standard felony probation units remain in the Adult Services Division along with three investigation units. Regardless of supervision type, a Static Risk Assessment (SRA) is completed on each offender providing Deputy Probation Officers with the offender's risk level to re-offend. Based on this risk level, offenders are assigned to an appropriate caseload with increased services directed at those most likely to recidivate. The types of services and ultimately the treatment offenders receive is in part based on the Offender's Need Assessment (ONA). Through the ONA, an offender's criminogenic needs are determined. A criminogenic need is an area of an offender's life directly related to him or her re-offending. Both Divisions have continued to utilize the ONA on a greater scale with nearly all offenders under the AB 109 Division being assessed and an increasing number of offenders being assessed in the Adult Services Division. In a further effort to adhere to evidence based practices and to comply with SB 266, the Department created a Response Matrix (Matrix). The Matrix was developed by the Probation Department in 2016 to foster consistency and uniformity in the supervision of offenders. The Matrix was developed with evidence-based principles and is a two-prong approach that gives officers guidance on addressing violation behaviors and holding offenders accountable, but also on rewarding prosocial behaviors. Following is further discussion of the three major sections of Adult Services: Investigations, Supervision and Programs.

Investigations Unit

The Probation Department's Adult Investigation units serve the Superior Court by providing a pre-sentence investigation report based on an analysis of the defendant's social and criminal history, the nature of the crime, the impact on the victim (if applicable), and the sentencing law as it applies to the specific charges pled and proven. The court either requests a full pre-sentence investigation report or a "short" report. The Investigation units have learned and thus implemented the complex intricacies brought about by AB 109 and continue to utilize this knowledge in their court reports.

Upon receiving a referral from the court, Deputy Probation Officers conduct pre-sentence investigation report investigations. In these reports, Officers conduct a social study of the defendant then submit and justify their recommendations to the court. Additionally, they also review and make recommendations regarding bail and "own recognizance" releases.

Officers in the Adult Investigation units also play a pivotal role in the Department's use of evidence based practices as they complete an SRA on all felony probationers and Mandatory Supervision offenders. This is vital as it allows offenders to be placed on the appropriate caseloads.

ADULT SERVICES

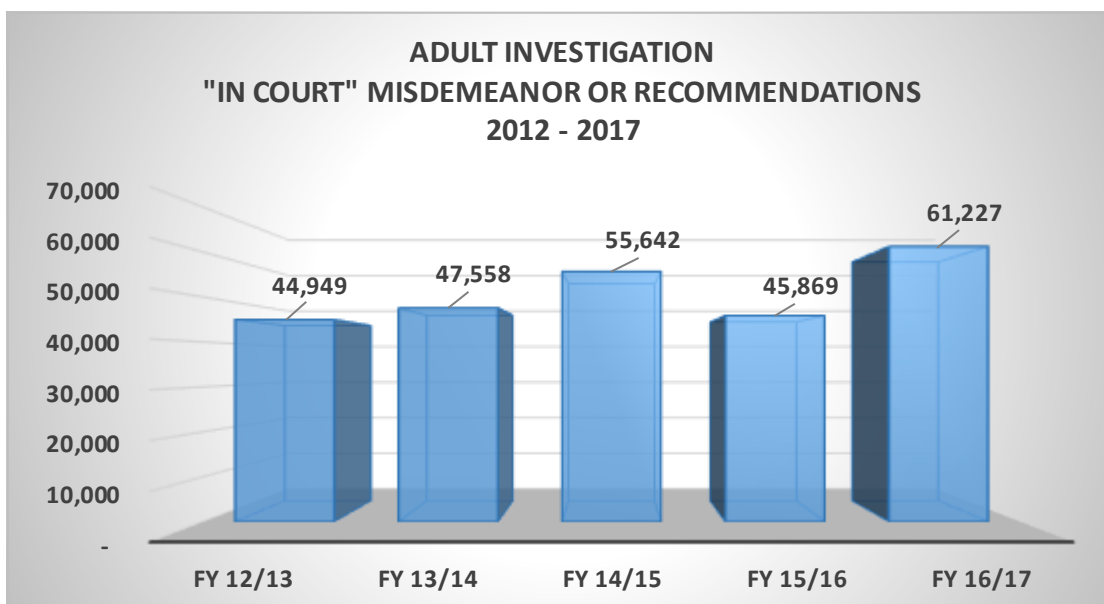
Investigations Unit (Continued)

Officers are also assigned to misdemeanor court to provide various court related services. Officers assigned to Department G, the misdemeanor arraignment calendar, help process hundreds of cases daily by reviewing the case, defendant's criminal history and providing appropriate recommendations to the court. This service helps alleviate tremendous stress to the misdemeanor court by finding quick resolutions to many cases. The number of cases processed through this Court grew significantly as a result of Prop 47. Consequently, additional Department resources were diverted to Division "G." Officers assigned to the misdemeanor desk assist in monitoring defendants' compliance with misdemeanor probation court orders and compliance with the Deferred Entry of Judgment program. Officers report non-compliance to court while requesting bench warrants and re-referring defendants to services when appropriate. In regard to the Deferred Entry of Judgment program, defendants must successfully complete a counseling program mandated by Section 1000 of the Penal Code. A successful completion dismisses the case and removes the defendant from the criminal justice system.

INVESTIGATIONS STATISTICS

2016 - 2017

Superior Court Pre-Sentence Full Reports	2,194
Superior Court Pre-Sentence Short Reports	1,534
Division G "In Court" Reports	61,227
Bail Reviews	121



ADULT SERVICES SUPERVISION UNITS

Felony Probation

Felony probation is the suspension of the imposition or execution of a sentence and the order of conditional and revocable release in the community under the supervision of a Deputy Probation Officer. This conditional release is typically three or five years in length. During this time, Officers monitor felony probationers' compliance with terms and conditions imposed by the court. Felony probationers are placed on specific caseloads based on risk level and offense type. These caseloads include mental health, domestic violence, substance abuse, DUI, sex offenders and gang affiliated offenders. Officers assigned to these caseloads received specialized training to meet the specific demands of each caseload. When a violation is discovered, Officers use the Matrix to help determine the appropriate response to the violation and whether it will include a formal or informal sanction. Regardless, equal importance is placed on assisting probationers to become law abiding productive members of the community through programs and services while still providing for public safety. As of June 30, 2017, the Department supervises 7,047 offenders on at least one grant of felony probation.

Post Release Community Supervision

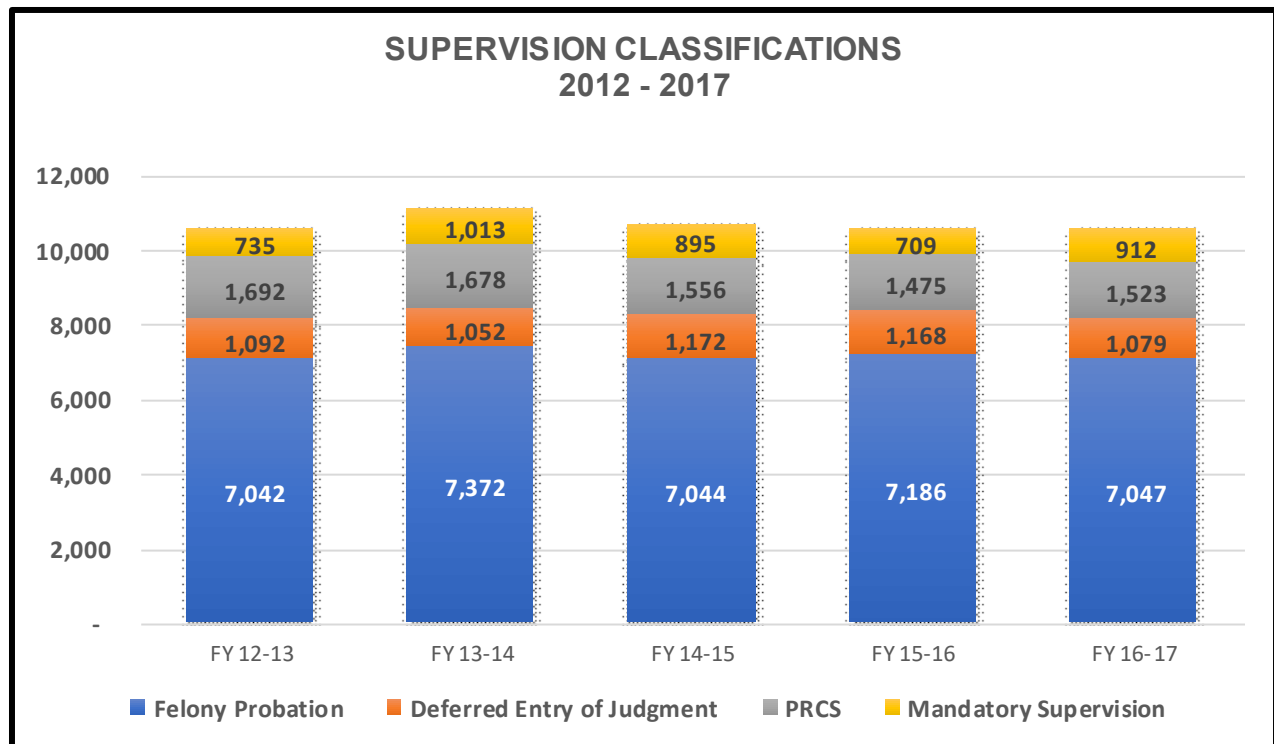
Created as a result of AB 109, Post Release Community Supervision (PRCS) offenders consist of offenders released from state prison. They are diverted from State Parole if their committing offense was non-serious, non-violent or if they are not a high-risk sex offender. However, many of these offenders do have prior serious and or violent felony convictions in their criminal history and often display the same criminal sophistication and propensity for violence as those offenders on State Parole. As of June 30, 2017, there were 1,523 PRCS offenders under supervision.

Mandatory Supervision

Mandatory Supervision is the supervision status under PC 1170(h)(5)(B) also created by AB 109. These are felony offenders who refuse or are not suitable for probation, but are no longer eligible for state prison. Consequently, they are committed to the county jail with a designated portion of their sentence to be served in the community on Mandatory Supervision. As with the PRCS population, Mandatory Supervision offenders often show a greater criminal sophistication and propensity for violence typically found in the State Parole population. As of June 30, 2017, the Mandatory Supervision population consisted of approximately 912 offenders either on active or pending Mandatory Supervision.

