

THIS EDITION OF RCP QUARTERLY FOCUSES ON "CHANGING LIVES" WHICH IS AT THE CORE OF OUR MISSION AS A DEPARTMENT. HOW AND WHERE WE CHANGE LIVES CUTS ACROSS THE CORE FUNCTIONS OF OUR DEPARTMENT FROM OUR JUVENILE INSTITUTIONS TO OUR ADULT FIELD OPERATIONS; AND FROM OUR EARLY INTERVENTION JUVENILE PROGRAMS TO SERVING HIGH RISK ADULT OFFENDERS AT OUR DAY REPORTING CENTERS. WHILE THIS EDITION WILL HIGHLIGHT SOME OF OUR PROGRAMS, ONE OF OUR JUVENILE COURT JUDGES, THE HONORABLE ROGER LUEBS, SHARED WITH ME THAT HE HAS SELDOM SEEN A PROGRAM THAT CHANGED A LIFE, BUT IT'S THE PEOPLE WORKING THE PROGRAMS WHO CHANGE THE LIVES OF OTHERS. SO WHILE WE ALWAYS LIKE TO HIGHLIGHT THE AMAZING WORK DONE BY OUR DEPARTMENT STAFF WE ARE HAPPY TO ALSO ACKNOWLEDGE THE MANY WONDERFUL PEOPLE WHO MAKE UP THE ORGANIZATIONS WHO ARE OUR PARTNERS AND ARE ALSO EQUALLY DEDICATED TO "CHANGING LIVES!"

MARK A. HAKE
CHIEF PROBATION OFFICER



CONTENTS

- 4 "I AM RCP" STAFF SPOTLIGHT MARY ORTIZ
- 5 INDIO DRC OPEN HOUSE JOSHUA MORA
- 6 ENCOURAGING INTROSPECTION LETICIA SANCHEZ

LUNCH WITH THE CHIEF

7 UNITY DAY IN THE DESERT ELISA PORRAS & LORIE NICHOLSON

WALK TO END HOMELESSNESS LINDA DRAKE

EMPLOYEE CAMPAIGN COORDINATORS RECOGNIZED

8 MOVING FORWARD TABITHA JEFFREYS

RCOE/DRC 2016 GRADUATION ELIZABETH RHODES

9 WALKING WEDNESDAYS SHERRI ELMORE & CHAZ MARIN

TRANSITION & REENTRY UNIT 12 LESLIE TUCKER-CALDWELL

- 10 HOPE ON A CANVAS BETH STEVENS
- 11 PAINTING A FRESH START WITH CONNIE LYNN PICO
- 12 MURAL YAT YOUTH

ABOUT RIVERSIDE ART MUSEUM

- 13-15 BATTLE BUDDY BETH STEVENS
 - 16 DR. TOWELS WORKOUTS LUIS TESTA
 - 17 IJH DOG TRAINING GRADUATE SAVES THE NIGHT MICHAEL BRINKMAN

MEMORIAL HISTORY OUTING LINDSAY MOORE

18 BEHIND THE BADGE WITH JUAN DAMIAN

SOUTHWEST JUVENILE COURT GROUNDBREAKING NADINE LUNDBERG

19 ROC MEETS YAT JESSICA MUSKATELL

SECRETARY MEETING KATHRYN GREEN

- 20 TAKE OUR DAUGHTERS & SONS TO WORK DAY
- 21 CORE GRADUATING CLASSES
- 22 PROMOTIONS
- 23 ORLANDO TRIBUTE





RCP employs a force of talented and dedicated individuals. Each one brings a unique perspective to their assignment based on their past experiences, education and interests. While we all strive to ensure RCP fulfills the mission of "Serving Courts, Protecting Our Community, Changing Lives," each of us plays a different but critical role. It continues to be our desire to shed light on talented employees within the department and utilize this forum to share their stories. This quarter, "I AM RCP" is Probation Assistant Maria (Mary) Ortiz.

Mary, like many of those who work for Riverside County Probation, had a desire to help people. Nineteen years ago, she saw the opportunity to fulfill that desire and began her employment with the Riverside County Probation Department. After three years as a Temporary Assignment Program (TAP) Office Assistant (OA), in 1999 she was hired as a permanent OA and in 2014, she was promoted to the position of Probation Assistant. She is currently assigned to the Desert Services Division (DSD) where she fulfills a wide variety of duties. Mary monitors low-risk offenders, offenders who are on the in-custody caseload and those pending deportation. She processes 1203.9 PC intercounty transfers; assists in the preparation of probation violations and memos to the court; and is responsible for a variety of special spreadsheets and form libraries maintained by the division. Mary is also the division safety representative. Mary's most memorable moments have occurred while working reception; and when she was training and getting to know new clerical staff. But Mary assists more than those that work at DSD; she is committed to assisting and motivating probation offenders. She feels it is her duty to help them understand the conditions of their probation and answer any questions they may have.

Eventually, Mary would like to become a Probation Specialist but for now she enjoys what she is doing and staying abreast of all the changes that occur within the department and in the field of probation. She believes ethics, compassion, teamwork, camaraderie, organization, curiosity, and professionalism are the core values that will propel current employees or interested job seekers to a successful career with RCP. She encourages everyone to be adventurous, learn to the fullest of their ability, and be open-minded. When she first began her career path, she advised she was on the "25 year plan" and now she finds it hard to believe she is almost there.

When Mary is not busy helping probation staff and offenders, she enjoys camping, biking, road trips and family.



The Board of State and Community Corrections defines recidivism as a new felony or misdemeanor conviction within three years of release from custody or committed within three years of placement on supervision for a previous criminal conviction. Studies show a key factor in the successful reduction of recidivism is building a foundation for self-sufficiency. To that end, the Indio Day Reporting Center (DRC) is the third DRC opened as a "one-stop" facility, where offenders become "students" and are provided with effective rehabilitation and treatment services.

The DRC program is designed to provide each student with opportunities to develop life skills to address their immediate needs and aid in their successful community reintegration. With collaboration between the Riverside University Health System - Behavioral Health, Riverside County Office of Education, Economic Development Agency, Department of Public Social Services and the Riverside County Probation Department, the DRCs use cognitive behavioral therapy and evidence-based practices to engage students and address their criminogenic needs. Case plans with obtainable goals are developed with each student and generally target areas of cognitive modification, individual therapy, education, employment preparedness, substance use education, parenting classes and Courage to Change journaling.



