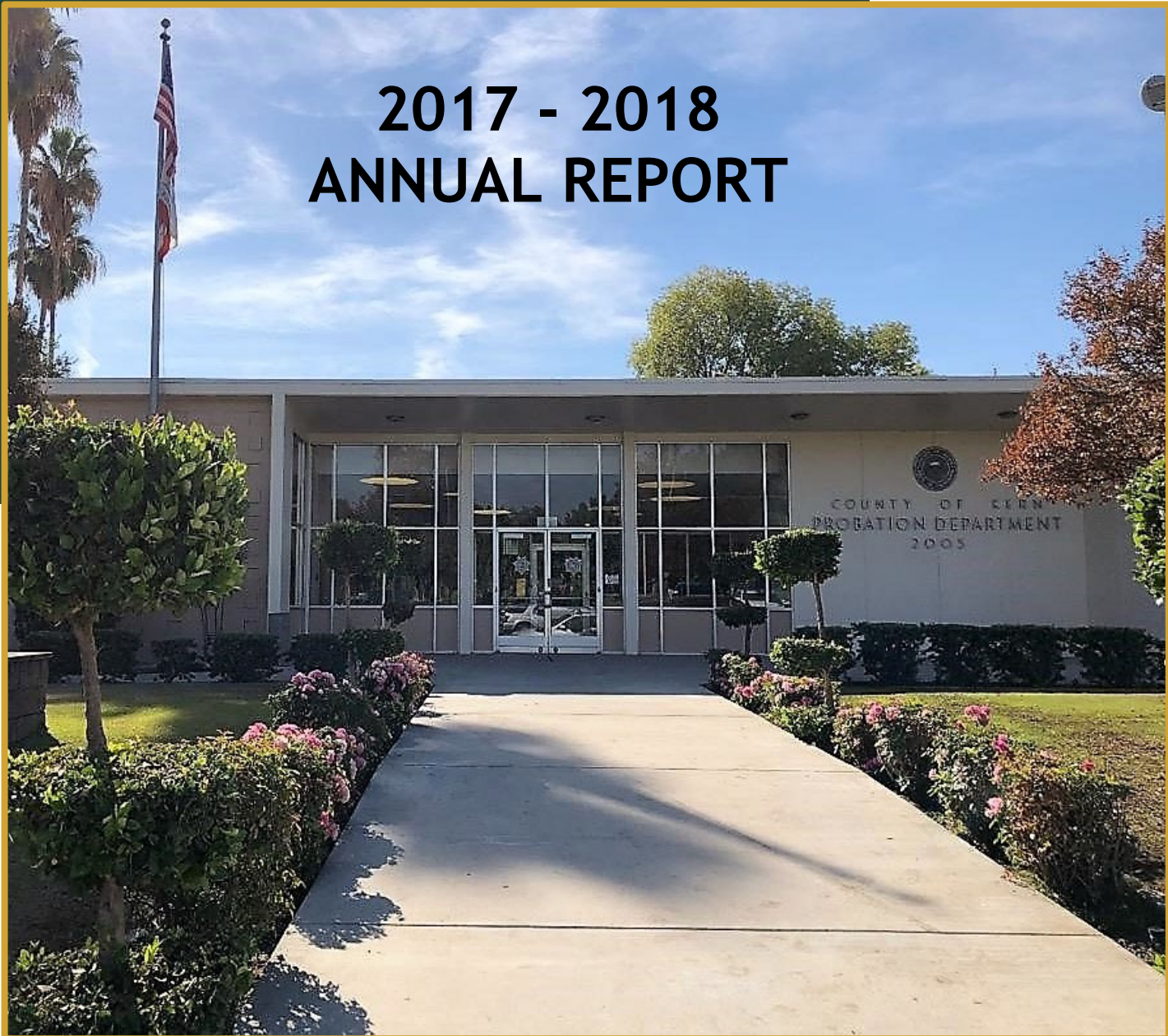


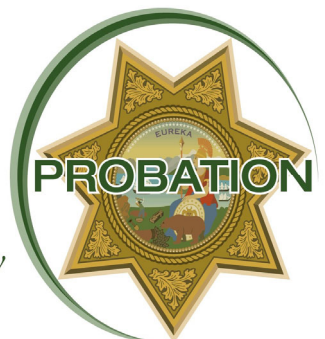
KERN COUNTY PROBATION

2017 - 2018 ANNUAL REPORT



TR MERICKEL
Chief Probation Officer

KERN COUNTY
*Commitment to a
Safe Community*



"Commitment to a Safe Community"

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

Accountability and opportunity are the dual pillars upon which the Probation Department operates in order to accomplish our mission of reducing the incidences and impact of criminal behavior. We must hold people accountable for their actions, yet we must also provide opportunities for them to change their lives around. It is this duality that makes the work of Probation both challenging and rewarding.

While accountability and opportunity are the foundational values upon which the Department is built, it is our use of evidence-based practices that drive the everyday operations forward. The Probation Department is committed to scientifically validate practices and programs that have been proven to reduce recidivism. The first step in this approach is our use of an evidence-based assessment. These assessments provide an offender risk level, which allows the Department to prioritize our caseloads and resources by shifting focus to those offenders at highest risk to reoffend. The assessment also identifies offenders' "criminogenic" needs (those dynamic risk factors 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.

Evidence-based treatment (EBT), and other best practices, are the next step after an assessment and case plan is completed. The Probation Department treatment capacity has been greatly increased over the last decade. This can be seen in our adult Day Reporting Center (DRC) and Adult Programs Center (APC). On the Juvenile side, we have increased EBT in our facilities and at Bridges Academy. Furthermore, our Juvenile Programming Unit (JPU) provides EBT across our continuum of services. We also continue to rely on our community partners to fill in service gaps in order to fully serve our clients and their families. We understand that in order to make the largest impact possible, a robust collaborative effort is needed across numerous stakeholders.

As you read this annual report, you will see the dual roles of accountability and opportunity in play. Our staff are dedicated to these principles. They have chosen this exact profession because they want to both keep our community safe and make a difference in the lives of those who need positive direction. "Commitment to a Safe Community" is more than a saying for our Department, it is a call to action and a promise made.

Sincerely,



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.

TABLE OF CONTENTS

Letter from Chief Merickel	ii
Mission, Values, Operating Principles	iii
Table of Contents	iv
Superior Court.....	1
Kern County Board of Supervisors	2
Kern County Juvenile Justice and Delinquency Prevention Commission.....	2
Probation Department Administration.....	3
Fiscal, Research, and Planning	4
Fiscal Services	4
Research, Analysis, and Data (RAD).....	5
Administrative Services Division.....	8
Professional Standards Unit	9
Staff Development and Training	10
Special Services Team	11
Firearms/Range	12
Simunitions	12
Technology Services.....	12
Probation Volunteer Services	13
Human Resources Unit	15
Adult Division	15
Investigation Units	16
Felony Supervision Units.....	17
AB 109 Division	17
Post Release Community Supervision (PRCS)	18
Mandatory Supervision (MS)	18
High Risk Offender Unit (HRO).....	18
Adult Programs Unit (APU).....	18
K-9 Program	20

TABLE OF CONTENTS

Juvenile Services	20
Investigations Units I and II	20
Investigations Unit III	23
Regional Supervision.....	25
Clerical Unit I – Professional Support Services	28
Juvenile Programs	28
Juvenile Programs Unit (JPU)	29
Juvenile Metro Supervision	30
Gang Intervention and Supperssion Team (GIST).....	30
Bridges Career Development Academy.....	31
Blanton Academy.....	32
Placement Unit	33
Probation Auxiliary County of Kern (PACK)	35
Juvenile Institutions	37
Mission, Guiding Principles	37
James G. Bowles Juvenile Hall	38
Custody Intake.....	39
Pathways Academy	40
Furlough Treatment and Rehabilitation (FTR)	41
Larry J. Rhoades Kern Crossroads Facility	42
Redwood High School.....	43
Mental Health	44
Community Service	44
Camp Erwin Owen.....	44



SUPERIOR COURT OF CALIFORNIA COUNTY OF KERN

**Honorable Charles R. Brehmer
Presiding Judge**

Metropolitan Division

Honorable Charles R. Brehmer
Honorable John S. Somers
Honorable John Oglesby
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 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
Honorable Marcos R. Camacho
Dawn Bittleston, Commissioner
Linda S. Etienne, Commissioner
Andrew B. Kendall, Commissioner
Cynthia L. Loo, Commissioner

Metropolitan Division - Juvenile Justice Center

Honorable Lorna H. Brumfield
Honorable Raymonda Marquez
Cynthia L. Loo, Commissioner

Metropolitan Division—Traffic Court

Honorable Eric J. Bradshaw
Alisa R. Knight, Commissioner

North Division

Honorable Steven Katz
Honorable Robert S. Tafoya
Honorable David Wolf
Steven Shayer, Commissioner

South Division

Honorable Craig G. Phillips
Honorable Skip Staley

East Division

Honorable Kenneth Green
Honorable Tiffany Organ-Bowles
Honorable Kenneth G. Pritchard
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, Chairman