ADULT SERVICES SUPERVISION UNITS

SUPERVISION STATISTICS 2016 - 2017	
Felony Supervision	7,047
PRCS	1,523
Mandatory Supervision	912



ADULT SERVICES PROGRAMS

Over the past several years, The Probation Department has continued its use of evidence based practices and programs. The Adult Divisions have been on the forefront of this philosophical change. Previously, Deputy Probation Officers could only focus on ensuring offenders met Court ordered terms and conditions; however, they did not have the ability to assess or address criminogenic needs. The adoption of an assessment tools was the initial step towards this philosophical change. Currently the Department uses the Static Risk and Needs Assessment (SRNA) tool which is comprised of the Static Risk Assessment and the Offender's Need Assessment. The SNRA is backbone of our evidence based procedures allowing for focused treatment based on risk level and criminogenic needs. However, initially treatment availability was limited. Realignment afforded the opportunity to seek out treatment providers and other service providers to address these needs. Nonetheless, a gap persisted in availability of treatment and servers. In recognizing the need for additional treatment options in both Metropolitan Bakersfield and in the outlying communities, the Department created its own inhouse treatment program to supplement the services already available. Below are descriptions of some of the programs and services offered and utilized by the Adult Divisions.

Day Reporting Center (DRC)

The DRC is the Probation Department's premiere service program. Ran by Geo, Inc., and supported with six dedicated Deputy Probation Officers from the Adult Programming unit, the DRC is a "one-stop shop" designed to address the needs which lead offenders to continue committing crime. The DRC is a six to nine-month behavior based program with an aftercare component. Criminogenic needs are identified and services, including job training, education, cognitive based behavior change classes, substance abuse, anger management, family issues and more, are provided by staff on-site. The Probation Department previously maintained two separate DRC facilities. The original DRC focused on re-entry and provided a full litany of services while a secondary slimed down DRC was created and focused primarily on substance abuse. Both facilities have subsequently been combined and each program is now a separate track of the DRC at our Baker St. location. Upon intake, each offender is assessed and placed in one of these two tracks. The Substance Abuse track targets and prioritizes addiction issues, while the regular DRC track targets anti-social cognition and behavior. Each track serves up to 100 participants. The DRC is a pro-active approach to reducing recidivism and a prime example of evidence based treatment. Our internal comparative statistical analysis showed a dramatic decrease in re-offending for program graduates. Even those who attended but did not graduate are shown to commit less felony crimes than those who receive no services. The study can be viewed on the Probation Department's website. This program can serve 200 high risk felony offenders at a time.

ADULT SERVICES PROGRAMS

Adult Programs Center (APC)

The APC launched in 2016 and can serve up to 225 offenders. Staffed by nine probation program specialists, a specialist supervisor and a clerical staff, APC is completely an in-house service provider. APC is less intensive than the DRC and focuses only on what research tells us are the top three factors leading to recidivism; antisocial cognition (thoughts and beliefs), antisocial personality (temperament and self-control), and antisocial associates (lack of positive supportive relationships). APC consists of a series of cognitive behavior change classes coupled with on-going one-on-one counseling sessions designed to 1) assist offenders in identifying and modifying thoughts and beliefs that lead to harmful behaviors; 2) assist offenders in developing prosocial problem solving, decision making, coping and emotional regulation skills, and; 3) assist offenders to establish and maintain healthy supportive relationships with prosocial others and limit involvement with antisocial others.

Community-Based Organizations (CBO)

In an effort to meet the diverse needs of the offender population, numerous CBO programs were sought out to provide various services. Officers can refer offenders to any of these CBO programs which provide services such as educational and vocational classes, case management services and sober living environments.

Employment Services Program

Offenders can be referred by Deputy Probation Officers to Employer's Training Resource (ETR) for employment services. These services include case management, employment searches and job skill training. This program has been expanded and now also includes a paid work experience program for select offenders.

ADULT SERVICES PROGRAMS

K9 Program

The Kern County Probation Department K-9 Program was implemented in 2005. The 1st K-9 was trained in Narcotics Detection and handler protection. The mission of the K-9 Program is to provide narcotic detection capability to aid in the investigation and prosecution of persons engaged in illegal narcotic activities. In June of 2012, the Probation Department implemented an apprehension policy for the K-9 Program, making it the only dual-purpose K-9 to work for a Probation Department in the State. This allowed a secondary focus of the K-9 Program to be the apprehension of violent and dangerous persons believed to pose a danger to the community or officers. The team, a Deputy Probation Officer III and a 11-year-old Dutch Malinois named Rossi, search probationer's homes and vehicles for illegal narcotics, as well as conduct random searches of Probation Department juvenile institutions. The team has been utilized by other agencies to locate narcotics, narcotics related currency, and people.



Rossi, imported from Holland, has been trained in narcotics detection, tracking, obedience, and apprehension. The Officer and Rossi went through an initial 12 weeks, 480-hour training to be certified. Each year they must go through 40 hours of recertification in apprehension and narcotics. The officer and Rossi compete in several K-9 trials throughout the year. These K-9 trails are open to the public and allow the team to demonstrate their skills and compete against up to 55 other law enforcement agencies. The K-9 team has been very successful in these trials, placing in narcotics detection, agility, obedience, building searches, and in overall trial placing.

During Fiscal Year 2016-2017, the team has conducted 73 probation narcotic searches and 25 narcotic searches for other agencies. Out of those searches, 67 resulted in arrests. The team has conducted 14-person searches resulting in 10 surrenders, in which the suspect gave up after the K-9 located them. The team has searched the Juvenile Hall facility twice this fiscal year. The team has conducted 142.5 hours of maintenance training to maintain their skills. The team has conducted 12 demonstrations for various schools throughout the county and made appearances at several Department sponsored events. The K-9 team has assisted county, state, and federal agencies throughout the country with the development of their canine programs.

During Fiscal Year 2016-2017, Rossi located 14.86 pounds of marijuana, 2.41 pounds of cocaine, 9.54 pounds of methamphetamine, 1.7 pounds of heroin, and \$177,000 in currency.

JUVENILE SERVICES

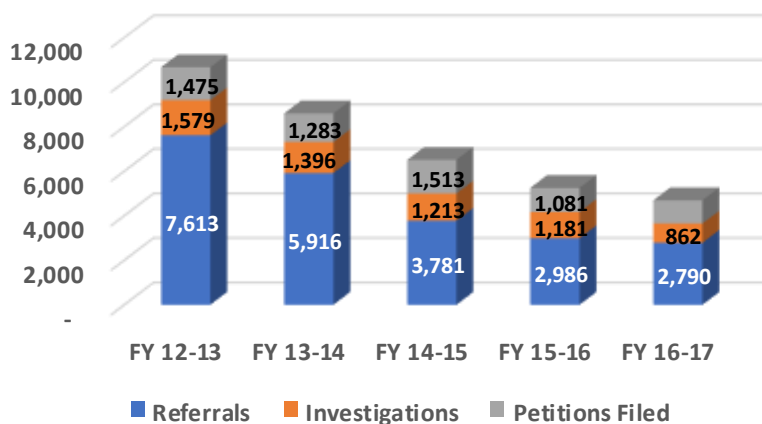
Juvenile Services Division operates with five functional units that complete an array of tasks. Investigations I, II and III are the avenues for all law enforcement referrals to enter the juvenile justice system, be screened, and then go through the court process. Regional Supervision is a traditional supervision unit that also completes the aftercare function for all outlying areas of Kern County. Officers in this unit service Delano, Shafter, Wasco, McFarland Taft, Arvin, Lamont, Tehachapi, Mojave, Rosamond, California City, Boron, Ridgecrest, Inyokern, and Lake Isabella. Finally, the Special Services Team completes numerous functions to assist with departmental operations such as operating the Juvenile Court Work Program, Fleet Management, Home Supervision, and Electronic Monitoring programs. Below is a summary of each unit with some relevant statistics included for the Fiscal Year 2016-2017.

Investigations Units I and II

Juvenile Investigations Units I and II provide a myriad of services for the Juvenile Court. Principally, Juvenile Investigations acts as an arm for the Juvenile Court to ensure it receives concise and accurate information and appropriate recommendations for juvenile offenders. The Juvenile Investigations Unit I is composed of one Probation Supervisor, four Deputy Probation Officer III's, and five Deputy Probation Officer II's. Juvenile Investigations Unit II is composed of one Probation Supervisor, two Deputy Probation Officer III's, and seven Deputy Probation Officer II's.

The Petition Desk is part of Juvenile Investigations II and is managed by two officers who act as liaisons between the arresting law enforcement agency and the District Attorney's office. Upon receiving a law enforcement report, a petition request (commonly known as "a complaint" in the adult arena) is completed, and a packet is sent to the District Attorney's office. This year, 1040 petitions were filed, and 385 petitions were rejected.

**JUVENILE INVESTIGATIONS
2012 - 2017**



Once a petition is filed, the case is assigned to an investigations officer. These officers complete investigations on youth going through the Court process. This means utilizing the Probation Department's risk assessment tool to determine a risk level to reoffend and to make recommendations for services needed to address the offender's criminogenic needs. The investigation process also entails interviewing offenders and their families, contacting schools, reviewing police reports, and working with victims of crime. With the information gathered during these

investigations, memorandums and dispositional reports are prepared for the Court. There are numerous disposition options available to the court. Recommendations should attempt to provide the appropriate level of rehabilitation, consequence, and services to the youth.

JUVENILE SERVICES

Investigations Units I and II (Continued)

Out of custody programs include the following: Juvenile Court Work Program, Blanton Academy, WIC 725, placement in a foster home or group home, and Deferred Entry of Judgment. In custody programs include the following: Juvenile Hall, Camp Erwin Owen, Pathways Academy, Kern Crossroads Facility, and the California Department of Corrections and Rehabilitation – Division of Juvenile Justice.

Investigation officers wrote 575 readiness memorandums and 287 disposition reports during 2016-2017 Fiscal Year.

The Probation Department's evidence-based risk assessment tool is used to assist in reducing recidivism of juvenile offenders. Thus, this assessment has been proven through empirical evidence, research, data, and results from controlled studies. The results from empirical research on what works in reducing recidivism in youth has led to the identification of four key principles of effective intervention which are: Risk (target higher risk offenders), Need (target criminogenic risk factors), Treatment (use behavioral approaches), and Fidelity (implement program as designed). These identified principles of effective intervention are used to assist in providing the Juvenile Court with appropriate recommendations to rehabilitate delinquent youth. The assessments assist Probation staff in accomplishing four basic objectives: determining a youths' level of risk to re-offend; identifying risk and protective factors to tailor rehabilitation efforts; developing an individualized case plan to reduce risk and increase protective factors; and reassessing after a period to determine if Court intervention has had a positive effect. Juvenile Investigations Units I and II completed 606 assessments and 250 reassessments during the 2016-2017 Fiscal Year.

The Court Hearing Officer (CHO) is responsible for representing the Probation Department during Wardship proceedings. There are two officers assigned to these positions, and they must have a broad knowledge of court proceedings and department programs. There are numerous duties associated with the CHO position which include: Making sure the court calendar and all the reports going to court are properly prepared and they record all outcomes of cases in court. The CHO appears on all Initial/Detention Hearings, Readiness Hearings, Permanency/Post-Permanency Hearings, Cervantes Hearings, Record Seals, WIC 827-Disclosure of Juvenile Court Records, and Transfer In and Transfer Out hearings. Also, the CHO represents the Probation Department at most disposition hearings. During the hearing, the CHO will make corrections as brought up during the hearing, make appropriate notes, check off the recommendations as they are ordered, and document further orders of the Court. After the hearing, the CHO will give the minor and parents all necessary forms depending on the disposition.