ONE OF SEVERAL CLASSROOMS





The Indio DRC opened on April 15, 2016. Thanks to the hard working staff at the Desert Services Division, opening day was a great success and a beacon for the spirit of teamwork inherent to the Coachella Valley. Since then, the Indio DRC has facilitated individual informational sessions throughout each week to accommodate the schedules of students and community liaisons. Currently, the Indio DRC has 100 enrolled students, and with the continued support of the Desert Services Division, hopes to build upon those numbers.

Staff at the Indio DRC were selected for their reputations of being progressive promoters of change and rehabilitation. They have demonstrated a commitment to the program and the students with whom they work by making themselves readily accessible to guide students towards their goals, and connect them with education and employment opportunities. Despite the fact the Indio DRC has only recently opened, the standards set by the Riverside and Temecula DRC's have set forth an invaluable roadmap. Support and collaboration among DRC staff, have ensured students receive uniform services throughout Riverside County. The Indio DRC will use those standards to help their own students achieve personal goals and fulfill the mission of reducing recidivism in the Coachella Valley.



MULTI-PURPOSE AREA



COMPUTER ROOM



their support by attending the Indio DRC grand opening ceremony on May 31, 2016. Among the distinguished guests were Supervisor John Benoit, Indio Police Chief Richard Twiss, Riverside Sheriff Chief Deputy Scot Collins, Court Executive Officer Sam Hamrick, Rancho Mirage Council Member Iris Smotrich, and other representatives from local organizations. Indio Mayor Glenn Miller presented the Probation Department with a certificate of recognition. Although Senator Jeff Stone was not able to attend, Indio Mayor Glen Miller acted on his behalf and presented a certificate of appreciation in celebration of the open house ceremony. Chief Mark Hake accepted the certificate and addressed the attendees by thanking them for their ongoing support. Supervisor Benoit and many of the others toured the facility and were impressed to learn about the variety of services that will be offered. Staff from participating agencies gave presentations on the various programs offered as well as shared DRC success stories with the dignitaries. The Indio DRC hopes to continue providing programs and services that will change participants' lives.

Officials throughout the Coachella Valley showed





CHIEF MARK A. HAKE WITH INDIO MAYOR GLEN MILLER









ENCOURAGING



In 2009, with California's prisons exceeding their capacities, the state recognized a need for change in the criminal justice system. Since the passing of Senate Bill 678, there has been a jumpstart in the utilization of evidence-based probation supervision A common practice utilized by practices. probation departments throughout the state, including Riverside County, is cognitive-behavioral therapy (CBT). CBT is a form of treatment that helps individuals change the thought processes that lead to maladaptive behavior. Programs which utilize CBT allow individuals to take personal responsibility for their behavior while providing them with strategies to resolve their issues. CBT has been widely researched and proven to be an effective treatment option for reducing recidivism in juveniles and adults.

Understanding the recognized benefits of CBT, the Riverside County Probation Department implemented a CBT program called Courage to Change (C2C). C2C is an interactive journaling program facilitated by probation officers, who have been trained to effectively deliver the material. The C2C program addresses the "Big Six" criminogenic needs of individuals and helps them develop a road map to success in their efforts to change. The journals offered to address those needs include: Orientation, Getting Started, Social Values, Responsible Thinking, Self-Control, Peer Relationships, Substance Abuse, Family Ties, Skills for Successful Living and Strategies for Success. The journal material can be offered in a small group setting or one-on-one with the probation officer.

The personality and characteristics of the probation officer facilitating the classes are vital to the program's effectiveness. Facilitators must be able to display honesty and empathy, the key factors in creating the supportive alliance necessary to establish rapport, an essential component of CBT. Currently probation officers work diligently in our Day Reporting Centers, field offices and county jails to facilitate behavior change through the use of C2C. As offenders work through the weekly sessions, bonds are formed which enables the offender to open up and discuss issues. This candid dialogue may be less likely to occur during a traditional formal probation meeting. Once an offender is able to recognize their distorted thinking patterns, they can begin the process of self-change. The journals, along with the help of

the facilitator, allow the offender to address and change unproductive belief systems, which left unresolved, could potentially lead the offender to reoffend.

Statewide, probation departments have embraced the implementation of evidence-based practices. The Courage to Change program has provided Riverside County probation officers another tool with which to engage our offender population and address the underlying reasons which led to their involvement in criminal activities.

Each day, probation officers have the potential to positively impact the lives of the offenders with whom they work. The effective use of CBT is just one tool that can assist us in fulfilling our mission of "changing lives."



The quarterly "Lunch with the Chief" was created by the Public Relations Division to drive dialogue and interaction between employees and our chief. This quarter, Deputy Probation Officer Jacob Nuchols, was selected for this opportunity. Jacob began his career with the Riverside County Probation (RCP) Department in August 2015. He works in the Special Services Division and is assigned to the Beaumont Youth Accountability Team (YAT).

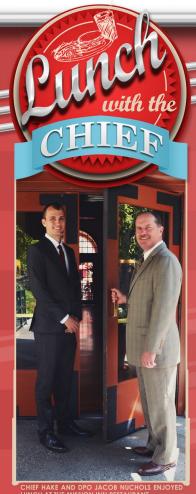
was one of excitement but as the day approached; his excitement gave way to a feeling of anxiousness. However, on May 17, 2016, after he met Chief Hake at Probation Administration and they began their walk to lunch at the historic Mission Inn, his anxiety dissipated. He immediately found the Chief to be personable and a man with great ideas about the direction of the department. The Chief was quick to offer Jacob a unique perspective of the department based on his years of experience.

Over lunch, Jacob felt he gained a new appreciation for the probation industry as a whole and a better understanding of the many different aspects of RCP. He asked the Chief if he had any advice to give a new DPO with aspirations of promoting within the department. The Chief suggested those desiring to advance in their positions should prepare now for their next two career goals. For example, if someone eventually wanted to promote to Senior Probation Officer (PO), they should learn what it takes to make a great Supervising

Probation Officer. This process will also prepare them for what is required of a Senior PO. Jacob found this to be valuable advice, as in his previous job, he worried only about the next promotion and never considered the skills required for a subsequent position. He felt this information would not only assist him in the way he viewed his personal career path but would be beneficial to anyone committed to a long career with the

The Chief and Jacob talked at length about how work performance and timing affect promotional opportunities. The Chief reminded him of the importance of staying motivated even after the disappointment of being passed over for a promotion. The lesson was valuable, he said; "If you allow yourself to become discouraged, your work may suffer and when the opportunity arises again, you may not be as promotable." Lunch with the Chief is not all about business and as the conversation turned to more personal topics, Jacob found he shared some similar experiences with the Chief. They both grew up in the same city, in the same general neighborhood, and even attended some of the same schools.