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

TR Merickel

Chief Probation Officer

Scott A. Royer

Deputy Chief Probation Officer
Administrative and Field Services

Marc J. Bridgford

Deputy Chief Probation Officer
Institutions

DIVISION DIRECTORS

Victor Cotera - Adult Division

William P. Dickinson – James G. Bowles Juvenile Hall

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

Rebecca L. Jamison – Fiscal, Research, and Planning

Thad W. Kennedy - Juvenile Services Division

Robert A. Kilgore - Camp Erwin Owen

Shay E. Molennor - Juvenile Programs Division

Jeremy Roberts - AB 109 Division

JJ Zahry - Administrative Services Division

Brandon Hankins, Manager - Technology Services Division

ASSISTANT DIVISION DIRECTORS

Frank Herrera, Administrative Services Division

Matthew Kunding, Larry J. Rhoades Kern Crossroads Facility

Elaine Moore, Camp Erwin Owen

Ryan R. Wegis, James G. Bowles Juvenile Hall

FISCAL, RESEARCH, AND PLANNING

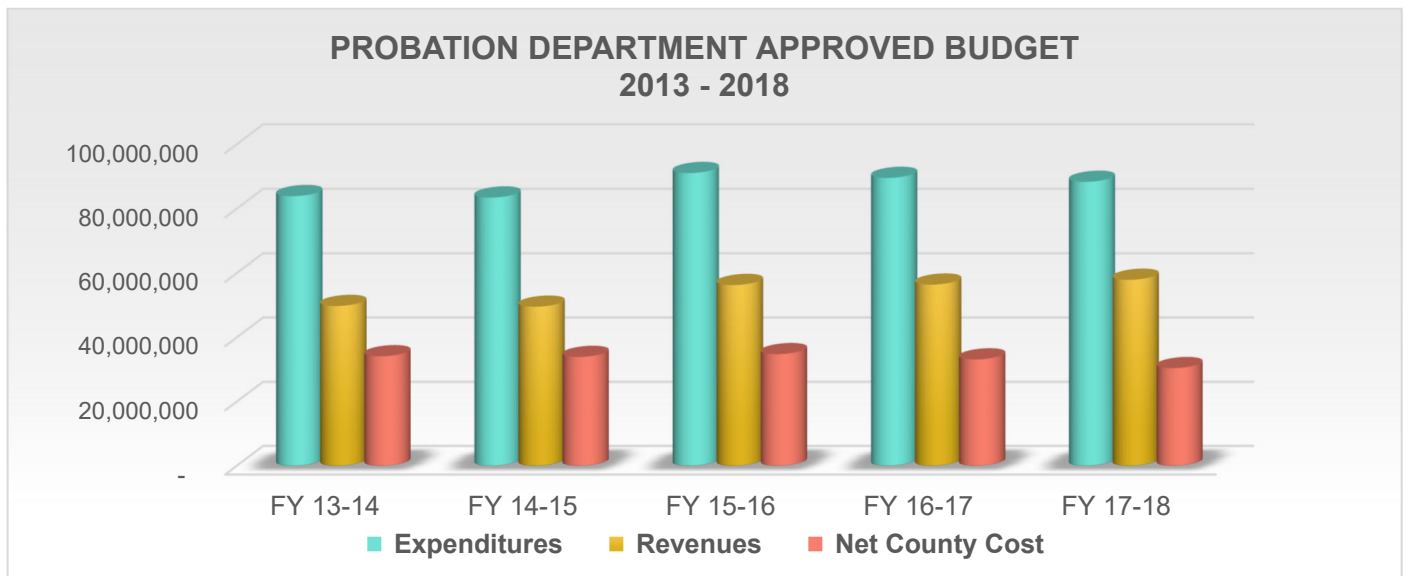
The Fiscal, Research, and Planning Division is responsible for budget development, revenue, expenses, data collection and analysis, research, grants, coordination of data systems, and special projects.

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					
	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Expenditures	83,886,693	83,442,751	91,049,956	89,540,493	88,318,405
Revenue *	49,777,375	49,542,004	56,280,996	56,410,976	57,906,110
Net County Cost	34,109,318	33,900,747	34,768,960	33,129,517	30,412,295

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

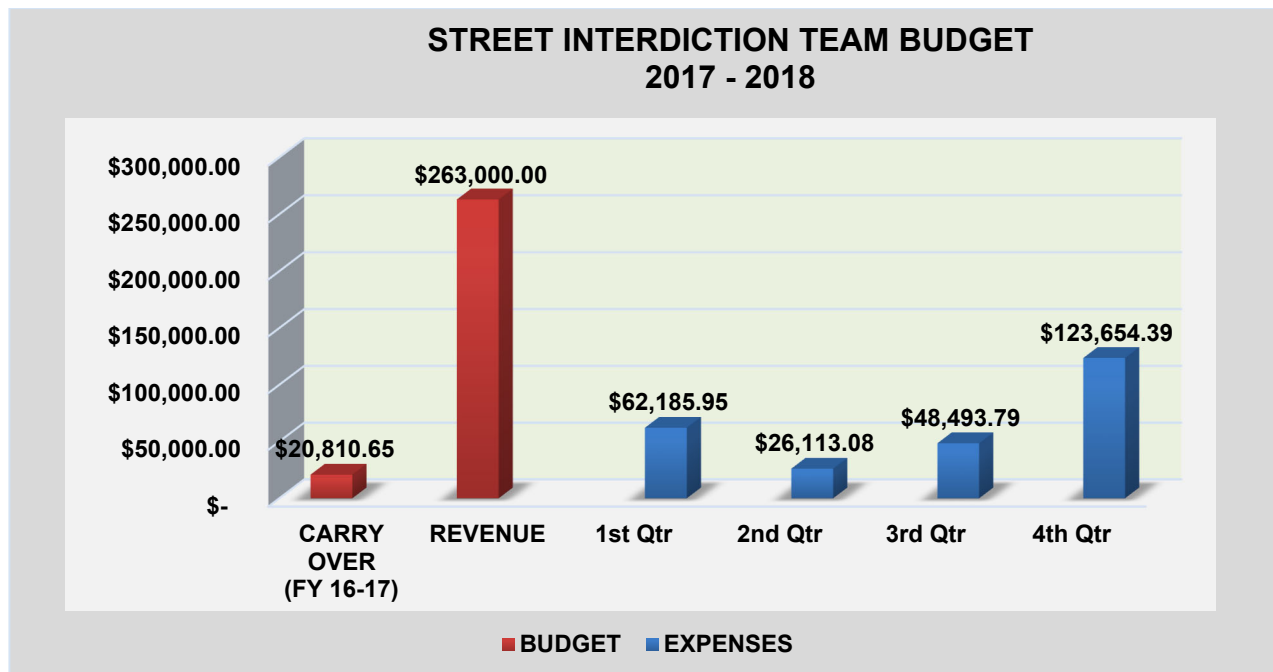


Fiscal, Research, and Planning (Continued)

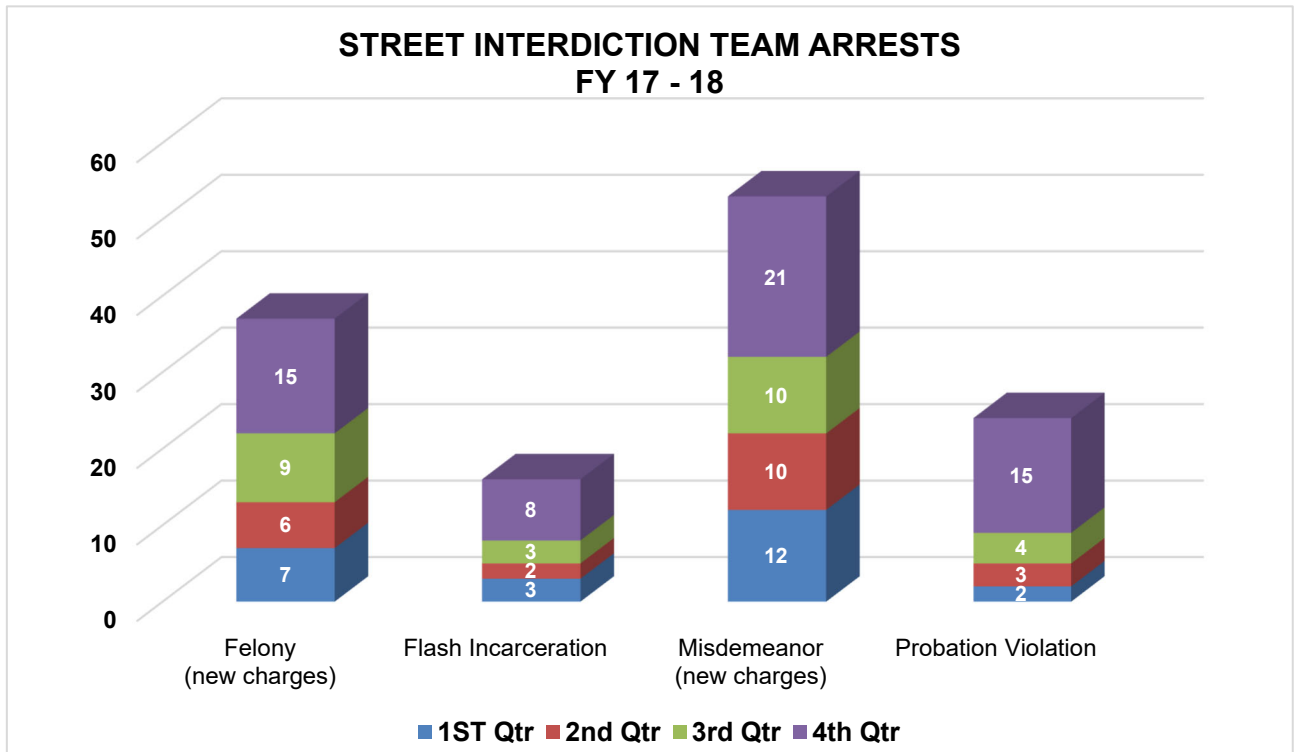
Research Analysis and Data

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 dashboard reports, Carry Forward Requests, Growth Funds, and Contingencies 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 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
- Maintaining and processing financial reimbursement information, attending monthly meetings, conduct annual trainings for financial personnel for the Street Interdiction Team (SIT)



Research Analysis and Data (Continued)

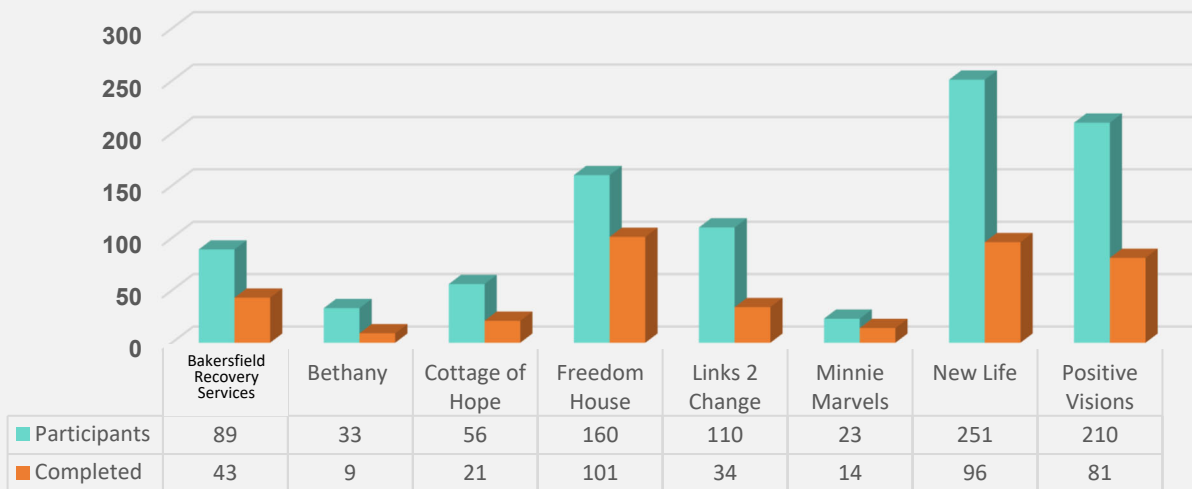


STREET INTERDICTION TEAM SEIZED ITEMS FY 17 - 18					
Items	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Total
Ammunition (rounds)	0	unk amount	3	17	20
Currency	\$0	\$273	\$1,525	\$120	\$1,918
Heroin (grams)	0	2	19.6	1	23
Marijuana (grams)	0	11.5	0	0	12
Meth (grams)	0	42.6	67.5	120	230
Paraphernalia	0	11	38.5	28	78
Vehicle	0	0	0	0	0
Weapons - Firearms	1	13	2	2	18
Weapons - Other	0	1	0	0	1