When a minor is before the Juvenile Court and appears to fall under both Welfare and Institutions Code (WIC) sections 602 and 300, the Court will order a Joint Assessment pursuant to WIC 241.1 to determine whether the minor's best interest is served through Delinquency or Dependency. The Juvenile Investigations Units are responsible for authoring these reports, which include a psycho-social and educational history of the minor, the circumstances which led to the minor's removal from the home, the circumstances of the alleged offense, and recommendations from the minor's social workers, attorneys, and CASA volunteers. There were 68 Joint Assessment reports completed this year.

JUVENILE SERVICES

Investigations Units I and II (Continued)

When a minor's competence to stand trial is in question, the Court will suspend proceedings pursuant to Welfare and Institutions Code section 709 and appoint a psychologist to determine if the minor is competent to proceed based on a factual understanding of the court process, a rational understanding of the nature of the adjudicative proceedings, and an ability to consult with counsel in the formation of a defense. Once the psychologist conducts an evaluation of the minor to determine their trial competency, they will prepare a report for the court with their recommendations as to the minor's competency. If it is determined the minor is not competent to stand trial, the Court will order the minor to participate in competency training through the Probation Department, so they may be restored to trial competency. The Juvenile Investigations units provide individualized competency training to minors to restore them to trial competency. The court was provided with 86 WIC 709 memorandums this year.

Juvenile offenders committed to the California Department of Corrections and Rehabilitation - Division of Juvenile Justice (CDCR-DJJ) are returned to their county of origin upon discharge from the CDCR-DJJ facility. In order to provide a successful transition back into the community, Juvenile Investigations officers coordinate with CDCR-DJJ parole agents to identify risk factors, identify placement options, calculate outstanding restitution balances, and provide referral resources for youth for substance abuse, mental health, educational, and employment opportunities. There were 11 offenders who appeared before the Kern County Juvenile Court and were placed on probation with appropriate probationary terms imposed.

In November 2016, the passage of Proposition 57, passed by voter initiative in California, gave sole discretion to the Juvenile Court to determine whether a youth is tried as a juvenile or as an adult in a Court of criminal jurisdiction. Prior to that, fitness proceedings were initiated by the District Attorney or the court. Juvenile Investigation officers are charged with the task of providing a detailed social, educational, and behavioral history of the minor as well as recommendations to the Court as to whether the minor is likely to be rehabilitated prior to the expiration of the Juvenile Court's jurisdiction. These reports serve as informational guides for the Juvenile Court to consider deciding how the minor is tried in the justice system. During this year, five fitness reports and 19 Transfer of Jurisdiction reports were completed.

Jurisdiction of cases cannot be transferred between states; however, a courtesy supervision of the case can be requested via Interstate Compact for Juveniles (ICJ) using the Juvenile Interstate Data System (JIDS). This is initiated during the investigation process if the offender or his family reside out of state or have moved out of state following his arrest.

Juvenile Investigations is responsible for a variety of other services as well. Record seals pursuant to Welfare and Institutions Code Section 781 are one of those duties. A person may petition the Juvenile Court to seal their juvenile record, including records of arrest. An individual who meets the requirements for a record seal may apply for his or her record to be sealed. Six record seal reports were completed pursuant to that code section. Additionally, Juvenile Investigations' officers conduct emancipation interviews and make recommendations to the Court pursuant to Family Code Section 7120. Very few Petitions for Emancipation are filed by minors each year and even less are granted. During the 2016-2017 Fiscal Year, only two Petitions were filed, and both were denied by the Court for emancipation purposes.

JUVENILE SERVICES

Investigations Units I and II (Continued)

Further, officers within Juvenile Investigations are assigned to handle Remittiturs. A Remittitur is prompted when an Appellate Court overturns or affirms a decision made by our local Court after appeal. The matter is returned to our local Juvenile Court for further action. There were only three cases overturned by the Appellate Court during this year that required further action locally. Lastly, one Juvenile Investigations Supervisor is the liaison between servers of subpoenas' and Juvenile Probation Staff and minors in custody.

In short, it is the goal of Juvenile Investigations to not only provide the Court with accurate investigative reports but to also assist in turning juvenile lives toward a path of rehabilitation and success, which ultimately results in increasing community protection.

Investigations Unit III

Juvenile Investigations III is an assessment unit responsible for reviewing all law enforcement reports and citations for minors who are out of custody and not on probation. In addition, probation officers in the unit conduct investigations and complete pre-screen evaluations of minors who are assigned to them. The purpose of the pre-screen assessment is to establish the minor's low, moderate, or high risk to reoffend status based primarily on static factors. After the pre-screen assessment is completed, a risk summary report is generated. The risk summary report provides a risk to reoffend score that is used to triage out lower risk minors in accordance with the "Risk Principle." The "Risk Principle" consists of predicting future criminal behavior and matching interventions and supervision to the risk level of the offender. The principle indicates interventions should be focused primarily on higher risk offenders. In order to adhere to the "Risk Principle," it is necessary to determine which minors are high risk. As such, the work generated in this unit is extremely important.

If a minor is cited for a misdemeanor charge that doesn't involve restitution, a warning letter may be sent without an investigation being conducted. If circumstances indicate further investigation is needed, the minor is assigned to a Probation Officer. During the investigation, if a minor is determined to be a low risk to reoffend, every effort is made to divert him/her to community resources. If the minor is arrested for a felony offense and is fourteen years of age or older, officers are required to have the case reviewed by the District Attorney's Office before diverting the case. If the minor is found to be a moderate or high risk to reoffend, the case will most likely be sent to the Petition Desk for a petition request to be generated. In some instances, the officer may choose to divert the case despite the moderate or high risk to reoffend. When this happens, the case must be screened with the Probation Supervisor or Deputy Probation Officer III for approval. If in agreement, the minor may be referred to community resources.

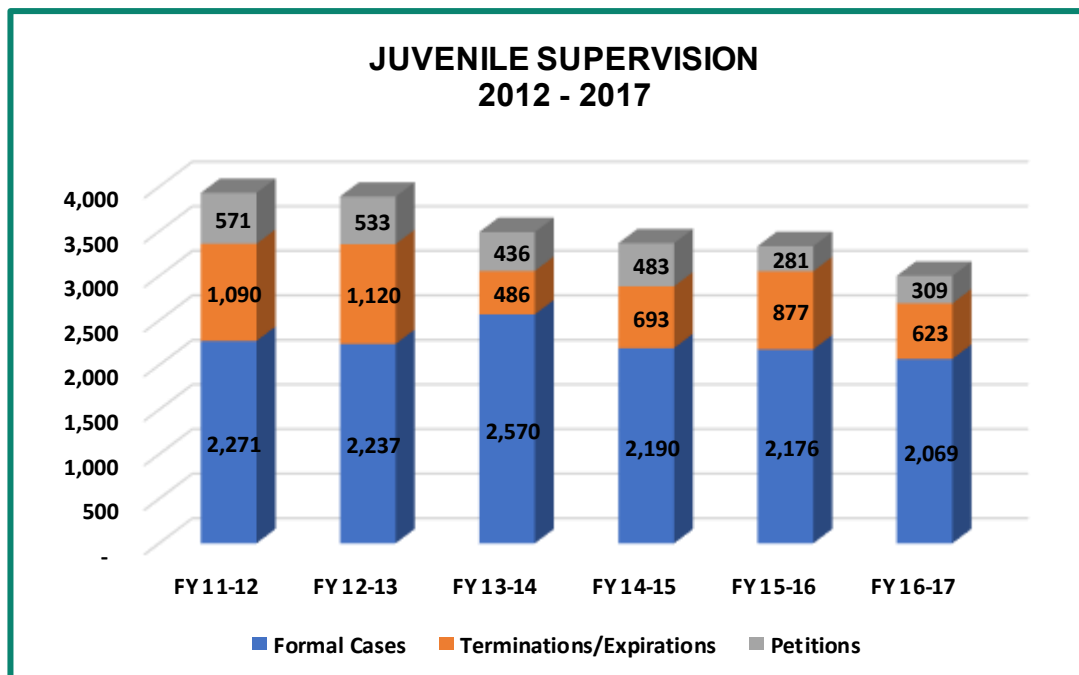
When a case is diverted to community resources, the minor and his/her family is provided information regarding programs and counseling that are available. In these instances, the minor is sent a warning letter advising the Kern County Probation Department is not planning any action. If the minor resides in the Ridgecrest area, then he/she is referred to Teen Court. When a minor has been cited for infractions, he/she is referred to Traffic Court.

During this fiscal year, Juvenile Investigations III processed 1,561 referrals which resulted in 443 pre-screen assessments and 196 cases being referred for petition.

JUVENILE SERVICES STATISTICS

JUVENILE INVESTIGATIONS 2016 - 2017	
Assessments	1,049
Disposition Reports	287
Emancipation Petitions (Denied)	2
Fitness Reports	5
Joint Assessments	68
Readiness Memorandums	575
Reassessments	250
Record Seal Reports	6
Remittiturs	3
Transfer of Jurisdiction	19
WIC 709 Memorandums	86

JUVENILE SUPERVISION STATISTICS 2016 - 2017	
Formal Supervision Cases	2,069
Probation Violation Petitions Filed	309
Terminations/Expirations	623



JUVENILE SERVICES

Regional Supervision

Regional Probation offices exist to serve outlying communities and Courts by providing juvenile supervision, PC 1000 assistance and other specialized services. The Regional Supervision Unit consists of a Probation Supervisor, one Deputy Probation Officer III, and seven Deputy Probation Officer II's. Officers are assigned to the areas of Ridgecrest, Kern Valley, Tehachapi, Mojave, Arvin, Lamont, Taft, Shafter, Wasco, Delano, and McFarland.

Officers continue working with the Juvenile Court to ensure compliance and provide direct supervision to minors placed on formal probation. The Regional Unit continues to target Moderate and High-risk wards, as determined by the department's risk assessment tool, to address needs and target behavior to reduce the rates of recidivism in the outlying regions of Kern County. Officers also continue to utilize the tool to develop a case plan by identifying the top criminogenic needs of each probationer and referring them to the appropriate evidence based program. Aftercare services are also provided in outlying areas and involve the intensive supervision of minors exiting Camp Erwin Owen, Kern Crossroads Facility and Pathways Academy. Minors released from those facilities remain on a furlough status for a period of months prior to re-entering regular supervision status.