When lunch was over, Jacob discovered that the Chief and his executive team are people just like everyone else. His advice to others interested in learning more about the leaders in our department; "If an opportunity arises to approach and speak to one of them, do not feel intimidated, as they are more than willing to help in any way they can.'





DIVISION

Unity Day In The Desert

WE ARE ONLY AS STRONG AS WE ARE UNITED, AS WEAK AS WE ARE DIVIDE:
- J.K. ROWLIN



To thrive, a community must unite around a common goal and value the diversity of its residents. Such wisdom highlights the need for community leaders to embrace opportunities to break down barriers between people. In February of this year, Senator Jeff Stone charged various Coachella Valley politicians, law enforcement personnel, and faith-based organizations with the task of enhancing community relations by combining the efforts of different groups. As a result, the Coachella Valley Outreach Coalition was created. The first organized event, titled "Unity Day," was held on March 26, 2016, at Miles Park in Indio. The morning was launched with a powerful message from Pastor Jeff from Southwest

Community Church, who challenged attendees to show pride and reclaim their community by uniting with those of varying backgrounds and cleaning up the city. Probation officers from the Desert Services Division and the Field Projects Division participated in the event by taking on a leadership role at six of the eight designated clean-up locations around the city. In addition, 22 offenders and youth supervised by the Probation Department arrived bright and early to give back to their community. On this day of unity, residents, offenders, probation officers, police officers, city officials, youth, and parents worked side-by-side to beautify the City of Indio. One juvenile who traveled over 20 miles to attend the event stated it

made him "feel good" to give back. The day ended with a lunch donated by Ciro's Pizza in Indio and Cardenas Market. The Desert Services Division looks forward to future opportunities to work together as a community and it is hoped this model will be replicated throughout the Coachella Valley.



Walk to end Homelessness

On Saturday, April 2, 2016, staff from Unit 72 (Southwest Services Division's Perris Office – Adult Formal Probation) proudly represented the Riverside County Probation Department in a "Walk to End Homelessness." The two-mile walk, organized by the City of Riverside's Homeless Program, took place at Riverside's Fairmont Park. Deputy Probation Officers H. Kelley, R. McClure, A. Lopez, and L. Drake donated towards the cause and participated in the walk. Following opening comments by City Councilman Mike Gardner, Riverside City Mayor Rusty Bailey gave a short speech highlighting some of the program's accomplishments, which included helping 89 previously homeless veterans find housing during the past year.

The City of Riverside's Homeless Program partners with several agencies to assist individuals with emergency shelter and helps provide access to other services like medical care, transportation, and employment development. The probation officers



who took part in the event often participate in "team-building" activities outside of work, but found this experience to be particularly rewarding. There was a shared sentiment that this event could directly benefit many of the clients we work with daily in our probation careers. Representatives from several City of Riverside agencies, including Public Utilities and the Fire Department also attended the walk.

The City of Riverside's Homeless Program offers a useful guide with services that probation clients and their families may find beneficial. You can find the guide at www.endhomeless.info for a list of resources and information on showering facilities, meals and clothing. All homeless shelters on the list require an intake interview and have minimum entry standards.





EMPLOYEE CAMPAIGN COORDINATORS RECOGNIZED

On May 31, 2016, the Employee Campaign Coordinator's Appreciation Breakfast was held at the Carriage House to recognize various Riverside County Departments who donated to the United Way in 2015. Coordinators who worked on behalf of their departments received individual certificates and recognition from Riverside County Supervisor John J. Benoit.



2015-2016 EMPLOYEE CAMPAIGN SITE COORDINATORS

LINDA ALVARADO
ERIKA ALVAREZ
CHERYL BENNETT
JAMES BORJA
SUSAN CARDENAS
BRITTANY CARDOZA
PATRICIA ESTRADA
CRYSTAL FLANEGAN
JANE GAOIRAN
TONI HANCOCK
SHANNON JARAMILLO
SHARON LYNCH

JAIME MACLEAN
KIZZY MOORE
LORIE NICHOLSON
MARIA PACHECO
JOSHUA PENLEY
CATHY PIECH
MARIBEL PUGA
JODI RICHARDS
CYNTHIA RODGERS
BRENDA RUIZ
CYNTHIA RUTH
JACKIE STOLL





An assignment in juvenile supervision requires hard work and an unrelenting commitment to our department's mission but it can also be rewarding. The opportunities to see the youth on our caseloads succeed in their endeavors to make positive changes in their lives makes the assignment truly gratifying.

Approximately one year ago, a 16 year-old youth was placed on Deputy Probation Officer (DPO) Tabitha Jeffreys' caseload. Initially, the youth struggled to abide by the terms and conditions of probation. He faced challenges to remain sober and was severely deficient in credits at school. DPO Jeffreys worked closely with the youth and his family to establish a plan to change the negative direction in which the youth seemed to be headed. The strategy for success required both DPO Jeffreys and the youth's parents to work in conjunction with each other to closely monitor and supervise the youth. At a slow but steady pace, the youth began making positive changes in his behavior and was ultimately able to maintain his sobriety. Simultaneously, his performance at school improved and he completed enough credits to graduate on time.

During a recent visit, the youth's mother shared the good news that her son would be graduating from high school on May 19, 2016. The mother's pride was evident as she explained her son would be the first of her five children to graduate from high school. The youth was also excited about his accomplishment and shared his plan to attend Mt. San Jacinto Community College in the fall. At the end of the visit, the youth's mother invited DPO Jeffreys to attend her son's high school graduation ceremony. The mother and her son explained her presence at the event would mean a lot to both of

Prior to graduation, the youth and his mother appeared at the San Jacinto Probation Office where they were greeted by a room full of probation officers. The youth was presented a gift basket full of school supplies, graduation decorations and gift cards on behalf of the entire office. Both the mother and the future graduate appeared moved by the gesture. With tears in her eyes, the youth's mother said, "Sometimes it takes a village to raise a child. Thank you for everything you've done to help."

On May 19, 2016, DPO Jeffreys and Senior Probation Officer Sharon Albano attended the youth's graduation ceremony at the Ramona Bowl in Hemet. DPO Jeffreys was honored to attend and was extremely proud of what the youth had accomplished. Not only had he graduated from high school, he had also successfully completed his substance abuse program the same week.

"Changing Lives" is our mission and that mission can only be accomplished when dedicated probation staff work collaboratively with parents, schools, community-based programs and other concerned individuals to facilitate that change.





COE/DRC

ANOTHER ROUND OF SUCCESS FOR OUR DAY REPORTING CENTERS!

On May 20, 2016, the Riverside County Office of Education (RCOE) Commencement Ceremony recognized ten Day Reporting Center (DRC) participants, six from the Temecula DRC and four from the Riverside DRC. Graduates who formerly wore shackles and orange jump suits were instead dressed in a blue cap and gown looking their best and smiling from ear to ear.