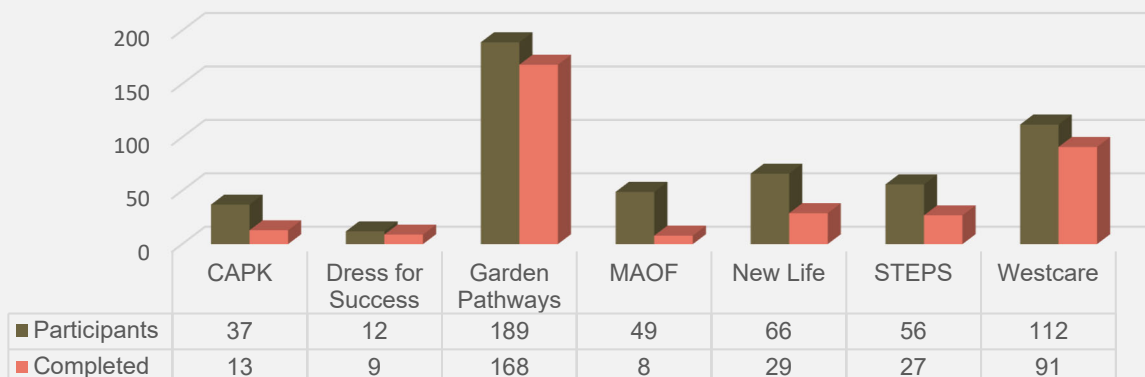
Research Analysis and Data (Continued)

- Preparing, conducting, and administering the Request for Proposals (RFP) 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, conducting site visits and monthly meetings

**SOBER LIVING ENVIRONMENT (SLE) PARTICIPANTS BY PROVIDER
FY 17 - 18**



**NON-HOUSING PARTICIPANT RESULTS
FY 17 - 18**



Research Analysis and Data (Continued)

- Management of the Kern Results First Project and conduct multiple meetings
- Conducting program evaluations and other research studies as needed

In Fiscal Year 2017-2018, the RAD Unit was responsible for the following projects:

- RFP Development
- CBO Program monitoring
- The Results First Benefit-Cost Initiative and Program Inventory update
- 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 and yearly training
- Grant research

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, and intern programs. 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 17 - 18		
California Public Records Act	Subpoena Duces Tecum	Pitchess Motions
11	20	9

Administrative Services Division (Continued)

Professional Standards Unit

The Professional Standards 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 Prison Rape Elimination Act (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. During Fiscal Year 2017-2018, recruitment and community outreach played a large role in the officers' duties. With the assistance of officers from various supervision units, the department attended over 19 events promoting employment opportunities while making connections with many community members. 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.

BACKGROUND STATISTICS FY 17 - 18	
Background Investigations	254
Permanent Positions	88
Extra Help Positions (includes rehires)	166
PREA/Security Checks	58
Intern/Volunteer Background Checks	53
Criminal Record Checks	429
Psychological Evaluations	62
Grand Jury	64

Professional Standards Unit (Continued)

KERN COUNTY PROBATION STAFF ALLOCATION FY 17 - 18	
Sworn Personnel	252
Part-Time	3
Support Personnel	114
Part-Time	0
Institution Staff	
Sworn Personnel	205
Support Personnel	10
Total Staff	
Total Full-Time	581
Total Part-Time	3
Total Staff	584

Staff Development and Training

As community corrections continuously evolves and changes, it is critical that the Training Division responds with appropriate training curricula that addresses current trends, evidence-based practices, and changes in laws, but does not lose focus on officer safety. During the past decade, the role of corrections staff has shifted to more treatment oriented, while at the same time, the composition of their clients has become more concentrated with higher risk offenders with identified criminogenic needs that must be addressed.

The Training Unit offers annual training that is multi-faceted. During the Fiscal Year 2017-2018, officers attended 419 training classes, workshops, and conferences that ranged in topics from Compliance Search and the 4th Amendment to No Such Thing as a Bad Kid. 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 approximately 75 officers to provide training in-house. These Deputy Probation Officers and Juvenile Corrections Officers are certified trainers in the following disciplines: Defensive Tactics, SPEAR System, Baton, Taser, Canine Encounters, 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).

Staff Development and Training (Continued)

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 Fiscal Year 2017-2018, the Kern County Probation Department received \$209,410 in STC funding to train 463 officers in core and annual trainings.

During this training year, we began Reality Based Training for institution staff. The first two sessions provided to all staff included training on Suicide Prevention and Room Extraction. These trainings have been well received by staff and allow trainers a good opportunity to evaluate staff performance in realistic training scenarios.

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 305 youth with a total of 16,619 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.

Firearms/Range

Our range staff is assembled of 10 Commission on Peace 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 de-escalation, 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.

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 juveniles and adults. 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 the Probation Department
- 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
- Disseminate information to the department regarding trends and new regulations by maintaining active participation in technology groups such as the Kern Information Technology Users Group (KITUG) and the Probation Information Technology Managers Association (PITMA)

Technology Services (Continued)

- 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 2017-2018

- Office 365 Implementation
- Windows 10 upgrade

Anticipated Projects for 2018-2019

- Various management system implementations

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.

"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 on an amazing team."

*Daniela Miramontes, Intern
(promoted to OST, Volunteer Services)*

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,

Probation Volunteer Services (Continued)

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.

Volunteers from Marley's Mutts' "Miracle Mutts" have introduced their program into Juvenile Hall. Every other week, a set of volunteers brings therapy dogs into Juvenile Hall to visit with resident youth. Interactions with therapy dogs have been shown to have a positive influence on incarcerated youth, including increased production of serotonin, dopamine, and oxytocin (chemicals known to be responsible for feelings of happiness and calmness in the brain), and decreased production of cortisol and norepinephrine (chemicals known to be responsible for feelings of stress, anxiety, and fear). The youth feel like they are contributing to the rehabilitation of the dogs in the program, and in turn, the youth are also benefitting from the interaction. The "Miracle Mutts" program is currently being conducted in Juvenile Hall on a bi-weekly basis. Eventually, the goal is to introduce the program in all of Probation's institutional settings.

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 \$202,676 in services rendered by volunteers and interns in Fiscal Year 2017-2018 in the listed programs. The national value of volunteer services is \$24.69 per hour.

VOLUNTEER/INTERN SERVICES			
	VOLUNTEERS	INTERNS	HOURS
CSUB			
Adult		2	400
AB 109		1	200
Institutions			
Juvenile Hall	30		1,136
Camp Erwin Owen	16		3,426
Crossroads	25		1,704
PACK			
Take Away Tattoos	10		480
TOTALS	81	3	7,346
CA VOLUNTEER RATE = \$27.59			\$202,676

Human Resources Unit

The Human Resources Unit is comprised of a Senior Human Resources Specialist who supervises three Human Resources Specialists. From hiring to retiring and everything in between, the unit handles Human Resources 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 timecards bi-weekly, ensuring each employee is paid accurately and in a timely manner. Additionally, the unit oversees a variety of employee status changes including name changes, address changes, officer fitness pay, STC Certificate pay, new recruitments, and promotions. Furthermore, the unit maintains the Organizational Chart, Employee Roster, and Employee Performance Reviews.

The office facilitates Department hiring as approved by the County Administrative Office and has experienced an increase in back filling positions in the current fiscal year. For Fiscal Year 2017-2018, the unit has fingerprinted and notarized 283 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 Human Resources Unit ensures compliance with Workers' Compensation injury reports of accidents and injuries to the rules and regulations of California Occupational Safety and Health Administration.

The unit 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 the Department and supporting staff in both payroll and human resource capacities. This allows staff to focus on carrying out the 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 DIVISION

The Adult Division provides investigation and supervision services whereas AB 109 primarily focuses on supervision. Despite these differences, both divisions work tirelessly holding offenders accountable for their criminal decisions and providing them the opportunity to become law abiding and productive. This is done by using evidence-based programs, best practices, and a myriad of services provided by numerous collaborative entities and community-based organizations.

Adult Division (Continued)

The department is committed to using evidence-based systems and programs which have proven successful in reducing recidivism. For example, a Static Risk Assessment (SRA) is completed on each offender, providing officers with the offender's risk level to re-offend. Based on this risk level, offenders are assigned to an appropriate caseload involving increased services with the goal of reducing recidivism. The selection of services offenders receive is based on their individual needs using the Offender's Need Assessment (ONA). Through the ONA, an offender's criminogenic needs are determined, discussed, and used to develop a case plan for success. The case plan is consistently reviewed and updated with the offender, making them aware of their individual goals and the path to becoming a successful, law abiding, and productive member of the community. The following is a more detailed breakdown of the Adult division.