In addition to regular probation supervision and Aftercare, the unit performs specialized supervision duties which include supervising regional low risk cases and the 18-year-old caseload. Minors determined to be low risk are primarily managed administratively and required to report monthly by mail. Low risk minors are not mixed with higher risk wards to avoid contamination and possible recidivism. The 18-year-old caseload is designed to monitor probationers as to their outstanding financial obligations to the Court. Encouragement is given to those subjects to satisfy their financial obligations to assist them in terminating probation. Lastly, the supervisor of this unit acts as the department contact for Interstate Compact for youth. The supervisor processes all new requests for transfer between states as well as other inquiries from the California Interstate Compact Office via the Juvenile Interstate Data System (JIDS).

In the 2016-2017 Fiscal Year, this unit supervised on average 969 probationers. The unit conducted over 2,200 home visits and administered more than 700 drug tests. This year, 82 youths successfully completed their term of probation. In addition to their caseload duties, officers in this unit have actively worked as trainers for the Probation Department. They have worked in the capacity of Field Training Officers, Simunitions, Taser, and firearms range staff.

REGIONAL SUPERVISION 2016 - 2017	
Home Visits	2,200
Drug Tests	700
Completed Probation Term	82
Total Probationers (average)	969
Juvenile Court Work Program	306
Community Service Hours	16,406
Placed on Home Supervision	160
Contacts	5,717

JUVENILE SERVICES

Special Services Team

The Juvenile Court Work Program (JCWP) is a probationary term that serves as an alternative to incarceration. Building positive work habits and encouraging self-esteem through physical labor, while completing community projects, is at the core of JCWP. Our program teaches discipline through fair and firm rules. We provide services to referred minors from the Juvenile Court or Juvenile Traffic Court.

Normally, work is completed for governmental entities or nonprofit organizations, such as the Parks Department, Kern County Fire Department, the Kern County Property Management or the Shafter Animal Shelter to name a few. Our participants are monitored by Juvenile Corrections Officers (JCOs), who ensure their safety and encourage learning new skills associated with lawncare and refuse removal.

Occasionally, we are tasked with clearing and cleaning alleys in the areas of the County affected by unlawful dumping. This fiscal year, JCWP serviced 306 youth with a total of 16,406 hours of community service. Two JCOs are assigned to JCWP are part of the Special Projects program. They are dedicated to repairing and installing items throughout the Department in areas restricted to minors. The Special Projects program is tasked with reducing departmental costs by performing cost effective repairs and installations. They have reduced these costs by eliminating some installation/assembly charges for furniture, appliances and earthquake protection for heavy items.

Home Supervision is a state-mandated program that allows minors, who would otherwise be detained in Juvenile Hall, to remain in their homes while they await court disposition. This alternative program maintains youth under the supervision of their parents/guardians and the Probation Department, helps to relieve overcrowding in Juvenile Hall, reduces the fiscal impact on our departmental budget and provides protection for the community. All minors on the program must fully qualify for detention at the time they enter the program. Minors who violate the terms and conditions of this program may be arrested and returned to custody. This year 160 youth were placed on Home Supervision and 5,717 contacts were made at in the home or school setting.

Electronic Monitoring is an alternative to incarceration for low-risk offenders. Electronic monitoring is a system that provides fiscal savings as well as increased physical space in overcrowded institutions. Adults in the Electronic Monitoring Program may live at home while under court-imposed supervision by electronic devices, which the Probation Department monitors. Based on their gross weekly income, offenders are required to pay for the cost of their electronic monitoring device. These fees also compensate for the cost of the youths' monitors, on a sliding scale. This allows the program to be available for lower income individuals. By doing this, these families are less likely to be negatively affected by the loss of income caused due to incarceration. The Juvenile Electronic Monitoring Program was initiated in 1994, and allows youth to be released early from custody and monitored electronically for the remainder of their commitment. Criteria for youth participation in the program includes a thorough assessment and having a minimum of ten days remaining on commitment time.

JUVENILE SERVICES

Special Services Team

Electronic Monitoring (Continued)

The Aftercare Monitoring Program began in 1999 to assist Aftercare Unit staff in the supervision of designated wards released from the Larry J. Rhoades Crossroads Facility, Pathways Academy, or Camp Erwin Owen. With the success of these institutions, electronic monitoring for youth has almost been eliminated. The Electronic Monitor Officer monitors these wards for a period ranging from thirty to sixty days. This year EMP staff monitored 19 offenders and one youth. This unit generated \$14,592 in revenue.

ELECTRONIC MONITORING 2016 2017	
Monitored	19
Adult	1*
Juvenile	
Generated Revenues	\$14,592

* Youths are not charged for Electronic Monitoring

Firearms/Range

Our range staff is assembled of 10 Police Officers Standards and Training (POST) certified instructors. They qualify our 150 plus armed field officers once per quarter and provide ongoing training quarterly. Range staff also train all new officers in a 36-hour course emphasizing firearms law, safety, marksmanship, and tactics. Our range staff keep our officers proficient in both handgun and shotgun skills. Finally, range staff testify as firearms experts when needed.

Simunitions

Our Simunitions (SIMS) staff consists of 18 SIMS certified instructors. They are responsible for providing ongoing training to the 150 plus field officers. SIMS is a scenario based force on force training that hones officers searching, use of force, verbal, and safety skills. All field officers are sent through a 40-hour class initially and eight hours training annually. Force on force training has been proven to reduce fatal encounters and explore seldom seen activities to reinforce the appropriate response by officers.

During the last year, the Probation department created a new Juvenile Programing Unit (JPU). While doing so, a physical location was found at an existing facility not being used. The JCWP Special Projects was able to refurbish many existing elements within the facility and make new features to accommodate the JPU staff. Our staff was able to repaint the interior and install counters and cabinets at a significant cost savings.

JUVENILE PROGRAMS

Placement Unit

Officers in the Placement unit are charged with performing a wide variety of duties. As officers of the Court responsible for supervising wards in out of home placements, adherence to State and Federal regulations concerning the welfare of those wards remains the primary focus. Division 31 regulations and Title IV-E, along with the Welfare and Institutions Code, provide the mandates regulating out of home placements.

The Placement unit has been working on the plan to implement the Resource Family Approval process associated with Continuum of Care Reform/AB 403. We have worked in collaboration with the Department of Human Services and have acquired additional funding set aside by the state to assist in this endeavor. Three officers and a social worker (via a contract with DHS) are assigned to the duties of recruiting new Resource Families for wards, helping them through the approval process and supervising them in this family like environment. Additionally, the Placement unit has been working closely with Kern Behavioral Health and Recovery Services (KBHRS) and the group homes Kern County utilizes to assist them in transitioning to Short-Term Residential Therapeutic Programs with the goal of moving wards from these programs into Resource Families within six to twelve months.

Officers must maintain monthly face to face contact with each ward on their caseload with 80% of those contacts taking place at the wards' placements. Placement officers are diligent in finding the best possible group home programs that utilize evidence based treatment to assist the wards with their criminogenic needs and overall rehabilitation. There are three special programs which fall under the purview of the Placement unit. One of these programs is SB 163 Wraparound. This program is a family-focused, strength based program used as an alternative to out of home care. It is unique in that it allows a ward to be placed in their home through an independent service provider agency, which in turn provides intensive in-home services in a collaborative effort with Probation and KBHRS. Weekly Child and Family Team meetings in the ward's home are held.

The Multi-Dimensional Treatment Foster Care (MTFC) program is the second special program within the Placement unit and this program provides foster family placements for wards that have a family member to reunify with, but need an out of home placement in order to assist in the reunification process. While in MTFC, the ward, family, and foster family participate in counseling geared towards making reunification happen within six months of the placement.

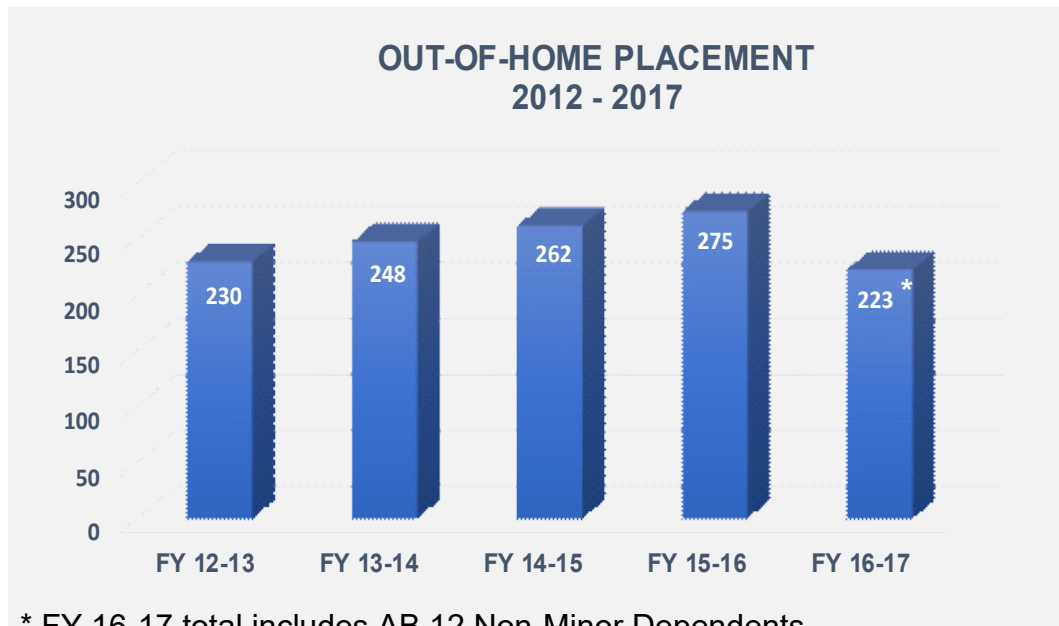
In addition to those two programs, an officer has been assigned to work with KBHRS as part of the Mental Health Services Act (MHSA). This officer is part of the Placement unit, and maintains offices at both Probation and KBHRS, working as part of the Multi-Integrated Services Team (MIST) and county Wraparound team through KBHRS. These teams have developed and implemented evidence based programs and services for wards of the Court and other troubled minors.

Lastly, the Placement unit also supervises AB 12 Non-Minor Dependents. Upon emancipating, if a ward either attends school or works 80 hours per month, they are eligible for continued foster care funding. Placement officers supervise these wards also to assist them in their transition to adulthood.

JUVENILE PROGRAMS

Placement Unit (Continued)

Currently, the Placement unit is made up of (1) Probation Supervisor, (1) Juvenile Corrections Officer who serves as the unit's Transportation Officer, (2) Office Services Technician, (2) Deputy Probation Officer III's and (11) Deputy Probation Officer I/II's. The unit averages approximately 250 cases monthly, approximately 65 of which are AB 12 placements. The average caseload size is 20.



Aftercare

The Juvenile Justice Crime Prevention Act (JJCPA) program was created by the Crime Prevention Act of 2000 to provide a stable funding source for local juvenile justice programs aimed at curbing crime and delinquency among at-risk youth. JJCPA provides funding for the Probation Department's Aftercare unit.