The DRC program is a "one-stop" facility designed to provide students with opportunities to develop life skills and successfully reintegrate into the community. This resource is a joint collaborative effort between the Riverside County Probation Department, RCOE, and various other county agencies and community-based organizations.

Graduate Ember Jordan led the "Pledge of Allegiance." Mr. Jordan was the only Bridge participant and graduate to receive his high school diploma. The Bridge Program works with underserved clients between the ages of 18 and 23. He reported to the Riverside DRC on April 15, 2016, needing only five elective credits to graduate. Mr. Jordan enrolled in "Computing for College and Careers," and completed the course in what some might consider record time.

Valedictorian David Mandujano provided the student speech to a room full of probation officers, families and friends; Riverside County Board of Education members, and a Riverside Superior Court Judge. This distinguished audience, however, did not intimidate Mr. Mandujano, who shared stories about his past and how he had previously dedicated his life to alcohol, methamphetamine and the gang lifestyle. He stated, "I had no idea of what the near future would play out to be" ... "When I was 17, my mentality shifted to someone I never knew I would become." He continued by saying, "I began a cycle of going in and out of county jail and it seemed normal. The only goal I had at the time was to stay under the influence until I got caught again. I continued this way of life and didn't see anything wrong with myself or my actions." He concluded his speech with an expression of hope for a different life and a brighter future despite his past. He also thanked the Temecula DRC staff, particularly his teacher Lisa Gonzales. Following

speeches, Principal Vincent announced the presentation of the diplomas. The tassels were turned, and the participants and guests proceeded to the lobby for a reception and refreshments.

Education is a key component to successful reintegration within the community. This ceremony proved to be no different from any other high school or college graduation in that the same sense of pride and anticipation for the future was felt and celebrated by all. Presently, three of the graduates are currently employed; four plan to attend community college and are in the process of submitting applications through the College Preparation Workshop at the Riverside DRC. In addition, one student is now certified to become a Peer Support Specialist. Another student plans to attend trade school for Heating, Ventilation and Air Conditioning (HVAC.) It is hoped that all of the graduates will use this

educational achievement as a fresh



On April 6, 2016, the Riverside County Probation Department in support of the County of Riverside Culture of Health kicked off Walking Wednesdays in celebration of National Walking Day. Employees were encouraged to pledge to live a longer, healthier life by walking for 30 minutes every Wednesday during the month of April. Staff accomplished this by walking on their breaks, during their lunchtime, before, and after work. Employees encouraged each other and often walked together, while other divisions made the pledge even more appealing by creating fun challenges and competing in their total daily step count. Southwest Juvenile Hall presented the winner of their walking challenge, Probation Corrections Officer Diana Guzman, with a basket full of healthy items as a reward for her efforts. Staff seemed to really enjoy the opportunity to escape from the office walls to enjoy the sunshine, breathe some fresh air, and chat with co-workers, all while improving their overall health and incorporating exercise during their work day. The health benefits achieved just from walking include:

- Reduced stress
- · A clear mind so you can be more creative at work
- · Lowered risk of chronic health conditions
- · Getting in the right frame of mind for a busy work day
- Improved cardiovascular health
- Improved mood
- · Lowered risk of chronic health conditions
- · Positively influencing others to improve their health

WALKING CULTURE OF HEALTH WEDNESDAYS

Here are some tips to help you plan for walking success:

- Leave a pair of sneakers at the office
- · Pre-schedule the walk into your day
- Get a walking partner to help hold you accountable
- Install an app on your personal phone to act as a motivator and help track your goals

Be on the lookout for upcoming Culture of Health events to continue your wellness goals. Thank you Riverside County Probation Department for committing to improved health and walking the talk!





Each day, a team of seven Deputy Probation Officers assigned to the Transition and Reentry Unit (TRU) enter Riverside County's five jail facilities to meet with inmates soon to be released on a grant of supervision under Assembly Bill 109 (AB109). Unfortunately, inmates are frequently released following completion of their custody time without any direction. Others will serve their time with goals in mind, but lack the knowledge and resources to achieve those goals. TRU's mission is to reach eligible inmates and facilitate a successful transition from custody status to life in the community. TRU achieves this mission by performing assessments, addressing criminogenic needs by comprehensive case planning, facilitating the Courage to Change (C2C) program, reviewing terms and conditions, and making necessary referrals for housing and treatment.

The TRU program began at the Larry Smith Correctional Facility in 2015, with other facilities following suit. Once the program was established, probation officers began to observe changes in the

inmates' willingness to participate in the program. Initially, inmates seemed hesitant and uncomfortable with frequent and personal contact with probation officers. Many expressed that they did not want to participate in TRU, fearing that other inmates would believe they were cooperating with law enforcement. Over time, TRU became recognized throughout the facilities as a valuable resource and inmates began requesting services.

One particular inmate who was serving a 27-month sentence expressed frustration with his situation. He had already completed in-custody programming, but was not released as expected. He expressed his displeasure to probation staff and was not immediately receptive to the program. He showed resistance to C2C, and gave short, one-word answers during contacts. After probation officers met with him for several weeks, he began to open up. His one-word answers became stories and conversations about his criminal lifestyle as a drug dealer, and how he wished to turn his life around. Upon release, the inmate was transported from the

detention facility to the probation office where he was able to continue receiving services. He now regularly attends the Day Reporting Center (DRC) and has gone more than 90 days post-release without a violation. This outcome demonstrates how patience, compassion, and consistency can help to make a difference in a person's life.

Current statistics reflect 95% of TRU participants report to their assigned field supervision probation officer upon release from custody. Based on the success TRU has achieved thus far, coupled with the ongoing efforts of all involved to improve, develop and further expand the dynamics of this program, TRU should continue to play an important part in the Riverside County Probation Department's mission of changing lives.



HOPE CANUAL

BY DIVISION DIRECTOR BETH STEVENS

Over the last several years, the Riverside Art Museum (RAM), under the guidance of Art Education Director Caryn Marsella and assistance from artists, such as Connie Pico, has provided at-risk youth assigned to the Youth Accountability Team (YAT) and youth detained at Southwest and Riverside Juvenile Halls, a pro-social means for self-expression through art. The art classes have sparked their curiosity and provided them an opportunity to cultivate their talents. Eleven completed murals hang in locations throughout the county. The RAM programs promote constructive peer and mentor relationships and provide the youth with something tangible they can create and be proud of.