Investigation Units

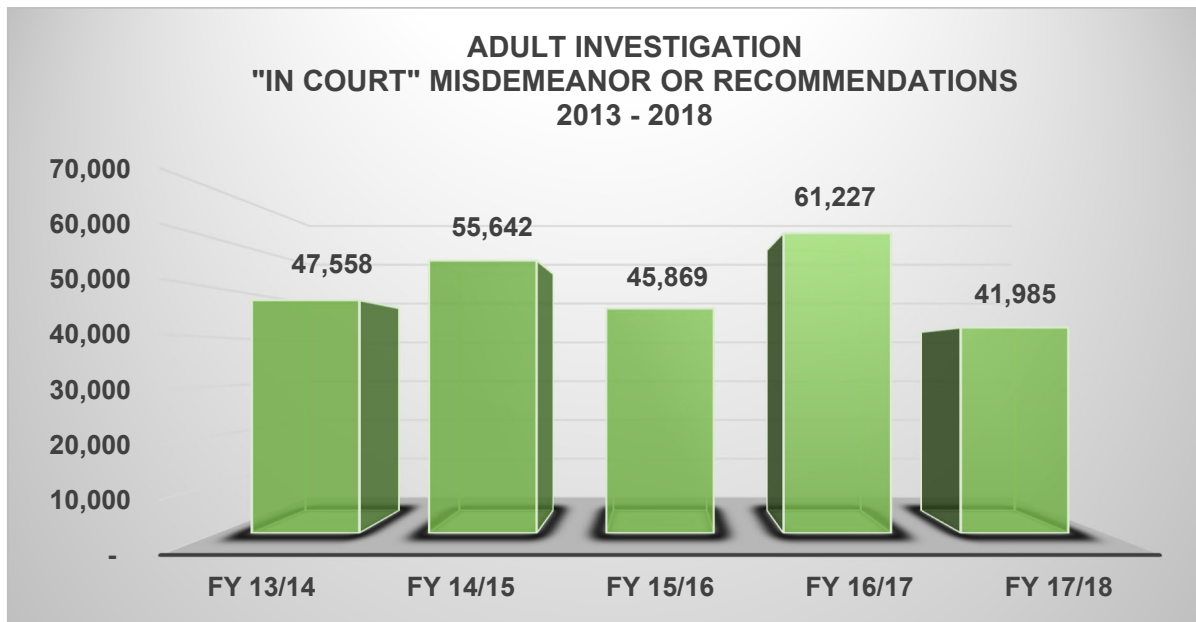
The Probation Department's Adult Investigation Units serve the Superior Court by providing pre-sentence investigation reports based on an analysis of the defendant's social and criminal history, the nature of the crime, the impact on the victim (if applicable), and the sentencing law as it applies to the specific charges pled and proven. The court either requests a full pre-sentence investigation report or a "short" report.

Additionally, officers also complete bail reviews when requested by the Court. The Investigation Units are required to learn, understand and implement the complex intricacies of the law to help the Court make informed decisions.

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, the 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. Officers assigned to the misdemeanor desk assist in monitoring defendants' compliance with misdemeanor probation, requesting bench warrants and re-referring defendants to services when appropriate.

INVESTIGATIONS STATISTICS FY 17 - 18	
Superior Court Pre-Sentence Full Reports	2,455
Superior Court Pre-Sentence Short Reports	1,357
Division G "In Court" Reports	41,985
Bail Reviews	126

Investigation Units (Continued)



Felony Supervision Units

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. The Adult Division has three supervision units charged with serving 6,621 offenders on felony probation as of June 30, 2018. This conditional release typically ranges from 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, and DUI. Officers assigned to these caseloads receive specialized training to meet the specific demands of each caseload. When a violation is discovered, officers determine the appropriate response to the violation and whether it will include a formal or informal sanction. However, an equal importance is placed on assisting probationers to become law abiding productive members of the community through referrals to programs and services while still providing for public safety.

AB 109 DIVISION

The AB 109 Division is responsible for the supervision of felony offenders under the statuses of Post Release Community Supervision (PRCS), Mandatory Supervision (MS), and felony probation offenders assessed at the highest risk level to re-offend. Each of these statuses have different rules and regulations which are discussed below.

Post Release Community Supervision (PRCS)

As a result of AB 109 realignment in 2011, the Probation Department became responsible for supervising PRCS offenders. These offenders are released from the California Department of Corrections and Rehabilitation (CDCR) being classified as "low level." This state classification is misleading because a large percentage of these offenders have prior serious/violent felony convictions; however, they still qualify for PRCS because their current offense is not serious/violent. The true PRCS risk level can be seen by analyzing data from the Probation Department's Static Risk Assessment (SRA). Data shows that 73.1% of PRCS offenders assess as high risk to reoffend, whereas only 32% of traditional felony probation offenders assess the same. Two supervision units are exclusively dedicated to monitoring the PRCS population which consists of approximately 1,600 offenders.

Mandatory Supervision (MS)

In addition to PRCS, AB 109 also created a second supervision type under Penal Code Section 1170(h), also known as Mandatory Supervision (MS). MS is the supervision status for an offender who is denied felony probation but is no longer eligible for state prison as a result of AB 109 legislation. 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. One unit is dedicated to supervising the approximately 900 MS offenders.

High Risk Offender Unit (HRO)

The AB 109 Division also includes the High-Risk Offender Unit (HRO). HRO supervises felony probationers who assess as high risk to reoffend and pose the greatest potential threat to community safety. These felony probationers include active gang members, drug traffickers/dealers, sex offenders, and high-profile offenders. There are two sex offender caseloads which include stringent reporting requirements to the state, GPS ankle monitoring, counseling as required by Chelsea's Law, and intense supervision due to the safety concerns presented to the community. HRO also has two liaison officers: one assigned to the Drug Enforcement Agency (DEA) and one assigned to the California Multi-Jurisdictional Methamphetamine Enforcement Team (CalMMET). These specialized task forces work diligently and collaboratively at eliminating drug trafficking in Kern County. HRO supervises approximately 400 high risk offenders.

Adult Programs Unit (APU)

The Adult Programs Unit (APU) includes Probation Officers assigned to supervise the Day Reporting Center (DRC) and the Adult Programs Center (APC).

The DRC is a non-residential program operated by GEO Reentry Services through a contract with the Kern County Probation Department. The center provides individually tailored programming, cognitive behavioral therapy and supervision services for individuals transitioning back into the community. Through this program, participants learn the life skills and coping mechanisms needed to successfully reintegrate into their communities and reduce the likelihood of returning to the criminal justice system.

Adult Programs Unit (Continued)

The DRC currently focuses on offenders assessed as high risk to reoffend. GEO works collaboratively with Probation Officers to design/implement a case plan and provide onsite, targeted services to offenders. The DRC offers Evidence Based Programs and Best Practices using Moral Recognition Therapy, Thinking for a Change, Trauma Informed Therapy, alcohol and drug testing, employment training, case management services, and daily check-ins.



The DRC has shown to have a significant impact on recidivism rates. A departmental study conducted in 2013 found those who completed the DRC recidivated at a lower rate when compared to non-DRC participants. Furthermore, the recidivating DRC graduates committed less severe crimes when compared to non-DRC participants. Additionally, a 2015 Results First study, which looked at multiple departments and programs throughout Kern County, concluded the following: "The Day Reporting Center (DRC) has the highest projected recidivism reducing affect, by offering a number of evidence-based services simultaneously." In Fiscal Year 2017-2018, 45 offenders successfully completed the DRC program.



The Adult Programs Center (APC) is a non-residential program which focuses on providing evidence-based programming to offenders not requiring DRC services. The APC is comprised of Program Specialists, who in collaboration with Probation Officers, develop a case plan and address offender needs through several evidence-based curriculums, including Moral Recognition Therapy, Aggression Replacement Training, Thinking for a Change, and Effective Practices in Community Supervision (EPICS).

Aside from the metropolitan area of Bakersfield, the APC also offers curriculums in Delano and Ridgecrest. In Fiscal Year 2017-2018, the APC enrolled 288 offenders into the program.



K-9 Program



The Department's K-9 program, which was implemented in 2005, also resides in the AB 109 Division. 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. Additionally, the K-9 is trained to apprehend violent and dangerous persons who pose danger to the community and/or officers. Our K-9 program is the only dual-purpose (drug detection and apprehension) probation K-9 in the State of California. In late 2017, our previous K-9 was retired and the

department deployed its third K-9 and Handler since the program's implementation.

During Fiscal Year 2017-2018, which included a transitional period due to the K-9 retirement, the team conducted 26 searches, 16 of which resulted in arrests. The team also located 1.6 total pounds of methamphetamine. Perhaps most importantly, the team induced eight different surrenders of dangerous persons.



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 Fiscal Year 2017-2018.

Investigations Units I and II

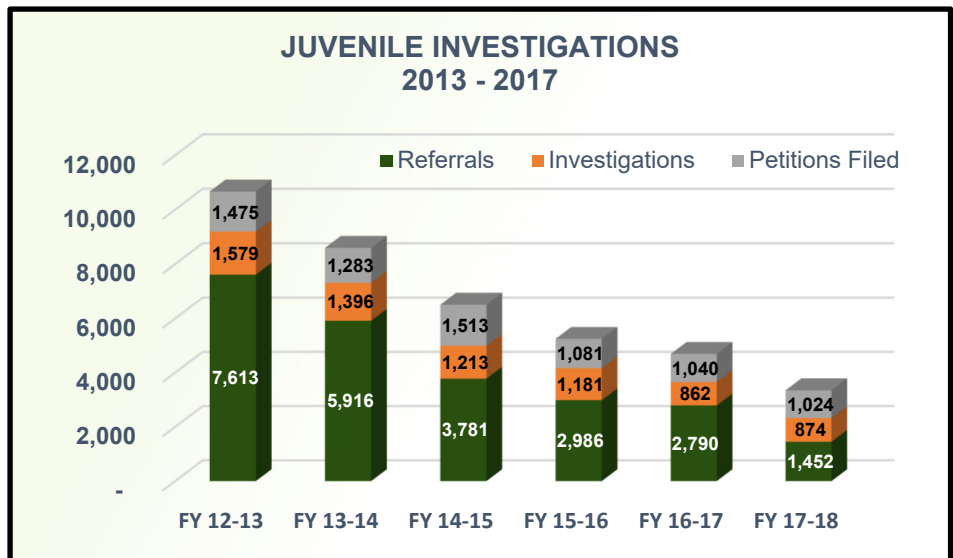
Juvenile Investigations Units I and II provide a myriad of services for the Juvenile Court. Principally, Juvenile Investigations acts as an arm for the Juvenile Court to ensure it receives concise and accurate information and appropriate recommendations for juvenile offenders. The Juvenile Investigations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

Investigations I and II (Continued)

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, 1,024 petitions were filed, and 349 petitions were rejected.

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 dispositional options available to the court. Recommendations should attempt to provide the appropriate level of rehabilitation, consequence, and services to the youth.



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 563 readiness memorandums and 311 disposition reports during Fiscal Year 2017-2018.

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

Investigations I and II (Continued)

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 611 assessments and 257 reassessments during Fiscal Year 2017-2018.

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 65 Joint Assessment reports completed this year.

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

Investigations I and II (Continued)

provide individualized competency training to minors to restore them to trial competency. The court was provided with 77 WIC 709 memorandums this year.