The Aftercare unit is committed to providing wards of the Juvenile Court furloughing from Kern County Probation Department custodial treatment programs with intensive supervision and referrals to community based educational and counseling programs in order to redirect delinquent behaviors. Youth are under commitment to these programs for one year, serving a portion of that time in custody and the remainder of the time on furlough release. These youth are composed primarily of those who, because of their level of delinquent behavior, require intensive supervision. Caseloads are typically comprised of probationers who may be criminal street gang members or gang affiliated violent offenders, habitual offenders and substance abusers. The primary goal of the Aftercare unit is to increase efforts towards successful transitions from custody to community; geared toward eliminating the offenders' criminal and delinquent behaviors that have been identified through evidence-based assessments.

JUVENILE PROGRAMS

Aftercare (Continued)

Officers will typically begin building rapport with youth during their commitment program. Upon release and once the initial case conference is completed and a case plan is formed, the Aftercare officer will complete field calls at school and in the home in order to ensure compliance with both furlough terms and terms and conditions of probation. Each contact will be noted, along with updates concerning progress, or lack thereof, toward completion of case plan goals. Other responsibilities include continual monitoring of completion of Court-ordered programs, restitution payments, weekly reporting, school attendance and behavior and monitoring any new law violations. Any violations of the terms and conditions of probation, furlough terms, and new law violations may result in furlough detention, the filing of a WIC 777(a) Petition, or referring the matter to the District Attorney. Aftercare officers are also responsible for monitoring referrals made to community agencies and the documentation of all referrals to community resources, along with progress made, or lack thereof.

The Aftercare unit consists of (1) Supervisor, (1) Deputy Probation Officer III and (6) Deputy Probation Officer I/II's. They continue to participate in both the Review Board and Pre-Release meetings at all three facilities. These meetings give the Probation Officer an opportunity to have input on the services the youth will receive while in commitment and in designing an appropriate transition case plan for the youth as they re-enter our community. All Aftercare officers have been trained in Effective Practices in Community Supervision (EPICS). EPICS enhances officers' abilities to effectively engage the youth they supervise in developing skills directly tied into their criminogenic needs. The Aftercare unit supervises approximately 270 cases on average, averaging approximately 39 cases per officer.

AFTERCARE SERVICES 2016 - 2017	
Wards Furloughed to Aftercare	207
Wards Dismissed From Aftercare	142
Returned to Court (New Petitions)	41
Returned to Court (Violations)	55
Home Contacts	1,283
Arrests for Violation of Furlough	256

Gang Intervention and Suppression Team (GIST)

The Juvenile Justice Crime Prevention Act (JJCPA) program was created by the Crime Prevention Act of 2000 to provide a stable funding source for local juvenile justice programs aimed at curbing crime and delinquency among at-risk youth. JJCPA provides funding for the Probation Department's Gang Intervention and Suppression Team (GIST). GIST continues to regard the safety of the community as a top priority. Intervention efforts have remained an important component for this unit also. GIST officers continue to provide Gang Awareness Classes for schools and interested groups and organizations. GIST officers routinely prepare gang packets and provide the Superior Court with gang expert testimony. The objective of GIST is to reduce gang involvement and increase community safety in Kern County. The target population for GIST is identified youth offenders who are gang members (exempting taggers) in high crime areas of Kern County, focusing on metropolitan Bakersfield.

JUVENILE PROGRAMS

GIST (Continued)

GIST identifies gang members in the target areas according to specified criteria used by the Kern County Sheriff's Department Gang Suppression Unit, and monitors them for gang activity within the scope of authority given to Probation Officers under Penal Code Section 830.5. If a violation occurs, the incident will be subject to intensified investigation. When arrests are made, target subjects face enhanced penalties under a statutory scheme directed toward criminal street gang activity, Street Terrorism Enforcement and Prevention Act (STEP) and aggressive probation supervision. Probation case management includes frequent probationer contacts, home calls, and probation searches. The team focuses on suppression activities and intelligence gathering activities which will develop very specific and detailed information on each member in the gang as well as proof of gang affiliation. During interviews of target members, gang membership is documented through field interview cards. This process will assist in the prosecution of crimes under the STEP Act. This will also assist in prohibiting targeted gang members from associating with one another in specific areas, resulting in the disruption of the basic mechanism of criminal street gang activity and negative group behavior.

GIST consists of (1) Probation Supervisor, (1) Deputy Probation Officer III, and (6) Deputy Probation Officer I/II's. This year GIST has taken on the supervision of youth previously committed to DJJ who have returned to the community and been placed under the authority of the Juvenile Court, along with probationers with identified gang involvement. GIST supervises 149 cases currently.

Juvenile Programming Unit (JPU)

The Juvenile Programming Unit (JPU) is new to the Probation Department this year and is now located at the Juvenile Treatment Center, 1809 Ridge Rd. Eight Probation Program Specialists and the Probation Program Supervisor have completed their initial training in a variety of evidence based disciplines, as follows: Strengthening Families, Effective Practices in Community Supervision (EPICS), Thinking for a Change (T4C), Aggression Replacement Training (ART), Cognitive Behavioral Intervention-Substance Abuse (CBI-SA). The unit is fully staffed, and is in its beginning stages, developing participant referrals, forms, procedures and program guidelines, and preparing curriculum and classroom space in anticipation of beginning service delivery to probation youth. Staff are also being acclimated to the department through a variety of job shadowing opportunities.

Supervision II

The Supervision II Unit is responsible for the supervision of Wards of the Court residing in Metro Bakersfield. In addition to ensuring the wards are following the terms and conditions of their probation, Supervision II Officers are instrumental in ensuring the wards enroll in a school setting and continue to work at ensuring these wards receive mental health services when available and necessary. The Supervision II Unit currently consists of (1) Probation Supervisor, (2) Deputy Probation Officer III's, and (9) Deputy Probation Officer I/II's.

JUVENILE PROGRAMS

Supervision II (Continued)

Supervision II caseloads are made up of low to high risk offenders who reside in the Bakersfield metro area. There is an average of 470 cases assigned to Supervision II monthly and the average caseload is 43 cases per officer. Based on results from risk needs assessments, the cases are determined to be low to high risk to reoffend. Officers then work collaboratively with the minors and their families to develop and fulfill their case plans. Low risk offender caseloads have been developed to monitor youth on DEJ not requiring direct supervision, youth on WIC 725 status through the Court, and for wards of the Court determined to be low risk to reoffend.

Court and Community Schools Unit

Bridges Career Development Academy Program

The Youthful Offender Block Grant (YOBG) program provides state funding for counties to deliver custody and care (i.e., appropriate rehabilitative and supervisory services) to youthful offenders who previously would have been committed to the California Department of Corrections & Rehabilitation, Division of Juvenile Justice. Individual county allocation amounts are based on a statutory formula that gives equal weight to county youth population and youth felony dispositions. YOBG provides funding for the Bridges Career Development Academy, in addition to funding in other areas of the department.

The purpose of Bridges Academy is to provide a structured and supervised school environment where offenders between 16 and 19 years of age can learn vocational skills, as well as life skills, while working to complete a high school degree or the equivalent. Collaborative partners include Dr. Fred Rowe and Associates and the Kern County Superintendent of Schools (KCSOS). In addition to traditional educational opportunities, Bridges' youth also are routinely afforded opportunities to participate in enrichment activities. The school hosted its annual mid-year graduation in January, where 15 students were recognized as having met the requirements for high school graduation. Three graduates earned scholarship awards. The school has developed a Running Team and has organized a fundraising 5K run to help offset the costs associated with students' entry fees and equipment throughout the year. The Bridges Academy Annual Open House included a silent auction of student art projects, which raised approximately \$5,000 to support the art program moving forward. Probation has contracted services through KCSOS Kern Youth @ Work program for service delivery to Bridges youth in the area of job readiness and development. The Career Associate assists the students in obtaining job readiness skills and enrolling in Bakersfield College. Bridges Academy enrollment averages 40 students.

Blanton Academy Program

The Blanton Academy is collaboration between the Kern County Superintendent of Schools (KCSOS), KBHRS, and Probation. Students receive treatment services that include Matrix (substance abuse treatment), Aggression Replacement Training (ART), and general counseling. The three Probation Officers on campus focus on school attendance and behavior to hopefully assist in increasing successful Blanton Academy completions. Blanton Academy enrollment averages 50 students. Students attending Blanton Academy are supervised by Probation Officers assigned to Supervision II.

JUVENILE PROGRAMS

Court and Community Schools Unit (Continued)

Edward Byrne Memorial Justice Assistance Grant (JAG) Program

The Edward Byrne Memorial Justice Assistance Grant Program (JAG) is the primary provider of federal criminal justice funding to state and local jurisdictions. The Bureau of Justice Assistance (BJA) is the federal agency responsible for the administrative oversight to the JAG program. BJA provides leadership and services in grant administration and criminal justice policy development to support local, state, and tribal justice strategies to achieve safer communities. In 2013, the Board of State and Community Corrections (BSCC) partnered with the National Criminal Justice Association (NCJA) to develop a mechanism for gathering stakeholder input for the development of a Multi-Year Strategy for California's JAG Program. This resulted in a competitive grant proposal/award process which resulted in Kern County's proposal being approved for funding. The JAG funding cycle is on a 3-year, calendar year cycle which began in March 2015, and lasts through December 2017.

The goal of the Kern JAG Program is to reduce school violence and youth delinquency. The approach includes the collaboration of school districts, Probation Department staff, Sheriff's Department staff, and the Community Action Partnership of Kern (CAPK). The plan involves implementation of Positive Behavioral Interventions and Supports (PBIS) at the school sites. PBIS outlines a three-tiered support system which first provides universal programs to address school climate. This begins at the school sites, which identifies and refers youth for screening and more intensive services. Based on the screening assessment, youth identified for higher levels of support will be provided evidence based practices (EBP) and case management to address specific needs.

This school year, JAG staff have been able to provide case management services, make referrals to appropriate resources, facilitate evidence based programming, facilitate Sheriff's Activities League (SAL) programming, provide targeted interventions, initiate educational and pro-social activities, and provide incentives to youth at the school sites. JAG staff team with school staff at various sites for Coordination of Services Team (COST) meetings to assess youth referred for various levels of service. The school sites receiving JAG services are: East Bakersfield High School, Cato Middle School, Compton Junior High, Stiern Middle School, Mountain View Middle School, Haven Drive Middle School, and North Kern Community School.

The final evaluation of the current 3-year JAG cycle will take place after the conclusion of 2017. Evaluation of the program is being done by Transforming Local Communities, an independently contracted program evaluator.

KERN COUNTY PROBATION DEPARTMENT JUVENILE INSTITUTIONS

MISSION

We will provide safety and security within our institutions by maintaining a structured program that models dignity and respect to all, performing all duties with integrity, and working to achieve the goal of protecting society through incarceration, character development, and redirection of behavior of delinquent youth.