YAT youth arrive for their first art session on a Saturday morning, each bringing with them their individual palette of experiences. The youth believe the artist is there to teach them the fundamentals of drawing, painting and design, but they will learn so much more about life and themselves in her classes. As the artist explains the mural and its creative process, most of the students become territorial about their place at the big table in the well-lit studio. After the instructor finishes her lesson on drawing and they begin to sketch, the students do not venture from the small, self-imposed space they occupy. They appear closed off to her and to each other. It is the artist who makes them move. "Life is about adjusting," she tells them. They must leave their sketch and take over where the person next to them left off. Someone else will now be working on the piece they began. It is obvious they are uncomfortable and do not trust their peers to finish what they started. For the next two Saturdays, the process is similar. Conversation among the group remains stilted, but praise comes easy for the artist. Unlike a sports coach, who concentrates on the most efficient way to throw, kick or swing, the artist knows creativity comes in different forms and voices her positive observations. One student cannot draw well, but is good with paint. Another youth shows a keen sense of color. One young man struggles to hold a paint brush, but demonstrates a talent for sketching and begins to share his dream of opening a tattoo business someday. The artist, familiar with trying to pay bills on the earnings from her art, shares her own story. The discussion engages the others and soon the talk encompasses tattoo needles, health concerns and a host of other topics. Other sessions lead to more conversations and the group ceases to be so closed off and territorial.

The students have been given few restrictions and rules about the art they create, but one directive is paramount—work that could be construed as promoting criminal activity or gang related is forbidden. When the seemingly naïve artist sees a gang symbol, she confronts the youth. His immediate response is one of denial, but when he is called out by the others, he admits his wrongdoing and removes the offending art.

Three weeks quickly pass and now it is time to decide on a theme for the mural. "Music" they quickly agree will be the subject of their canvas, but the type of music creates dissension in the group. Through a series of discussions and disagreements, a compromise is made and without realizing it, an art project has evolved into a lesson in problem solving. As the work begins, the accomplished sketcher enlists the assistance of the painter who needs the youth with the sense of color to assist. Under the encouraging guidance of the artist, they share their ideas and visions for the mural. They encourage, critique and work on their common creation. They come together and like paint on the canvas, the individual artists begin to blend as a team. On the tenth and final Saturday, the mural is finished and represents far more than what most see at first glance. The mural evolves and changes with them. This is the mural process.

The YAT probation officer's role in this process is instrumental. It is the probation officer who selects the youth they feel might best benefit from the program. Because many youth believe they lack talent, the probation officer explains the value of the program and encourages the kids to participate and the adults to assist. The commitment is big - three hours every Saturday for ten weeks - and parents are vital in providing encouragement and transportation for the youth. YAT probation officers remain with the youth throughout the three-hour session, helping facilitate social interaction between the youth (who up to this point have never met each other) and monitoring the youth's participation. The probation officer can also talk to the youth on a different level - not about school, but art, likes and dislikes. Their encouragement is critical in conveying the value of art and productivity, explaining how the youth's art will be publicly displayed in the community, and affirming the creative, constructive side of our community's youth. The program in the institutions, while differing slightly from its YAT counterpart, still maintains the degree of collaboration between the youth and the involvement from our institutional staff. The completed works serve instead to beautify the youth's surroundings, and such murals can be found in all of our institutional facilities.

For the youth, their finished art represents commitment, teamwork, success and achievement. For the art director and the artist who led the process, it represents hope that the lessons learned on the canvas will be applied in life.



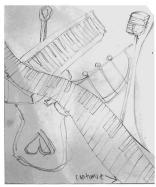
Connie Lya at the R downtown guide for develope creativity an up mus si

Connie Lynn Pico is a resident artist at the Riverside Art Museum in downtown Riverside. As the artistic guide for the youth, she has developed a workflow that invokes creativity, teamwork, and pride. In an upstairs art room of the museum, Connie explained the step-by-step artistic process behind a music-themed mural that will hang in the Riverside Arts Academy.

STEP ONE: SKETCHES

"I give them papers and concepts and they just start sketching," says Connie. She adds that the work is very amateur at this stage, but it serves as a foundation to finish the 10-week

program with a truly impressive piece. Connie recalls a young girl who was not happy to be participating. "I gave her some pictures to sketch and she became our go-to person for sketches. One of the boys couldn't draw at all, so he went to her and said, 'I really want this on the mural. Would you please draw it for me?" Connie says that each youth brings his or her own area of strength to the art.



INITIAL SKETCHES





EXAMPLES OF ZENTANGLES FOR A DIFFERENT PROJECT

STEP TWO: ZENTANGLES

Once the participants have made rough sketches, Connie provides each with a small square with a design on it and instructs them to add to the square on the surrounding paper. "It's adding detail. Those adult coloring books you've seen? Those are zentangles." Connie sees this as a truly expressive phase for the youth as they interpret their square design and add more and more context to it.

STEP THREE: GRID

"From this point, I Xerox these and cut them up and we lay all the different drawings out — a flower, a spaceship, a key — I think the process is very important." Connie informs the youth that each square on the grid will represent a square foot on the final mural. The youth then determine what ideas will be added in or omitted, moving everything around with tape to visualize the final work. Once the work is laid out in the grid, a final sketch is made and work on the actual mural begins.



THE GRID HELPS YOUTH PRODUCE THE FINAL PIECE

STEP FOUR: THE MURAL

"Everything you see on here, they created as a team. The kids get more and more excited because they see their little drawings, their primitive drawings that they were ashamed of, turning into a work of art." The techniques and color theory that the youth learned in the first weeks are applied successively onto the mural. "I love the decision making," Connie adds. "[They] come to each other, working as a team." She cites the youth's decision to use sepia tones - beiges, browns, oranges - for the jazz area and bright colors for the rock and roll section. "A lot of thought is involved in it."

SEE THE COMPLETED MURAL ON THE NEXT PAGE!



ARTIST CONNIE LYNN PICO DISPLAYS THE FINAL SKETCH



ART EDUCATION DIRECTOR



CONNIE LYNN PICO ARTIST



ABOUT

The Riverside Art Museum is located in the historic Mission Inn district of downtown Riverside. It strives to integrate art into the lives of people in a way that engages, inspires, and builds community by presenting thought-provoking exhibits and providing quality art classes that instill a lifelong love of the arts.

The museum is home to artists and art lovers as a place to quietly roam and experience the world of art. Showing a mix of solo, group, and permanent collection exhibits featuring traditional and contemporary/modern art, the Riverside Art Museum regularly displays the work of some of the best artists in the world, including Robert Williams, Takashi Murakami, Shag, Kathe Kollwitz, James Gurney, Marc Chagall, Millard Sheets, Shepard Fairey, Corita Kent, and Don O'Neill, as well as exhibits highlighting the works of our talented local members and expirite high schedule, turdeste. and aspiring high school students.