Youth 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 eight 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, 17 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. There were 26 record seal reports 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 Fiscal Year 2017-2018, eight Petitions were filed, six were denied by the Court for emancipation purposes, one was withdrawn by the Petitioner, and one was continued for six months pending further efforts to be made by the Petitioner.

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

Investigations Unit III (Continued)

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.

In addition to processing law enforcement referrals, Juvenile Investigations III is responsible for collaborating with outside agencies within Kern County. Three Probation Officers sit on three separate Student Attendance Review Boards (SARB) for the Kern High School District, the Panama Buena Vista School District and the Richland Shafter School District. The officers are required to attend the board meetings and provide input on probation status and potential consequences of continued truancy.

Another unique responsibility of Juvenile Investigations III requires participation in the Child Death Review Board. The Deputy Probation Officer III is a member of the board and represents the Probation Department in a professional and courteous manner. Representatives from various agencies including Public Health, Bakersfield Police Department, District Attorney, Kern County Sheriff's Department, etc. meet monthly to review each case involving the death of a child. The purpose of the board is to provide the County of Kern with proper education and preparation to prevent future child deaths. The board gathers data and creates

Investigations Unit III (Continued)

annual reports that are beneficial in planning community outreach and improvements in areas of services provided to the public.

Furthermore, the Probation Supervisor of Juvenile Investigations III is the department liaison for Commercial Sexual Exploitation of Children (CSEC). As the liaison, the supervisor sits on the county wide steering committee that is led by the Department of Human Services as well as the steering committee for the Kern Coalition Against Human Trafficking grassroots community group. Participation on the county wide steering committee is a requirement of the state in order for the county to be eligible for federal funding. The steering committees are responsible for creating policy, planning training and identifying resources for CSEC.

Moreover, the Probation Supervisor of the unit is the lead Subject Matter Expert (SME) for the ongoing case management system project. As the SME, the supervisor is responsible for reviewing the new system, creating processes within the system, collaborating with outside agencies including Superior Court, District Attorney, Public Defender, County IT, and the Kern County Sheriff's Department. Further, the SME is tasked with identifying issues within the new system and work with the product owner, Tyler Technologies, on how to address the shortcomings.

Lastly, in order for the officers in the unit to stay up to date on resources available in the community and with current trends, they take turns attending the monthly Kern County Network for Children meetings. The meetings offer valuable trainings on topics including employment training, counseling, drug abuse, trauma informed care, etc. The information is then brought back to the unit and shared.

During this fiscal year, Juvenile Investigations III processed 1,452 referrals which resulted in 423 pre-screen assessments and 258 cases being referred for petition.

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, two Deputy Probation Officer III's, 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. As of late September 2018, the unit began supervising the Home Supervision (HSP) and Electronic Monitoring.

REGIONAL SUPERVISION FY 17 - 18	
Home Visits	1,981
Drug Tests	601
Completed Probation Term	138
Total Probationers (average)	913
Placed on Home Supervision	128
Contacts	5,270

Regional Supervision (Continued)

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, 128 youth were placed on Home Supervision and 5,270 contacts were made at in the home or school setting.

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 low risk cases on an administrative basis and the 18-year-old caseload. Minors determined to be low risk and managed administratively are required to report monthly by mail. Low risk minors are not mixed with higher risk wards to avoid contamination and possible recidivism.

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. Offenders in the Electronic Monitoring Program may live at home while under court-imposed supervision by

ELECTRONIC MONITORING FY 17 - 18	
Monitored	
Adult	15
Juvenile	2
Generated Revenues	\$12,160
<i>* Youth are not charged for Electronic Monitoring</i>	

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.

Regional Supervision (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 15 offenders and two youth. This unit generated \$12,160 in revenue.

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 Fiscal Year 2017-2018, this unit supervised an average of 913 probationers. The unit conducted over 1,900 home visits and administered more than 600 drug tests. This year, 138 youth 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, Simulations, Taser, and firearms range staff. Further, officers participated in job fairs throughout the county.

During this reporting period, regional officers participated in job fairs at regional locations providing valuable and informative information to individuals in those communities interested in a career in Probation. Regional Supervision plans to continue working with local agencies to address community concerns and work collaboratively with law enforcement and service providers to meet the needs of the public. Officers in these areas continue to participate in SIT Operations/Special Assignments throughout the county and regularly assist other divisions within the Probation Department. In addition, Regional Officers participated in the Trunk or Treat event in the City of Delano on October 29, 2018. Officers interacted with the community and handed out candies to approximately 2,500 children.



For the months of August, September, and October, the EMP and HSP aided the Department and community through court notifications; address verifications; field assistance through warrant service and client contact; and training of less experienced field officers.

For the past quarter, EMP/HSP officers averaged 19 active cases in the monitoring programs per month. A total of 1,677 contacts were made for Home Supervision purposes. A total of \$1,240 in fees was collected for EMP services. With two vacancies, officers have been supplemented by other field units and drove a total of 2,777 miles for the quarter.

Clerical Unit I – Professional Support Services

The Kern County Probation Department's professional assistance staff serve the department as Office Services Technicians (OST); Mail Clerks (MC); Office Services Specialists (OSS); and Senior Office Services Specialist (SOSS). This unit is comprised of 13 OST positions, 2 OSS's, 2 MC's and 1 SOSS. Staff assist all units in their daily functions and are an integral part of the team from receipt of cases to final disposition of cases. Staff in this series assist with reception, records entry on new referrals, running rap sheets, filing of petitions, new offense report preparation, court report preparation, revision of reports prior to submission to the court, administrative oversight over the 18-year-old caseload, PC 1000 report assistance processing of record seals, terminations, expirations and maintenance of statistics.

Many times, staff in the regional offices work closely with officers and assist in case management functions such as scheduling and case history entries. This unit is also responsible for flow of information throughout the department thorough the inter-office mail delivery system. Two Mail Couriers are assigned to this unit and assist with all inter-departmental and inter-agency communication through the mail system.

JUVENILE PROGRAMS

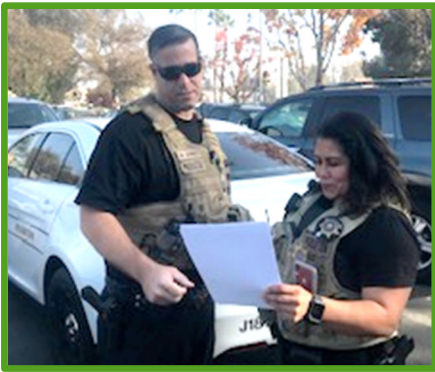
The Juvenile Justice Crime Prevention Act (JJCPA) program was created by the Crime Prevention Act of 2000 to provide a stable funding source for local juvenile justice programs aimed at curbing crime and delinquency among at-risk youth. JJCPA provides funding for the Probation Department's Aftercare 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 youth's criminal and delinquent behaviors that have been identified through evidence-based assessments.

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

Juvenile Programs (Continued)

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 250 cases on average, averaging approximately 36 cases per officer.

Juvenile Programs Unit

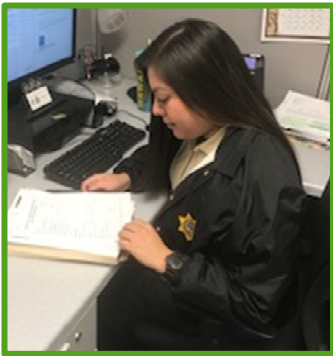
The Juvenile Programs Unit (JPU) is located at the Juvenile Treatment Center, 1809 Ridge Road. The JPU consists of (1) Probation Program Supervisor and (8) Probation Program Specialists. This unit was recently reorganized under the Aftercare Unit where they will receive the added support and oversight of a DPO III. Now in its second year of operation, the staff have completed their initial training in a variety of evidence-based disciplines and continue to participate in booster trainings as well as having their group sessions audited to ensure the treatment is being delivered with fidelity. The unit receives their referrals from Probation Officers and have been administering Effective Practices in Community Supervision (EPICS) sessions with youth on their individual caseloads.

Program Specialists have provided Cognitive Behavioral Interventions-Substance Abuse (CBI-SA) groups at Camp Erwin Owen and life-skills courses to Furlough Treatment and Rehabilitation and Pathways Academy youth. In addition, CBI-SA, Aggression Replacement Training (ART) and Thinking for Change (T4C) groups have been provided for out of custody youth. On July 12, 2018, the JPU held its first graduation ceremony recognizing five youth who had successfully completed the JPU in its entirety.



Juvenile Metro Supervision

The Juvenile Metro Supervision Unit is responsible for the supervision of youth on probation residing in Metro Bakersfield. In addition to ensuring the youth are following the terms and conditions of their probation, Juvenile Metro Supervision Officers are instrumental in ensuring the youth enroll in a school setting and continue to work at ensuring these youth receive mental health services when available and necessary. The



Juvenile Metro Supervision Unit currently consists of (1) Probation Supervisor, (2) Deputy Probation Officer III's, and (9) Deputy Probation Officer I/II's.

Juvenile Metro Supervision 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 Juvenile Metro Supervision monthly and the average caseload is 45-55 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 youth and their families to develop and fulfill their case plans.

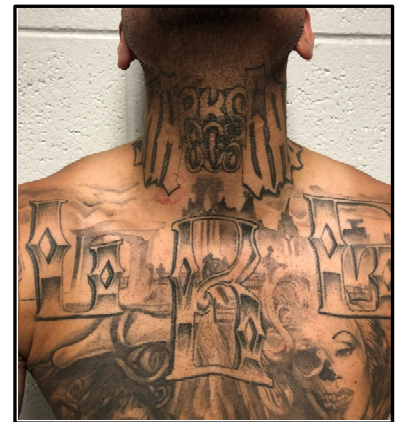
Gang Intervention and Suppression Team (GIST)

The Kern County Probation Department's gang unit, the Gang Intervention and Suppression Team (GIST), was created and directly funded by the passage of the Juvenile Justice Crime Prevention Act (JJCPA) in the year 2000. The Probation Department's dedication to a safe community is intertwined with the dynamic history of GIST. The pinnacle of the Kern County Probation Department's efforts is genuinely exemplified in the diverse array of responsibilities GIST performs daily. The continuous and countless contacts with Kern County criminal street gang members enhances the officers', who are assigned to GIST, expertise.

GIST Officers proactively identify active criminal street gang members, identify their physical and distinguishing traits, and describe the time, date, and nature of the contact on Field Interview (FI) cards. The Probation Department encourages the GIST Officers to engage in school and public presentations, which directly increases the awareness necessary to keep the community conscious of current criminal street gang activity. In addition, the detailed presentations authored and given by the GIST officers are an irreplaceable



component of the Probation Department's promise to diminish criminal behavior in youth and adults. During the Fiscal Year 2017-2018, GIST engaged in over 20 presentations for public forums, mental health staff, and school personnel.