GUIDING PRINCIPLES

Dignity	All employees, minors, and the public deserve and will be treated with dignity and respect.
Integrity	We will perform all of our duties with integrity, taking pride in our work, respecting the work of others and modeling responsible behavior that meets departmental expectations.
Safety	Safety and security are supported by providing a safe, clean, and healthy environment for staff, youth, and visitors.
Character	Our commitment to positive character development is focused on redirection of behavior through counseling, mental health services, and education.
Structure	Our programs will provide structure, discipline, consistency, and accountability in a fair and responsible manner.



KERN COUNTY PROBATION DEPARTMENT JUVENILE INSTITUTIONS

James G. Bowles Juvenile Hall



James G. Bowles Juvenile Hall is operated 24 hours a day, 365 days a year by the Kern County Probation Department as a secure detention facility for youth who fall under the jurisdiction of the Juvenile Court. Youth detained at Juvenile Hall are alleged to have committed a law violation and are detained for the protection of themselves and/or the community. The Juvenile Hall program is structured to provide individual and group activities and a well-balanced school program. Youth are provided with the necessities of life including food, clothing, and living quarters, as well as mental health, medical, and dental care. In addition, several pro-social volunteer groups provide youth with quality services to help facilitate change.

Juvenile Corrections Officers are trained to provide support and assist youth adjusting to detention. They closely observe and

document behaviors in the form of a report. This information, which might include gang affiliation or traits, disruptive behavior, quality of peer interaction, and readiness to receive instruction, is reported to officers in the Probation Department's investigative or supervision divisions. Detention reports are also provided to the Court, which uses it as a basis for dispositional decisions.

James G. Bowles Juvenile Hall administration operates three separate and distinct programs. The first program is the 128 bed secure facility for the temporary detention of youth pending adjudication or awaiting delivery to another placement or institution. The second is the Pathways Academy, a commitment program for females, consisting of 23 beds. The third program, Furlough Treatment and Rehabilitation, is an all male 30 bed short-term in-custody program designed for youth who are on furlough with the Aftercare component of Probation, or who are pending transfer to a court ordered treatment facility, which may include Camp Erwin Owen or the Larry J. Rhoades Kern Crossroads Facility.

James G. Bowles Juvenile Hall had several notable highlights this year which included the securing of a \$48,000 grant which enabled the facility kitchen to become full service. In addition, security upgrades were made to add privacy fencing, window tinting and secured parking.

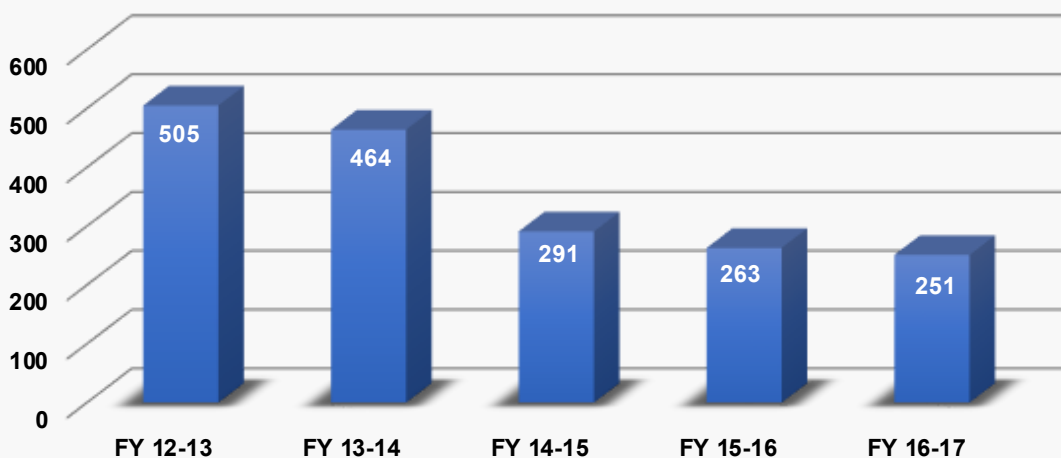
KERN COUNTY PROBATION DEPARTMENT JUVENILE INSTITUTIONS

JUVENILE HALL STATISTICS 2016 - 2017	
Total Number of Intakes	1,325
Male	951
Female	374
Average Daily Population	70.4
Average Length of Stay (Days)	18.8

JUVENILE HALL INTAKES BY OFFENSE					
Offense	12-13	13-14	14-15	15-16	16-17
Against Persons	595	586	570	442	508
Against Property	915	869	671	540	479
Drugs/Alcohol	177	240	162	124	111
Weapons	212	188	154	105	131
Violation of Probation (Includes Aftercare furlough violations)	769	637	495	400	348
Other*	1,172	944	658	425	424
WIC 707(b)			136	95	117
Home Supervision Violation			13	8	25
Out of Control (601)	17	45	9	0	0
Warrants	385	348	252	205	246

* Booked for medical holds, disciplinary holds for Division of Juvenile Justice, Camp Erwin Owen, Kern Cross-roads Facility, Furlough Treatment and Rehabilitation, Pathways Academy, Home Supervision Failures, Failure to Appear and Courtesy Holds for other counties

JUVENILE HALL COMMITMENTS 2012 - 2017



KERN COUNTY PROBATION DEPARTMENT JUVENILE INSTITUTIONS

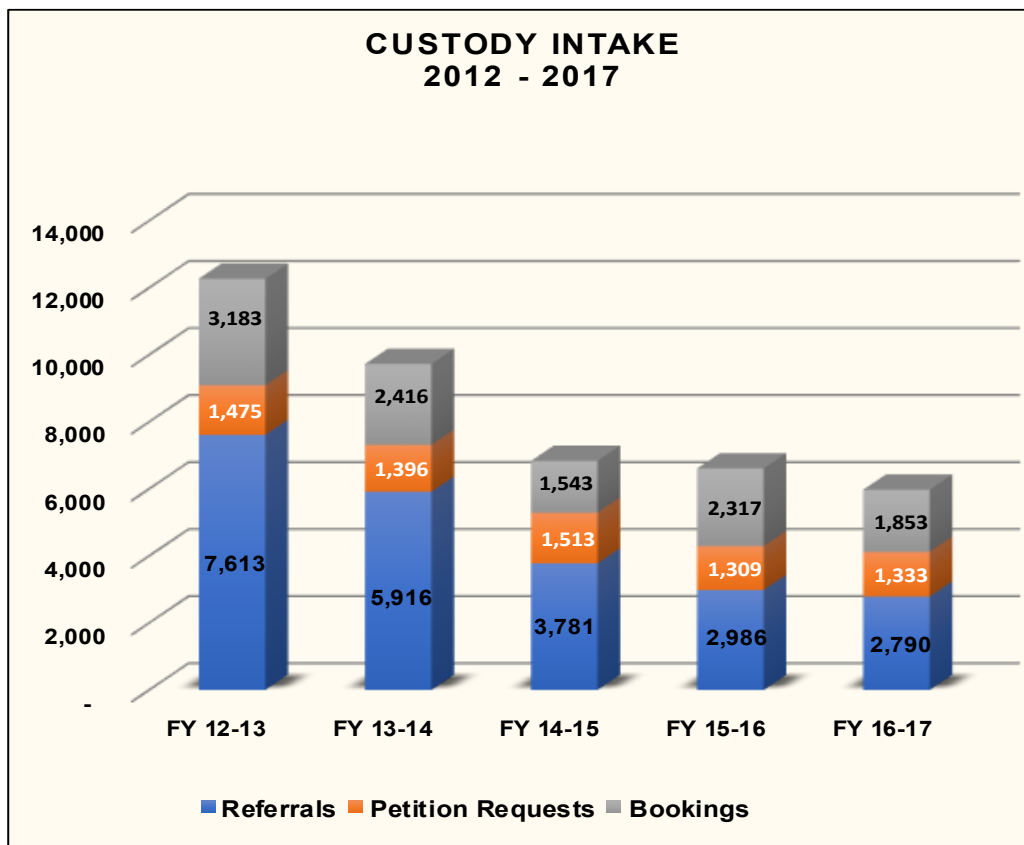
Custody Intake

The Juvenile Custody Intake Unit conducts preliminary assessments (Detention Risk Assessment Instrument) regarding the detention of youth arrested and brought into James G. Bowles Juvenile Hall.

The Juvenile Custody Intake Unit serves as the department's liaison with law enforcement and public agencies regarding youth warrants, detention, guardianship, and extradition/transportation to appropriate jurisdictions. Deputy Probation Officers are assigned to Juvenile Custody Intake seven days a week from 6 a.m. to 2 a.m. Officers respond to general inquiries from the public regarding the detention status of youth and provide information on community resource outlets.

Additionally, Juvenile Custody Intake handles Adult Probation Supervision matters which include PRCS and Mandatory Supervision holds, clearance of misdemeanor warrants and GPS monitoring.

In February of 2017, the Juvenile Custody Intake Unit began using the Juvenile Arietis which facilitates an efficient booking process which allows law enforcement officers an expedited return to their duties.



KERN COUNTY PROBATION DEPARTMENT JUVENILE INSTITUTIONS

Pathways Academy

The Pathways Academy Program is an in-custody rehabilitation treatment program for female youth. The Pathways Academy population is 23, and is a year commitment program which utilizes four different programs to target our at-risk female youth population. The 36-week and 24-week programs are used to target our high-risk population and repeat offenders. An 18-week program was designed for the moderate offender. A 12-week program was put in place for the younger or less criminally sophisticated youth. Each in-custody phase of the program provides the youth with highly structured components in the areas of socially acceptable behavior, therapeutic intervention, and life skills. Mental health services are provided through Juvenile Probation Psychiatric Services and education through the Kern County Superintendent of Schools.

Youth in Pathways participate in culturally enriched activities, sporting events, and provide community service through Community Based Organizations. Narcotics Anonymous is also provided twice a month and the Pathways Speakers Program hosts women with careers in our community who want to be a positive influence on the youth. The youth participate in a running team at various community events throughout the year as well as volunteer at the California Living Museum. During this year the youth attended the In Her Shoes Empowerment Breakfast presented by Dress for Success and the Bakersfield Women's Business Conference. The youth also toured the Ronald Reagan Library, Museum of Tolerance, Buena Vista Museum and California State University Bakersfield.