BATTLE BUDDY

"Humu," the story of a beautiful but shy Hawaiian fish, was the small girl's favorite story. It seemed only fitting then that she would name her new, little labradoodle puppy after the beloved character. But "little" was a word not used long to describe seven-month-old Humu who was quickly becoming the size of a small pony. The force from the enthusiastic wag of his tail was enough to send the little girl catapulting across the room. Although devastated by the thought, it soon became apparent the family would need to find Humu a more suitable home to handle his growing mass and overzealous personality. Well aware of Humu's uniqueness, both in size and disposition, they set out to find him the perfect new home. They knew he was destined to be more than just a family pet so after much research, the family contacted the Canine Support Teams, Inc. (CST).

Soon, Humu was off to his next home and the first phase of his training that would eventually prepare him to become a service dog. His new family, known as "Puppy Raisers," took him everywhere—to grocery stores, sporting events, and restaurants. He followed them on walks along busy streets and sat next to them at bus stops as noisy buses paused for passengers and then sped away. Humu could go places most dogs could not and strangers stopped often to pet the big fluffy dog and ask his name. "Humu" they would repeat with a perplexed look. response to their questioning expression, the Puppy Raisers would explain about the small girl and her favorite story about the Hawaiian fish named "Humu."

After less than the traditional 18 months of training usually conducted by the Puppy Raisers, Humu returned to CST and was moved on to his third home at Southwest Juvenile Inside the confines of the detention facility, the big dog with the big personality gained the love and admiration of those with whom he now lived. Humu's care training was eventually assigned to a youth detained in the facility. Here, the dog and youth learned from one another. The youth taught

Humu simple commands and obedience and, in return, Humu taught the youth patience and responsibility. In the months that followed, Humu and the youth were changed for the better as both had learned important lessons from their experience together and, as each prepared to leave the facility, they were better equipped to face their respective futures. After the graduation ceremony, where Humu and the recognized were accomplishments, CST determined Humu was ready for the next phase of his formal training. Humu was moved to a new home and once again found himself living inside the walls of a detention facility. In this new place, Chino Institute for Women (CIW), Humu's trainers were adult female offenders, experienced in the final training phase of the service dog's education. Here, Humu would be strictly a student and his ability to successfully complete the program would determine his future.

HUMU SIMPLE COMMANDS ...

HUMU SIMPLE COMMANDS ...

TAUGHT
THE
YOUTH
PATIENCE & RESPONSIBILITY ??

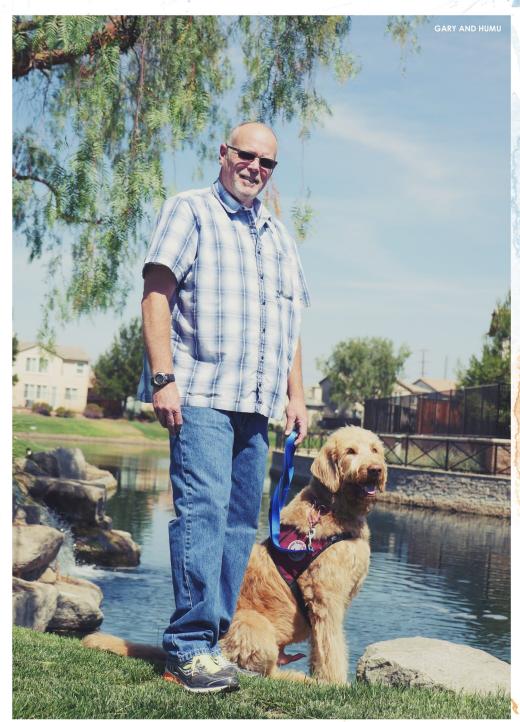
As Humu completed his requirements at CIW, he was selected to become a "trainer" in the new CST program being started at Chino's Institution for Men (CIM). As Humu taught the inmates at CIM how to be good canine trainers, a Gulf War veteran, suffering from PTSD was at the Temecula Veteran's Center, filling out paperwork to request a service dog. He then waited for one to become available. Initially, CST had only puppies to offer and so anxious for a dog was the veteran, he agreed to take a puppy and participate in the two-year training program. However, the physical requirements of training the small, young pup were difficult for the tall veteran who also suffered from a spinal cord injury. CST staff saw his determined but painful struggles and felt they might have a better match for him. When CTS called to announce they had a dog named "Humu," more appropriate in size and personality for the tall veteran, his girlfriend laughed, "A dog named after the Hawaiian fish?" And so, CST told them about the small girl and her favorite story about the fish. They also told the veteran how Humu's life had changed when he outgrew his first home and had been lovingly given up for adoption. They shared how he had spent time training in a youth detention facility and two state prisons in preparation for his new role as a service dog.



Humu is a Labradoodle, a mix between a labrador retriever and a poodle. Labradoodles are known for their gentle temperament and ease to train.

On a warm day, by a peaceful lake, with the sound of a soothing waterfall in the background, the veteran spoke of how the big dog had changed his life. Humu was like a "battle buddy" to him, someone who seemed to understand his fears and asked for nothing in return, except maybe a pat on the head or a beef flavored treat. He explained that with Humu by his side, he could leave his home and visit places he previously would not have ventured alone. A month prior, the veteran and Humu were invited to attend a CST graduation at Southwest Juvenile Hall. Before Humu, he would have passed on such an invitation, but on that day he went and sat in the audience with Humu by his side. After the ceremony, they quietly slipped away. As he stood by the lake, the veteran reflected on that graduation ceremony. He wished he had thanked the young offender and told his parents that the training the youth provided the pup in his care was something very valuable and would be life changing to the individual who would eventually get the dog. He wanted CST to know that when they gave him Humu, they had changed not only his life, but the lives of his family as well. He now sees an opportunity to share his story in the hope that it will change the lives of other incarcerated youths and adults who train the dogs and the veterans who so desperately need their companionship.

We would like to thank Gary for so candidly sharing his story with us. We are also grateful for the outstanding work the Canine Support Teams, Inc. does with our detained youth at Southwest Juvenile Hall. If you are interested in learning more about this valuable program and/or making a donation so that other veterans and the disabled in need have the opportunity to receive a service dog, please go to their website at caninesupportteams.org or call 951.301.3625.



THE PCO'S ROLE IN THE CANINE PROGRAM

The Probation Corrections Officer's role in the canine program is the second most important as they facilitate and reinforce what happens in the facility. They interview and then select the youth who will participate in the program. PCO's ensure the dogs are cared for in accordance with CST's standards. They assist with "homework" as the youth practice with the dogs in the unit and in their rooms, making sure the youth are doing what they learned in their sessions with the professional trainers. The youth love to show off their dog's abilities, and PCO's are ready to praise their accomplishments. PCO's also handle the logistical aspect of the canine program, scheduling and arranging the classes and putting together the final graduation ceremony.