GIST consists of (1) Probation Supervisor, (1) Deputy Probation Officer III, and (6) Deputy Probation Officer I/II's. Officers of GIST supervise a caseload of probationers, who have been identified to encompass some level of criminal street gang affiliation. The target population, which makes up the GIST caseloads, are subjected to intense

Gang Intervention Suppression Team (Continued)

supervision due in part to the level of sophistication expressed by the offender. Caseloads range from individuals placed on supervised juvenile probation to Department of Juvenile Justice (DJJ) returnees, which were formally supervised by the Division of Parole of the California Department of Corrections and Rehabilitation. Additionally, the officers of GIST write criminal reports for the Superior Courts when a criminal offence occurs.

GIST officers will also author criminal reports to supplement other officers' reports to highlight the criminal street gang element of the charged offenses. As such, the officers of GIST will offer criminal street gang expert testimony during a criminal court case.



GIST effectively collaborates with the Kern County Sheriff's Office Gang Suppression Unit (GSU) and the Bakersfield Police Department's Special Enforcement Unit (SEU) on organized special operations. Current



criminal street gang trends, criminal offences and active members are shared among the officers of each of those aforementioned units, as well as the officers of the entire Kern County Probation Department. Creating a vast collaboration network is a key tool officers of GIST pride themselves in and critically recognize and utilize as often as necessary. Resourceful exchanges among officers are crucial, vital and sought after among the other special daily duties of GIST officers.

Court and Community Schools

Bridges Career Development Academy

Bridges Career Development Academy is a structured and supervised school-based collaborative that is a partnership between the department and the Kern County Superintendent of Schools and Dr. Rowe & Associates. Youth, ages 16-18+, transitioning from one of our department's juvenile commitment facilities may enter Bridges Academy and receive vocational education, career readiness skills, and post-secondary and career assistance while working to finish high school. Youth are offered the opportunity to finish their high school requirements with a blended-learning model, career and technical courses, career-readiness training and support, work-based learning opportunities, on-site mental health services, on-site daycare, college and career-focused field trips. Every youth enrolled at Bridges Academy is assigned a Resource Probation Officer. This officer assists each youth with referrals for treatment to meet their court orders, assists in obtaining documents for employment, provides and/or schedules transportation to school, DMV, interviews, and employment. Additionally, these officers provide daily contact, guidance, and mentoring while the youth are attending Bridges Academy.

Bridges Career Development Academy (Continued)



Bridges also offers a cross-country after-school running program where students, teachers, and probation officers run together two times per week. The team then participates in local 5K/10K races twice a month. The running program is sustained through our annual 5K/10K Fun Run which raises approximately \$5,000 per year. The funds raised pay for entry fees, uniforms, shoes, and other activities.

The school maintains a target of 40 students and generally runs at capacity. Bridges Academy offers a block schedule that includes construction technology for all students. The instructor is certified by the National Center for Construction Education and Research (N.C.C.E.R.) to teach the Core Construction course which, upon completion, will leave the student with an international industry-recognized certification in basic construction knowledge and skills. To address career readiness and soft skills attainment youth participated in a multi-week Senior Intensive Course. The youth take classes in leadership, team-building, financial management, business communications, resume writing, portfolio development, interviewing techniques and etiquette skills.

In October 2017, Bridges held another successful "Back to School Night," which included the 3rd Annual Art Auction, a fundraising opportunity through PACK, to sustain the Art program at the school. A mid-year graduation ceremony was held for students completing their requirements by the end of the fall semester. This event is well attended by family, friends, and distinguished guests. In Fiscal Year 2017-2018 Bridges Academy had 32 graduates.

The youth served here recognize the benefits they are receiving, and it has become a safe and supportive environment to come to each day. There is also an Alumni Club for youth that have exited Bridges. These young offenders know the door is always open long past graduation. Almost daily, former students return to update resumes, conduct job searches in the computer lab, receive support for upcoming job interviews, get help with federal financial aid through FAFSA completion, and college registration.

Blanton Academy

The Blanton Academy is a collaboration between the Kern County Superintendent of Schools (KCSOS), Kern Behavioral Health and Recovery Services (KBHRS), and Probation. Blanton Academy is both a Court-ordered or Probation-referred school site for youth between 12 to 17 who are struggling in a traditional school. Blanton Academy utilizes Positive Behavior Interventions and Support (PBIS) and youth receive treatment services that may include substance abuse treatment, Aggression Replacement Training (ART), My Life



Blanton Academy (Continued)

My Choice, Safe Dating and general counseling. Every youth enrolled at Bridges Academy is assigned a Resource Probation Officer who provides daily school contact to offer guidance and re-direction to assist the youth in meeting their court orders and increasing successful Blanton Academy completions.

Blanton Academy offers enrichment activities which include participation in the R-12 FIT Club, Blanton Run Club, The Garden Project and OSHA 10 Safety Certification. Youth also participated in field trips to the Holocaust Museum and CALM Team Building Ropes Course. Blanton Academy enrollment averages 55 students.

Placement Unit

The Placement Unit is a rewarding unit as the officers have the opportunity to work with youth who are placed on Probation, but do not have a suitable parent to care for them. Probation Officers assist these youth with finding an appropriate out of home placement to assist with their overall growth, wellbeing, rehabilitation and success. Officers must maintain monthly face to face contact with each youth on their caseload with 80% of those contacts taking place at the youth's placement.

Continuum of Care Reform has changed terminology and scope of responsibilities for all out of home placements. Once they officially transition, current group homes and all future residential placements will be referred to as Short Term Residential Therapeutic Programs (STRTPs). All foster family home placements (relative, non-relative, foster family) are now referred to as Resource Family homes. The Placement unit has been working on implementing the Resource Family Approval process associated with Continuum of Care Reform and AB 403. We have worked in collaboration with the Department of Human Services (DHS) and have acquired additional funding set aside by the state to assist in this endeavor. A DPO III, two DPO II's and a social worker (via a contract with DHS) are assigned to the duties of supervising and recruiting new Resource Families for youth, helping them through the approval process and aiding with stabilizing the placement. The department participated in an ad campaign which was county wide and in collaboration with DHS to recruit new Resource Families. Commercials advertising the opportunity to become a Resource Family for Probation youth was shown on television and in movie theaters. This commercial can be seen at: <https://www.youtube.com/watch?v=IqRJCPJ4VkY>.

This "RFA Team" has been assigned to the Dream Center. They work in collaboration with Behavioral Health, Public Health, Employers Training Resources, DHS and Kern County Superintendent of Schools to not only help recruit new Resource Families but to also help maintain stability with the resource families we currently have. The Dream Center has truly become a one stop shop for our foster care youth.

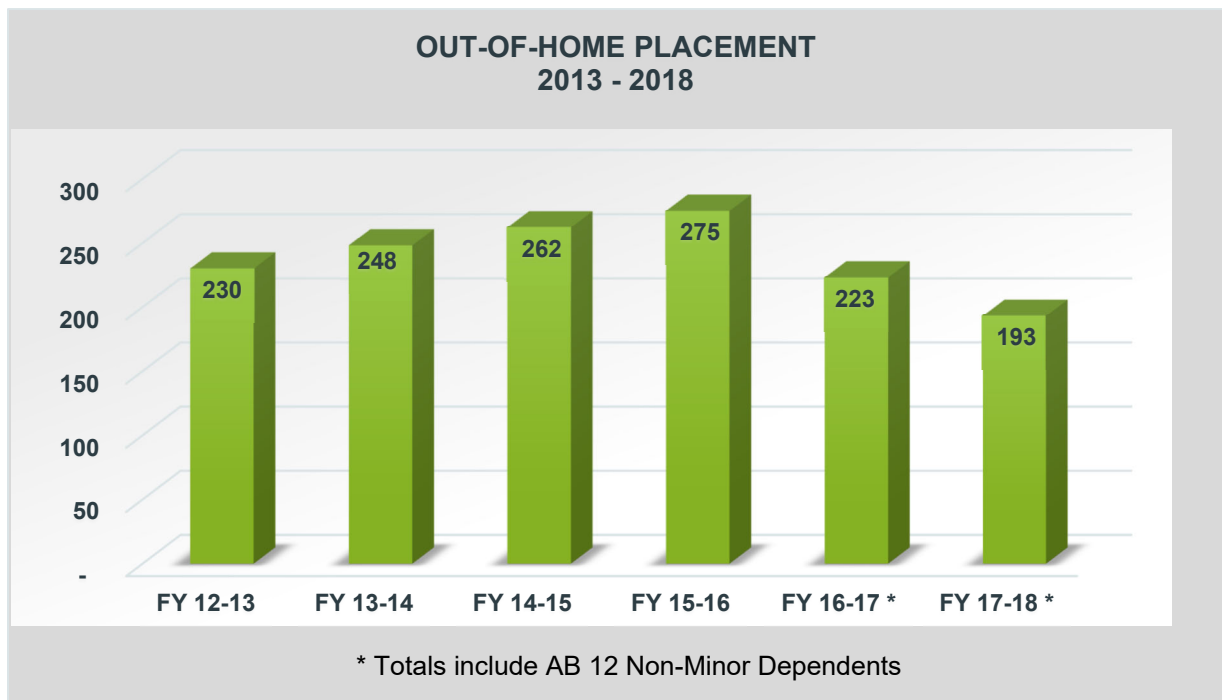
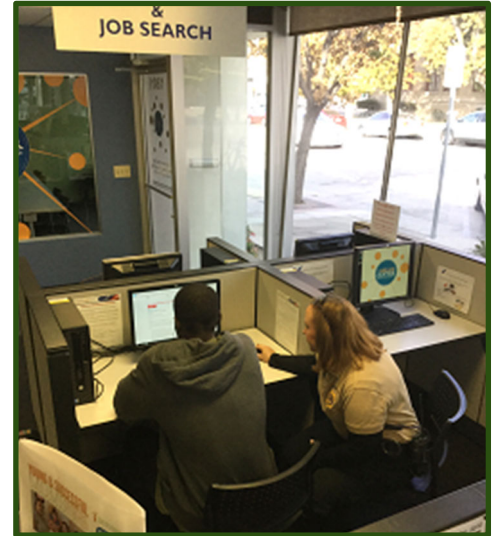
Placement Officers also participated in various other events over the past year which included:

- Independent City: Which assists foster care youth in making the transition to adulthood.