PATHWAYS ACADEMY 2016 - 2017	
Admissions	84
Average Length of Stay (Days) for 12 Week Program	69.3
Average Length of Stay (Days) for 18 Week Program	94.3
Average Length of Stay (Days) for 24 Week Program	113.8
Average Length of Stay (Days) for 36 Week Program	144.5
Average Daily Population	21.8

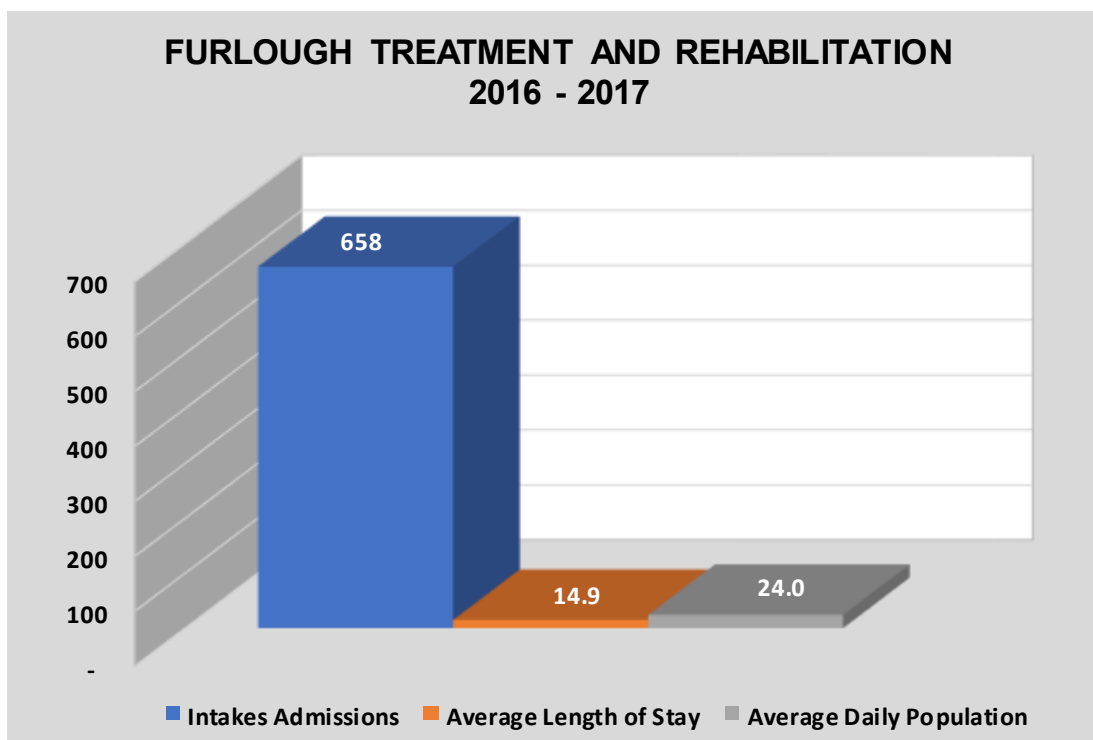
KERN COUNTY PROBATION DEPARTMENT JUVENILE INSTITUTIONS

Furlough Treatment and Rehabilitation (FTR)

The Furlough Treatment and Rehabilitation Program (FTR) is an in-custody 30 bed rehabilitation treatment program for male youth. FTR is designed to house youth who have violated the terms and conditions of the furlough portion of their respective commitment programs, Camp Erwin Owen or the Kern Crossroads Facility. Additionally, FTR houses youth recently committed to a program who are awaiting bed space, or who are committed to Juvenile Hall. The youth are oriented to their respective programs and begin earning points toward completion of their commitment.

The time spent in FTR depends on the nature of the youth's violation(s) and their behavior in the FTR program. Days in custody for furlough violators can range from 1 to 30 days. Graduated sanctions allow for increased commitment days if the youth is returned for additional violations. Upon entering the program, each youth is entitled to a review board with his assigned Probation Officer who, along with the other review board member(s), determines the number of days the youth will be given for his commitment.

FTR commitments benefit from the daily structured routine, spiritual services, and bi-weekly NA and AA groups. A bi-weekly substance abuse group and bi-monthly parents group is facilitated by Juvenile Probation Psychiatric Services. While in the program, FTR youth are responsible for the majority of the Juvenile Hall custodial work, grounds work and assisting in the warehouse and kitchen.



KERN COUNTY PROBATION DEPARTMENT JUVENILE INSTITUTIONS

Camp Erwin Owen

Camp Erwin Owen (CEO) is a working ranch and rehabilitative program located in Kernville, CA on 56 acres. It is ready and equipped to house 125 youth; however, the population has remained steady at approximately 70. Youth are assessed either a 360 or 700 point program based on factors including: the nature of their committing offense, history of delinquency, gang affiliation, school performance, family dynamics, and treatment needs. Staff use the NOBLE assessment tool to determine the risk and need factors of all youth entering, transitioning and being released from the program. Minors committed to CEO can take advantage of the essential elements of evidence-based treatment and counseling, participate in work assignments around the facility (agriculture, kitchen, laundry, maintenance, and grounds) and improve their school aptitude and credits. CEO partners with the Kern County Superintendent of Schools (KCSOS), Kern Medical Correctional Medicine and College Community Services (CCS) to meet the needs of every youth in the program.

Erwin Owen High School serves students in a four-class rotation. The courses offered include English Language Arts, Mathematics, Science, and Social Studies. Students also have an opportunity to enroll in the Auto/Ag Mechanics that is offered Monday through Friday. The classroom portion provides the rigor necessary to teach trade language, mechanical concepts, and use of data tools like schematics, and troubleshooting charts. Furthermore, basics of problem solving, time management and employer/customer relations are also explored.

The general shop offers broad spectrum of experiences which expose the students to many aspects of the Transportation trade: engines, brakes, tires/wheels, cooling systems, bodywork, maintenance services, and more as opportunity presents. Organization, record keeping, and safety practices are highly stressed.

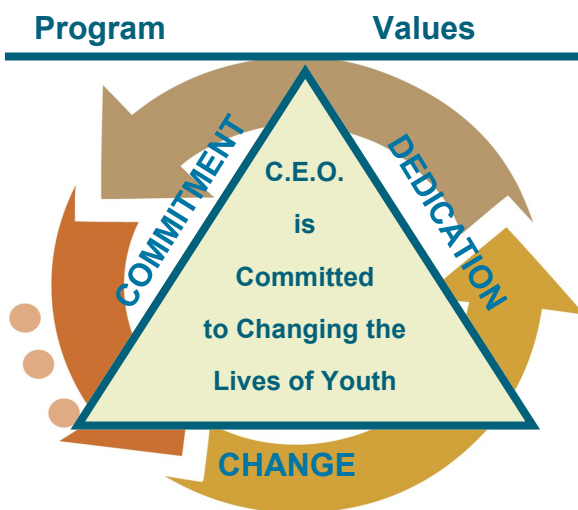
The welding shop introduces students to ARC, MIG, TIG, and gas welding. As well as common repair work, students also participate in projects such as trailer building, auto salvage, and "junk yard art". Students are guided through design and fabrication, to finish.

Erwin Owen High School also has a Career Intervention Lab that provides Career Tech courses for those students who are interested in vocational certificates. Students receive lessons in career readiness skills, may participate in field trips to local college campuses, are offered one-stop college registration and testing conducted at the Erwin Owen High campus, and FAFSA (Free Application for Federal Student Aid) workshops are made available to parents and guardians. A-G courses for students who desire advanced classes are also available in the lab. Students who are struggling with basic math and ELA skills can receive support in the Intervention Lab as well.

KERN COUNTY PROBATION DEPARTMENT JUVENILE INSTITUTIONS

Camp Erwin Owen (Continued)

College Community Services provides evidence-based, substance abuse treatment. Cognitive-Behavioral Interventions for Substance Abuse (CBI-SA) is designed for individuals who are moderate to high need in the area of substance abuse and well suited for criminal justice populations. This treatment is intense and consists of group therapy, practical application, and homework. Youth are guided through modules designed to help them change thought processes, regulate emotions, develop social skills, problem solve, and plan for success. CCS also offers Aggression Replacement Training which is a cognitive behavioral intervention program to help children and adolescents improve social skill competence and moral reasoning, better manage anger, and reduce aggressive behavior. The program specifically targets chronically aggressive children and adolescents ages 12-17. Individual, group, and family therapy are also provided.



Camp Erwin Owen dining hall staff offer the ServSafe program to youth working in the dining hall. Completion of this program, coupled with a passing grade on the exam, provides youth with Food Handler Certification. Input received from participating youth reveals their enjoyment in the program with the hope of someday obtaining employment in the food service industry upon successful completion of the CEO program. Copies of certificates are displayed in locking glass cabinets near the food service lines.

The agriculture program allows youth the opportunity to work with chickens and hogs as well as participate in the cultivation, harvesting, and consumption of fruits and vegetables. Youth working in the hog program take an active role in breeding, birthing, raising, and slaughtering. The meat is then used by the dining hall to feed youth and staff. Similarly, youth employed in the chicken program care for the birds while monitoring the hatching process and collecting eggs. The eggs are also used by the dining hall.

Camp Erwin Owen has developed an incentive-based, pro-social program to replace the current CEO points system. The pro-social program has been finalized and full implementation is expected near the end of August 2017. Contact has been made with juvenile institutions throughout the country to assist in developing this program with goals of increasing rehabilitative success and decreasing recidivism. Further, staff have researched opportunities to create a more homelike environment for the youth which may work to enhance the effectiveness of the pro-social model. Homelike furniture has been purchased and is available to the youth. Renovations have started on the old mess hall which will be converted to a youth center. Local community partners and volunteers have assisted in providing items for the youth center. Once complete, the Newman Youth Center (named for one of Camp's dedicated volunteers) will consist of couches, rugs, video games, game tables, and a commissary.

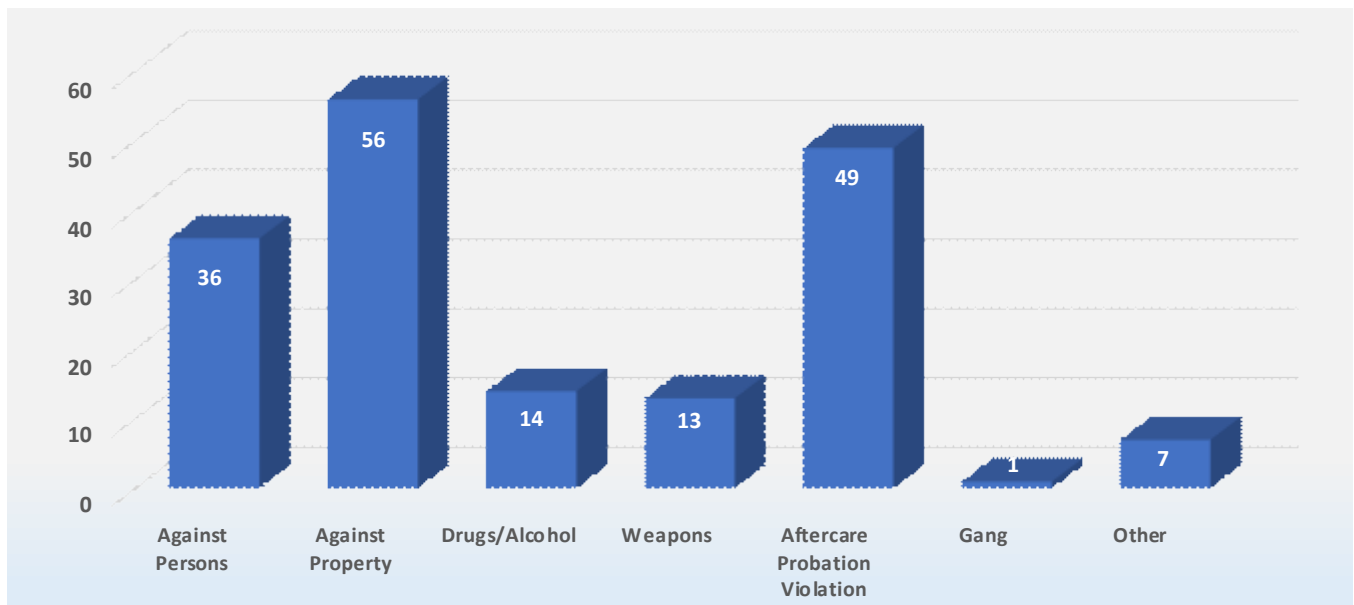
KERN COUNTY PROBATION DEPARTMENT JUVENILE INSTITUTIONS

Camp Erwin Owen (Continued)

CEO youth participate in various community service activities, including: serving food, setting up for events, and grounds work at the local cemetery. During 2016-2017, CEO youth spent 680 hours working in the community. This is beneficial to the community but especially to the youth who learn the importance of helping others.