DR. TOWELS' WORKOUTS RJH

It is approximately 6:30 p.m. on a Wednesday evening at Riverside Juvenile Hall (RJH). The youth are lined up in a seated position, quietly awaiting instructions for the anticipated weekly exercise program. They already know what to expect when Dr. Norman Towels walks into the unit, greets the group, and begins the weekly program that is now formally known as Dr. Towels' Workout.

According to the Board of State and Community Corrections (BSCC) Title 15, youth shall be provided with the opportunity for at least one hour of large muscle activity daily. This is often met by conducting sport programs like basketball, or volleyball. But on Wednesday evenings, for Unit 10, youth can definitely count on a challenging workout before they call it a day and go to their rooms for the night.



Dr. Towels has been working at RJH for 32 years, making him a veteran staff in the institution. He holds a PhD in psychology and psychotherapy and began at RJH as a part-time employee in 1984, while managing a full time job as an Assistant Superintendent at a school district and being a business owner. Since then, he has adapted to the changes and the challenges of the institutional setting. He stated that his ability to be a good listener and having good counseling skills have been essential in maintaining good rapport with in-custody youth throughout the years.

Currently, as one of five part-time Probation Corrections Officers (PCOs) at Riverside Juvenile Hall, Dr. Towels leads his workout program in 3 separate units on a weekly basis, conducting what he refers to as a simple workout, consisting of pushups, basic cardio, and a cool-down session. The workout is inspired from an old and popular institutional workout called "Rock-a-pain," Dr. Towels said.

"I have one of the most interesting jobs in the institution," says Dr. Towels, referring to the fact that he only comes to each unit once a week, sometimes dealing with uncooperative youth, in an attempt to push and encourage them to reach their physical limits. His workout helps to build character and morale among the youth, and has also been reported by youth to reduce stress, improve self-confidence, alleviate anxiety, and increase relaxation for a better night's sleep.

Prior to beginning the workout, Dr. Towels reviews the medical excuse list. He addresses youth with physical and medical concerns individually, allowing each youth an opportunity to be involved. If the youth is unable to perform the workout due to physical limitations, the workout is modified for the individual or the youth can help by counting repetitions. The goal is to maximize the amount of time each youth spends outside of their room involved in productive activities.



In Unit 9, a youth displays a certificate with his name on it. It reads that he was one of two to reach the 2250 club, meaning that he set a unit record of 2,250 pushups. Ten youth assigned to Unit 10, were proud to show their certificates for reaching the 3000 club, referring to the completion of modified pushups called "bunny" pushups. One of the youth stated, "It feels great knowing that you achieved something... Dr. Towels always finds a way to push you to do your best."

Retired from his position as an Assistant Superintendent, Dr. Towels conducts other programs in and out of the institutions. His passion for helpings kids and serving the community continues to be the main drive for his work. In the institution, one of his other weekly projects is the Honor Roll system, where youth earn points for good hygiene, peer relations, and positive behavior in school. If the youth do well, they can make it to the Honor Party, which Dr. Towels conducts on Sundays. Outside RJH, Dr. Towels helps to operate a community educational center and serves as a no-cost financial consultant.

Dr. Towels has many years of experience serving our institution. He advises staff who work with youth to focus their priority on getting to know the kids. By doing so, he believes staff will better understand their job as a PCO and will be more successful in their career.



IJH IJH DOG TRAINING GRADUATE SAVES THE NIGHT

Nobody wanted Grady, not even after he was rescued from the Riverside County Animal Shelter and successfully completed the 16-week dog training program at Indio Juvenile Hall (IJH). However, Probation Correctional Officer (PCO) Beatrice Sanchez, (Ms. Bea as she is affectionately known at IJH), decided she could not let Grady go back to the shelter. She took him home after the graduation ceremony where he soon became a member of her family. Her son, Max, quickly bonded with Grady and they became inseparable. If the story ended here, it would be heartwarming; a happy ending for everyone. But there is more to Grady's story.

On the night of April 5th, Ms. Bea reported for her graveyard shift. At 3:00 a.m., she received a call from Max who stated that someone had broken into their home. Max reported Grady's barking woke him up and try as he might, he could not get Grady to settle down. Determined to see what was making the dog so upset, Max walked down the hallway only to witness an intruder coming out of the master bedroom. Max quickly turned and rushed back toward his room with Grady furiously barking at his heels. As Max and Grady retreated, the intruder pursued them down the hall. Max was able to make it to his room where he locked the door, called 9-1-1, and armed himself with a baseball bat. The intruder apparently fled off when he heard the 911 call and was gone by the time the police arrived.

Prior to that frightful morning, Grady already had full access to the couches in the house, but after his heroic act, Grady was rewarded with large amounts of treats for the days that followed. Ms. Bea proudly boasted, "He was brave that night by alerting my son and protecting our home." Grady's actions led to a happy ending for what might otherwise have been a "ruff" night.









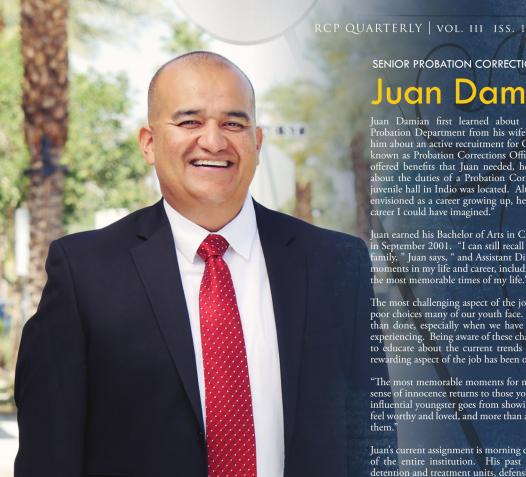
RIVERSIDE YTEC MEMORIAL HISTORY OUTING

Youth selected from Riverside's Youth Treatment and Education Center (YTEC) BETA and IOTA units had the opportunity to visit several historical sites during the month of May. Probation Corrections Officers took five BETA and one IOTA youth to see the March Air Reserve Base (March ARB) in Moreno Valley and the J. Paul Getty Museum in Malibu. At March ARB, the youth viewed and toured a P-51 Mustang and Thunderbirds, and witnessed the acrobatics of a Patriotic Jet Team. They had an opportunity to speak with military personnel and inquire about the large variety of functioning and non-functioning aircrafts. A few of the youth expressed interest in gaining more knowledge about the military after they listened to service men and women share stories about their experiences in the armed forces.