Placement Unit (Continued)

- Pathways to Permanency: Which helps members of the community become Resource Families.
- Holiday Cottage: Which provides wish list gifts for foster care youth for Christmas.
- Hart Park After Dark: Which helped get more information out to the community regarding becoming a Resource Family.

The Placement unit also supervises Non-Minor Dependents (AB 12 Wards). Upon emancipating, if a youth either attends school or works 80 hours per month, they are eligible for continued foster care funding. Placement Officers supervise these youth and assist them in their transition to adulthood. 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 193 cases monthly, approximately 70 of which are AB 12 placements. The average caseload size is 15.



PROBATION AUXILIARY COUNTY OF KERN

Probation Auxiliary County of Kern (PACK) is a non-profit corporation chartered in October 1976. PACK 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. PACK 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. PACK provides materials and services not included in the tax-supported budget for juvenile probation 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 fundraising activities contribute to PACK's General Fund.

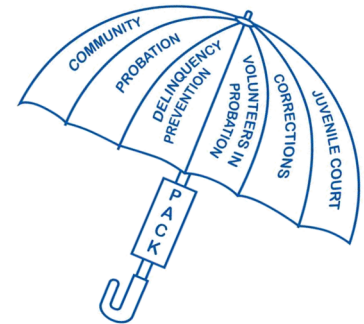


Figure 1 - Before



Figure 2 - After

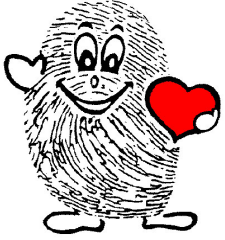
Specialized PACK programs include "Take Away Tattoos" (TAT) where youths on probation, offenders on adult probation, and offenders within the AB109 (prison realignment) population are eligible for tattoo removal services. Referrals are typically received from the Probation Department and the Kern County 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. Three medical providers and seven medical support staff have been able to serve 131 participants during Fiscal Year 2017-2018. The service was temporarily halted during the months of October 2017 through

December 2017 while a new laser was being purchased. The tattoo removal program was resumed in January 2018. Eligible clients have remarked on their improved self-esteem and increased employment opportunities as a result of the tattoo removal program.

"The tattoo removal program has helped me in numerous ways. Not only has it helped remove embarrassing tattoos that would have probably prevented me from getting the career I want, the program helped me afford purchasing college textbooks when I submitted their [PACK] scholarship application. Going through this program has brought me the confidence and motivation to continue bettering myself and striving for the things I want out of life."

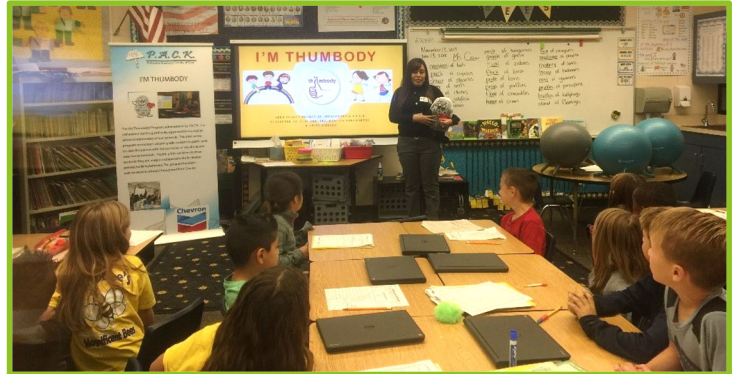
Bryana L.

Probation Auxiliary County of Kern (Continued)



The "I'm Thumbbody" program is a PACK presentation designed for second-graders to promote and build their self-esteem. The program emphasizes each person's unique characteristics by discussing and comparing thumbprints. Each student receives an activity book in the classroom and a poster-sized activity sheet to complete at home with their family. An anti-bullying message component has been added to the presentation to provide students with various strategies on how to deal with

bullying. Students are encouraged to participate and discuss various bullying scenarios. Positive feedback from both students and teachers has been received following "I'm Thumbbody" presentations.



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 participating in rehabilitative programming and had been successful in meeting their terms of probation. Awards were made to students attending California State University, Bakersfield and Bakersfield College.

PACK's annual silent auction for the Bridges Academy Art Program was held on October 19, 2017, benefitting students enrolled in the Bridges Academy Art Program. Students in the Bridges Academy program created original art which was auctioned to the highest bidder with 100% of the proceeds raised directly supporting 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 a volunteer photographer visit each year and support PACK's mission to provide assistance to At-Risk Youth and their families. Revenue raised from the Photos with Santa event goes to support PACK activities.

The 29th Annual 5K/10K Fog Run occurred on January 6, 2018 at Lake Ming. This annual PACK event continues to be a family friendly race to help support the Alliance Against Family Violence and Sexual Assault as well as At-Risk Youth in the community.



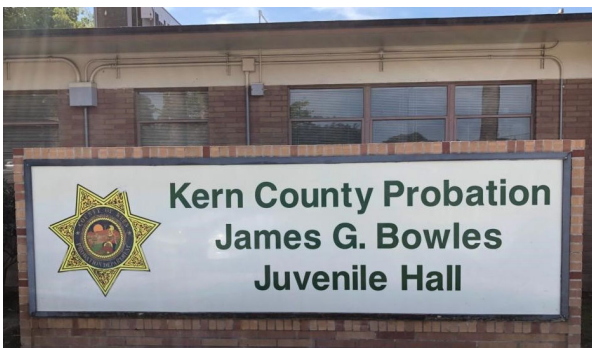
JUVENILE INSTITUTIONS

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.



James G. Bowles Juvenile Hall



James G. Bowles Juvenile Hall is the only youth detention center operated in Kern County and has a rated maximum capacity of 108. Juvenile Hall is located in East Bakersfield, on Ridge Road near the intersection of Mt. Vernon. While detained, youth are supervised by Juvenile Corrections Officers. Youth eligible to be housed at Juvenile Hall are alleged to have committed a criminal offense or violation of probation terms, and fall into one of several categories:

- Pre-adjudication, detained pending further court proceedings for the protection of the community and/or themselves, after being charged with committing a criminal offense
- Pre-adjudication, detained for an alleged violation of probation where in-custody rehabilitative services will likely be recommended for the court's consideration
- Post-adjudication, having been adjudged a ward of the court and pending out of home foster care placement
- Post-adjudication, having been adjudged a ward of the court and pending delivery to a local in-custody commitment program or state correctional facility
- Post-adjudication, having been adjudged a ward of the court and serving a short-term commitment to time in custody at Juvenile Hall

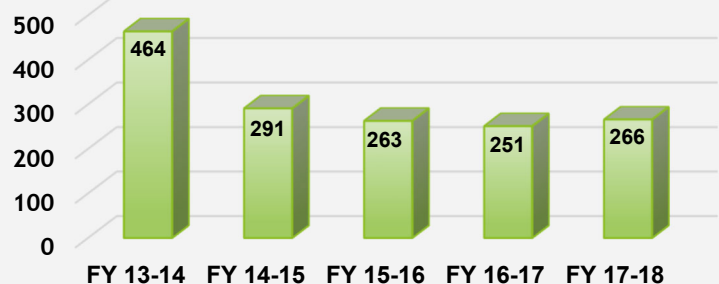
During this year, two wings at Juvenile Hall were re-roofed. Wings began to be re-painted to incorporate more colorful themes, changing the tone of the environment. A new Behavior Management System (BMS) was implemented to incentivize positive behavior and attitudes from youth, while allowing staff to redirect negative behaviors. The grant for kitchen equipment secured last year was used to buy new equipment, making the Juvenile Hall kitchen fully functional.

Youth detained at Juvenile Hall receive education services through Kern County Superintendent of Schools (KCSOS) and mental health services through Juvenile Probation Psychiatric Services (JPPS, a division of Kern Behavioral Health and Recovery Services). Extra-curricular, pro-social and religious services are provided through various community volunteer groups and individuals.

JUVENILE HALL STATISTICS FY 17 - 18

Total Number of Intakes	1,292
Male	916
Female	376
Average Daily Population	79.9
Average Length of Stay (Days)	20.6

JUVENILE HALL COMMITMENTS 2013 - 2018



Juvenile Institutions (Continued)

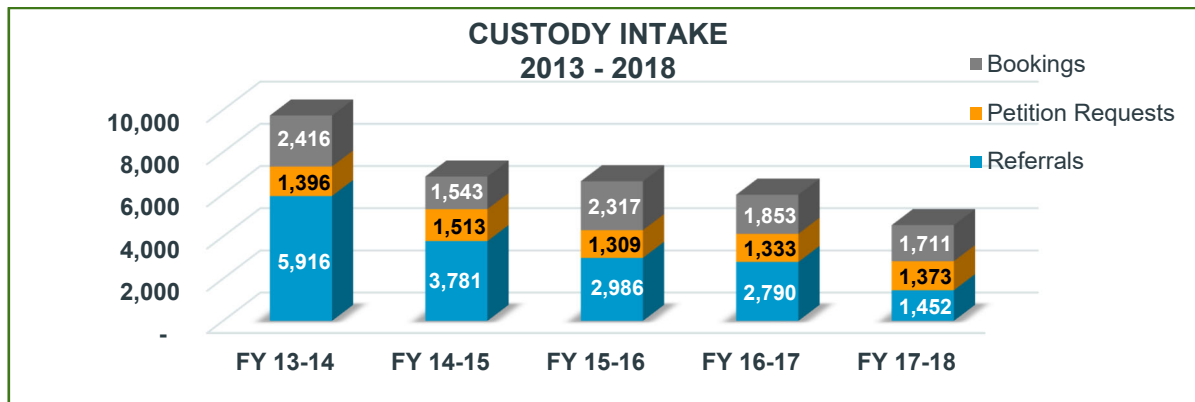
Custody Intake



The Custody Intake unit is located at Juvenile Hall and consists of Deputy Probation Officers whose primary duties are to receive, process and make detention decisions on youth brought to Juvenile Hall for alleged criminal offenses and violations of probation terms, and to arrange releases from custody for youth who are no longer ordered to be detained. Officers use the Detention Risk Assessment Instrument (DRAI) to help determine initial detention decisions. They also monitor and control the overall population of Juvenile Hall and

the Furlough Treatment and Rehabilitation program.

Additionally, Custody Intake Officers serve as liaisons between Probation and other law enforcement agencies regarding the statuses of youth and adults, often helping to secure holds during non-business hours for Mandatory Supervision and Post-Release Community Supervision violators.