During this fiscal year, Camp Erwin Owen was met with several challenges including a wild fire and subsequent evacuation as well as a fire that destroyed portions of the hog enclosure and killed several sows. Through it all, Camp Erwin Owen staff proved their dedication to this program as well as our youth. They rallied, came together, and maintained the level of professionalism and commitment the youth deserve. In the midst of these challenges, staff also worked together to develop the new pro-social program, created incentives for the youth, and designed a commissary system and homelike approach to the commitment program.

**CAMP ERWIN OWEN
COMMITMENTS BY OFFENSE
2016 - 2017**



KERN COUNTY PROBATION DEPARTMENT JUVENILE INSTITUTIONS

Kern Crossroads Facility

The Larry J. Rhoades Kern Crossroads Facility, established in 1997, provides rehabilitative services to youth usually more violent, more sophisticated, and present unique programming challenges and are committed to the program for one year. It is a secure residential facility with a high school, medical, and mental health components. Youth receive one of two programs, 168 days or 252 days, depending on case factors. Through incentives for constructive behavior, youth can earn up to 30 days off their in-custody program. The remaining portion of their commitment is spent on furlough. Probation staff completes a needs assessment and develops case plans for each youth by use of the evidence based Positive Achievement Change Tool. The Crossroads Program is constructed to give youth tools to address their needs and show them how to successfully become contributing members of their communities. After completion of the in-custody program, the Aftercare Unit provides intensive supervision and maintains a continuum of services consistent with services provided during the detention phase.

The program provides life skills training, vocational training, traditional classroom education, mental health services designed to address youth's individual criminogenic needs, and a rigorous physical education program, which meets the standards for the national President's Challenge Program. Juvenile Corrections Officers, Deputy Probation Officers, mental health professionals, teachers, and minors' parent(s) or guardian(s) all play a role in making possible a positive lifestyle change. Community service organizations and volunteers devote much appreciated time and effort.

The Crossroads' Behavior Modification System (BMS) is a multi-level system designed to increase desired behaviors using reinforcements and decrease unwanted behaviors through a graduated point system. The system is designed around Core Correctional Practices, which includes principles of effective interventions and follows best practice guidelines of effective reinforcement and shaping of behavior. The BMS incorporates the concepts of responsibility, accountability, and consequence. Some aspects of the program utilize military protocol, developing leadership skills through structure and by allowing minors to earn rank and privilege.

Redwood High School

Minors attend school 260 minutes a day in an educational program operated by the Kern County Superintendent of Schools. The school program consists of math, English, language arts, fine arts, science, and social studies, and is designed to meet the wards' individual academic needs. Redwood High School has a Learning Center that provides additional support to our special education students in subjects identified in their Individual Education Plan (IEP). Crossroads has partnered with community agencies to provide a Safety Training to empower youth with skills to find employment in their communities. The Safety Training covers oilfield safety, CPR/First Aid, Defensive Driving, Forklift Safety and Basic Employee Safety. Thirty-one (31) youth finished all or part of the training, earning high school and college credits. The Construction Class teaches youth skills in plumbing, electrical as well as carpentry trades. Select youth will continue to the Bridges Academy and complete the second phase of the course.

Finally, Redwood students go on enrichment field trips. Students have been to the Los Angeles Museum of Science, the Fresno Zoo and toured Aera Energy.

KERN COUNTY PROBATION DEPARTMENT JUVENILE INSTITUTIONS

Mental Health

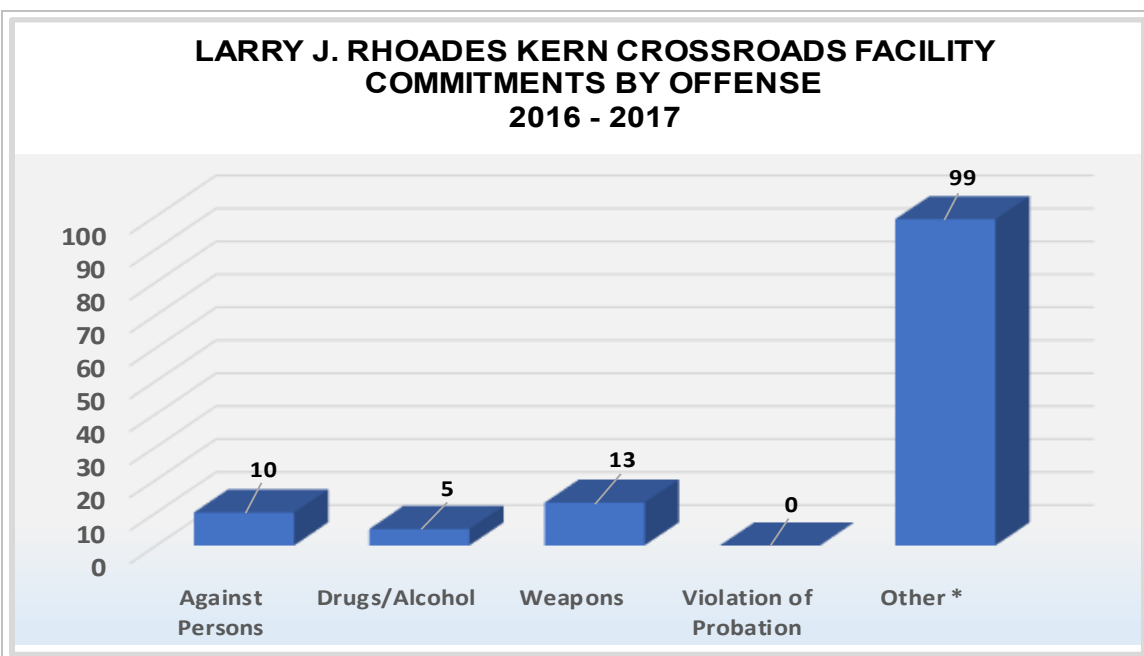
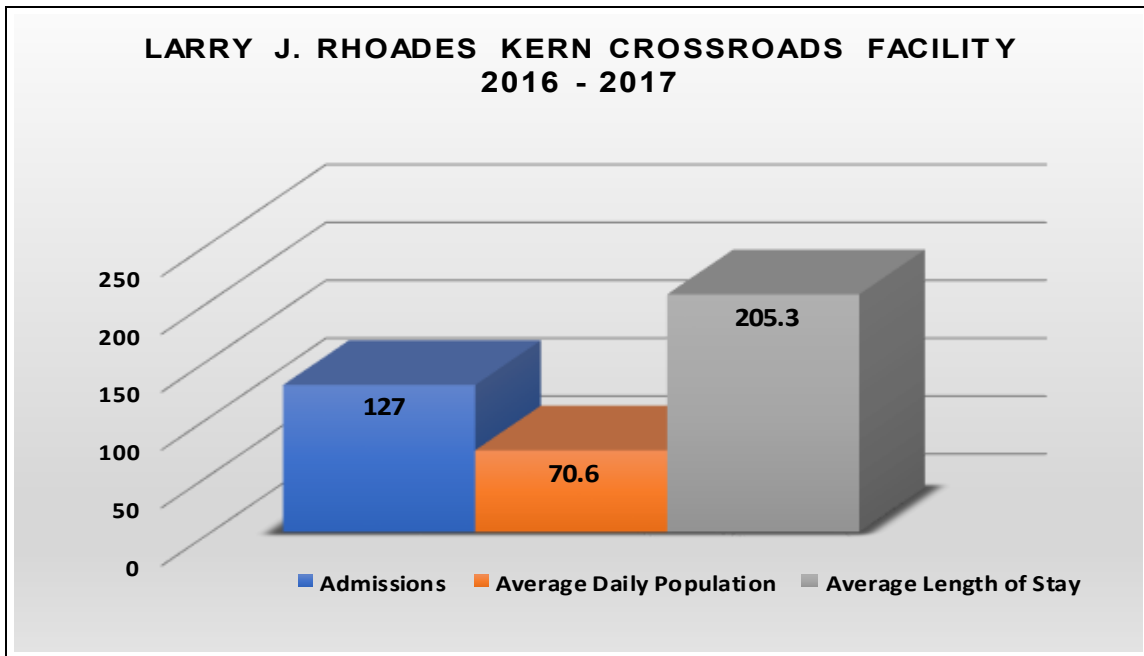
Crossroads contracts with Phoenix House to provide Mental Health Programming. Phoenix House currently provides three evidence based cognitive behavioral groups which include Aggression Replacement Training (ART), Thinking for a Change (T4C) and Strengthening Families. In addition, Phoenix House provides "Stages of Change", which is recognized as a Best Practice in Substance Abuse Counseling. Further, 24/7 Dad is offered to all youth with children. This evidence based program is based on five principles focused on parenting skills, children's life skills and family life. Choices and Changes is also available. Youth in Choices and Changes focus on a variety designed topics to help them evaluate their behavior and make pro-social choices. All minors are placed in groups based on results of an evidence-based risk assessment tool that is reviewed at an initial classification and assessment meeting attended by collaborative agencies involved in the minor's treatment program. Phoenix House ran 2,974 evidence based practice groups during this fiscal year. Averaged 44 individual counseling sessions per week and 14 youth assessments per month.

Community Service

The minors learn to give back to the community by performing community service for many nonprofit organizations such as Habitat for Humanity, National Cemetery, and the California State University of Bakersfield and Bakersfield College. The Crossroads' Honor Guard is often invited to present the colors for special events, college athletics and parades throughout the year. Last year, the Honor Guard provided/participated in 36 community service events.

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Larry J. Rhoades Kern Crossroads Statistics



* Other - includes property offenses, gang related crimes, escapes, and vehicle code violations