JUVENILE HALL INTAKES BY OFFENSE 2013 - 2018					
Offense	13-14	14-15	15-16	16-17	17-18
Against Persons	586	570	442	508	589
Against Property	869	671	540	479	455
Drugs/Alcohol	240	162	124	111	83
Weapons	188	154	105	131	165
Violation of Probation (Includes Aftercare furlough violations)	637	495	400	348	386
WIC 707B		136	95	117	146
Home Supervision Violation		13	8	25	16
Out of Control (601)	45	9	0	0	0
Warrants	348	252	205	246	221
Other*	944	658	425	424	434

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

Juvenile Institutions (Continued)

Pathways Academy

The Pathways Academy program is an in-custody rehabilitation treatment program for female youth offenders. Pathways is under the umbrella of the Juvenile Hall division and is located on the Juvenile Hall campus. Pathways is a year-long commitment program which utilizes four different programs to target the female youth offender population:



- Both the 36-week and 24-week programs are used to target repeat offenders and/or high-risk to reoffend youth
- The 18-week program is designed for moderate-risk youth
- The 12-week program was put in place for the younger or less criminally sophisticated youth

This year, the Bakersfield Chamber of Commerce's Leadership Bakersfield program chose to partner with Pathways. Numerous Leadership Bakersfield volunteers donated their time and resources to help makeover the Pathways dayroom and Honor Dorm by working alongside the girls while painting and redecorating. They also donated throw rugs for the rooms and blankets for the girls to take home upon completion of their program.

Additionally, several Pathways youth earned "ServSafe" certification through their experience in the Juvenile Hall kitchen.

Each in-custody phase of the program provides youth with structured components in the areas of socially acceptable behavior, therapeutic intervention, and life skills. Youth detained at Pathways receive education services through KCSOS and mental health services through JPPS. Evidence-based modules, including the comprehensive journaling program Forward Thinking, Aggression Replacement Training (ART) and Seeking Safety are facilitated by JPPS. Also, JPPS continues to facilitate parenting and family groups.

Extra-curricular, pro-social and religious services are provided through various community volunteer groups and individuals. Through Kern County Probation Volunteer Services, there are two guest speaker programs scheduled per month, Pathways to Success and the Saturday Special Speaker program. The guest speakers who participate are women from our community who want to have a positive influence on the girls lives and expose them to a variety of career and volunteer opportunities.

PATHWAYS ACADEMY 2016 - 2018		
	FY 16 - 17	FY 17 - 18
Admissions	84	115
Average Length of Stay (Days) for 12 Week Program	69.3	78.7
Average Length of Stay (Days) for 18 Week Program	94.3	106.5
Average Length of Stay (Days) for 24 Week Program	113.8	161.7
Average Length of Stay (Days) for 36 Week Program	144.5	210.8
Average Daily Population	21.8	22.4

Juvenile Institutions (Continued)

Furlough Treatment and Rehabilitation

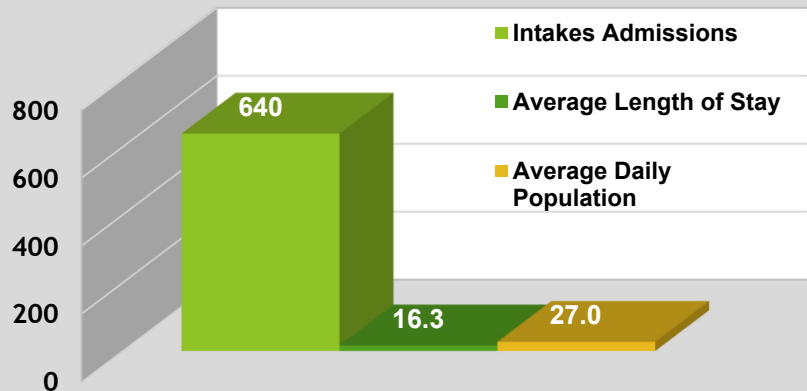


The Furlough Treatment and Rehabilitation program (FTR) is an in-custody 30 bed rehabilitation program for male youth and is located within the Programs Wing of the Juvenile Hall campus. FTR is designed to house youth that violate the terms and conditions of the furlough portion of their respective commitment programs, Camp Erwin Owen or the Kern Crossroads Facility. Additionally, FTR houses youth recently committed to a program who are awaiting delivery, or who are court ordered to serve a period of time in Juvenile Hall. The youth are oriented to their respective programs and begin earning points toward graduation from their commitment. Youth in the program are required to attend school daily and can work institutional details. The amount of time spent in FTR depends on the nature of the youth's violation(s) and their behavior in the FTR program.

Days in custody can range from 1 to 30. Graduated sanctions allow for increased commitment days if the youth is returned for additional violations. Upon entering the program due to a furlough violation, 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.

A substance abuse group is facilitated once per week by JPPS. Also, JPPS facilitates parent groups for youth in FTR on the second and fourth Saturdays of the month. The Juvenile Programming Unit provides life skills classes for FTR youth on a regular basis.

FURLOUGH TREATMENT AND REHABILITATION FY 17 - 18



Juvenile Hall Hill Project

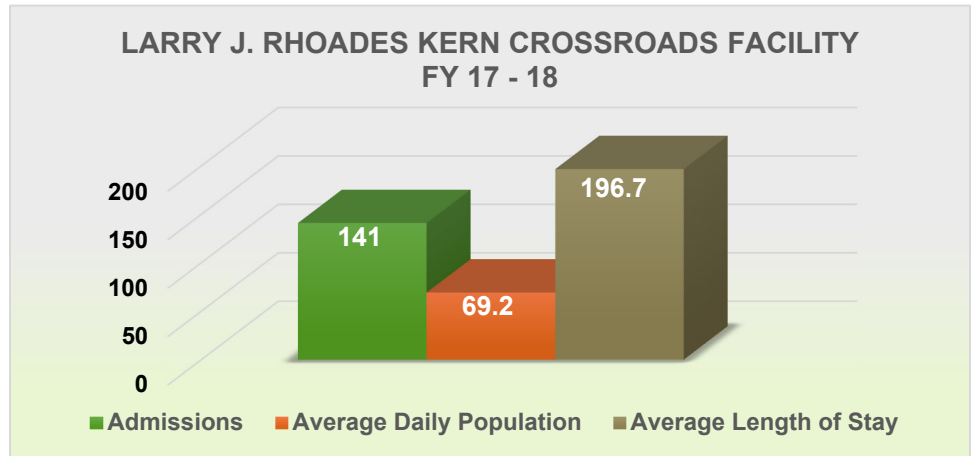
FTR youth worked alongside Probation staff on a beautification project known as the "Juvenile Hall Hill Project." Some FTR youth have earned "ServeSafe" certification through their experience in the Juvenile Hall kitchen.

Juvenile Institutions (Continued)

Larry J. Rhoades 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.

Kern Crossroads Facility (Continued)

LARRY J. RHOADES KERN CROSSROADS FACILITY
COMMITMENTS BY OFFENSE
FY 17 - 18



* Other – includes property offenses, gang-related crimes, and escapes

Redwood High School

Youth 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 student's 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. Fifty-three (53) 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.



Youth at Crossroads are encouraged to attend college as well. Four youth have started the matriculation process to attend community college while at Crossroads. Selected Redwood students go on enrichment



field trips. Students have been to the Los Angeles Museum of Science, the Fresno Zoo, the La Brea Tar Pits, various California missions, Getty Art Museum, Trail of 100 Giants, and toured Aera Energy.

Kern Crossroads Facility (Continued)

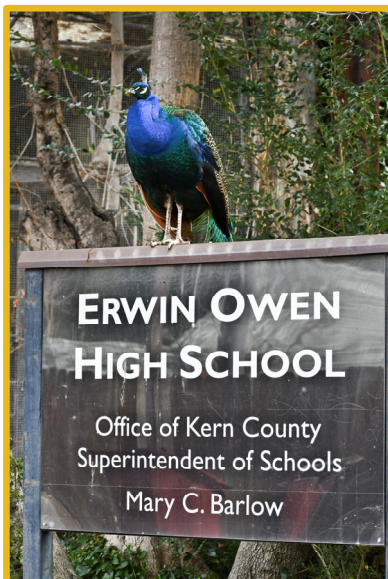
Mental Health

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 youth 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 youth's treatment program. Phoenix House ran 4,444 Evidence-Based Practice groups during this fiscal year. Averaged 50 individual counseling sessions per week and 10.5 youth assessments per month.

Community Service

The youth 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 38 community service events.

Camp Erwin Owen



Camp Ewin Owen (CEO) is a working ranch and rehabilitative program located on 56 acres in Kernville, CA. It is ready and equipped to house 125 youth; however, the population is currently capped at 65, due to budgetary constraints. Youth receive a 180- or 270-day program during which they can take advantage of essential elements of evidence-based treatment and counseling, participate in work assignments around the facility (agriculture, dining hall, laundry, maintenance, and grounds) and improve academically. 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 (EOHS) serves students academically by helping them improve study skills and catch up on credits. Students have an opportunity to enroll in the Auto/Ag Mechanics course where they can earn an Automotive Services Excellence (ASE) certification. EOHS also has a Career Intervention Lab that provides Career Tech courses for those students who are interested in vocational certificates.

Camp Erwin Owen (Continued)

Students receive lessons in career readiness skills, are offered one-stop college registration and testing conducted on the EOHS campus, and FAFSA (Free Application for Federal Student Aid) workshops are made available to parents and guardians.

College Community Services provides evidence-based cognitive behavioral treatment groups including: Cognitive Behavioral Interventions for Substance Abuse (CBI-SA), Aggression Replacement Training (ART), and Thinking for a Change (T4C). Individual, group, and family therapy are also provided in addition to crisis intervention.

Youth working in the CEO dining hall have the opportunity to participate in the ServSafe program. Completion of this program, coupled with a passing grade on the exam, provides youth with Food Handler Certification which will assist them in obtaining employment in the food services industry.



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. All areas of the agriculture program provide consumable products to the dining hall.



CEO is a prosocial, incentive-based program which focuses on rewarding youth for displaying positive behavior and reaching program goals. Youth have the opportunity to earn time in The Newman Youth Center (NYC), named for one of CEO's dedicated volunteers. The homelike environment of the NYC consists of couches, rugs, video games, game tables, and a commissary. Youth also participate in community service activities including serving food, setting up for events, and grounds work at the local cemetery. This is beneficial to the community but especially to the youth who learn the importance of helping others.