A trip to the Getty Museum was another opportunity to experience life outside their familiar neighborhoods. The same six youth learned about ancient artifacts and civilizations from Greece, Rome, Egypt, and Babylon. They were taught about Greek mythology, Greek Gods, and the art of mummification! A BETA Program youth stated, "I felt like I was in Greece. It was something I never would have done in my old life; now I want to go back and experience more." Similar outings planned and provided by Riverside County Probation staff continue to help youth make educational memories that will hopefully assist them in making better life choices in the future.







SENIOR PROBATION CORRECTIONS OFFICER

Damian uan

Juan Damian first learned about the Riverside County Probation Department from his wife's friend who informed him about an active recruitment for Group Counselors (now known as Probation Corrections Officers). Since the department offered benefits that Juan needed, he applied without knowing anything about the duties of a Probation Corrections Officer (PCO) or where the juvenile hall in Indio was located. Although being a PCO was not what he envisioned as a career growing up, he says "it has been the most rewarding career I could have imagined."

Juan earned his Bachelor of Arts in Criminal Justice from Chapman University. His RCP career began in September 2001. "I can still recall Director Frank Sanchez welcoming me to the Indio Juvenile Hall family," Juan says, "and Assistant Director Rick Quinata speaking to me on the topic of family. These moments in my life and career, including the birth of my first child two months later, have been some of the most memorable times of my life."

The most challenging aspect of the job, Juan says, is developing an understanding of the obstacles and poor choices many of our youth face. "For many of us, understanding these obstacles is a lot easier said than done, especially when we have never personally faced most of the challenges today's youth are experiencing. Being aware of these challenges makes me more concerned for my own children, who I try to educate about the current trends affecting their generation." In contrast, Juan says that the most rewarding aspect of the job has been one-on-one interaction with the youth.

"The most memorable moments for me have always come around the holidays. During the holidays, a sense of innocence returns to those youth most hardened in spirit. It never fails that the strongest, most influential youngster goes from showing their worst behavior to their best behavior. All they want is to feel worthy and loved, and more than anything they want to believe there are people who truly care about

Juan's current assignment is morning duty officer, which involves overseeing the operations and activities of the entire institution. His past assignments include Detention Control Officer, lead PCO for detention and treatment units, defensive tactics instructor, and assisting with training new staff. He has coordinated transportation runs, served on programming committees, organized events for the youth with the assistance of an auxiliary church group, and coordinated presentations by speakers such as author Dave Pelzer and UFC mixed martial artist Cub Swanson.

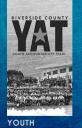
Juan's advice to new staff is to "remember to keep your values and ethics in line, and always be ready to take responsibility for your actions. If we all work together, we can accomplish the goal of making a better future for others."

SOUTHWEST JUVENILE COURT GROUNDBREAKING

On May 12, 2016, the groundbreaking ceremony for the anticipated Southwest Juvenile Courthouse took place. The new courthouse will be located adjacent to the Southwest Juvenile Hall facility and will help address some of the unique issues specific to delinquency and dependency cases. The building of the courthouse has been a joint effort on behalf of a number of county departments and agencies. Present to share in the festivities were representatives from the Riverside Superior Court, Riverside County Board of Supervisors, Executive Office, Probation Department, Sheriff's Department and Economic Development Agency (EDA) along with architectural design and construction personnel. The ceremony included an introduction from Assistant County Executive Officer and EDA Director Robert Field and remarks by the Honorable Presiding Judge Harold W. Hopp and County Supervisor Chuck Washington. Youth from Chaparral High School provided the ROTC Presentation of Colors and performed the singing of the national anthem. The ceremony served as both a special event and a historical marker for southwest Riverside County.



Submitted by Deputy Probation Officer Nadine Lundberg



TESTIMONY OF TRUTH

YOUTH ACCOUNTABILITY TEAM GIVES YOUTH AN INSIDE GLIMPSE INTO THE RECOVERY OPPORTUNITY CENT

YOUTH ACCOUNTABILITY TEAM

To deputy probation officers assigned to the Youth Accountability Team (YAT), opportunities to inspire change in youth occur often. These probation officers have the unique ability to offer rehabilitative and preventative services to youth by instituting outside-the-box thinking. Senior Probation Officer (Senior PO) Aracely Marks used assistance from the Recovery Opportunity Center (ROC) Program to provide Murrieta YAT youth with a unique opportunity to see the future. ROC participants agreed to give the youth an inside look at their personal struggles of drug abuse and addiction and the progress they are making as they embrace the opportunity to change their lives.

On March 24, 2016 the youth were present at the Southwest Justice Center in Courtroom S201 to observe the ROC program in action. Judge Hansen welcomed them to the courthouse and introduced the ROC program as an opportunity for offenders, who are on a suspended prison

sentence, to make a positive change in their lives by completing a highly structured, intensive substance abuse program. Deputy Probation Officer Searles, Public Defender Huerta and District Attorney Holder, spoke to the youth about the ROC program and described it as a chance for drug offenders to rehabilitate their lives as they move through four phases of change. The atmosphere was informal and celebratory with clapping and smiles in abundance. The ROC participants approached the bench and spoke to the judge regarding their status in the program and shared milestones they had reached, including their length of sobriety. YAT youth listened attentively as they had an opportunity to catch a glimpse of what their futures might hold should they continue to make negative life choices regarding drug use. The experience was made even more powerful when two ROC participants addressed the group and shared their personal stories in an attempt to divert the youth from following the same destructive

paths. When court was over, Sr. PO Marks spoke to each youth individually to gain some insight into their thoughts. The youth conveyed they felt as though the offenders were speaking directly to them as individuals, imparting the wisdom they had gained through their own struggles.

The ROC program had changed the lives of the adult participants and in turn, these participants, with their frank and honest stories of weakness and mistakes, may have changed the lives of the YAT youth. The ROC participants stood as relatable examples of individuals who had fallen but had chosen to reach up to helping hands, for the opportunity to find the strength and support to move in a positive direction.



SECRETARY TRAINING

BY SECRETARY II KATHRYN GREEN

May 17th, 2016, marked the quarterly Secretary Training Meeting intended to enhance the productivity and efficiency of an integral part of our department, our secretaries. These meetings serve as a forum of learning opportunities where a multitude of knowledge is shared by all. Guest speakers included Human Resources Coordinator Michelle Reeves, Administrative Services Officer Angie Rodriguez and Administrative Services Analyst Francis Moreno. Throughout the training, many valuable topics were covered, such as managing responsibilities with professionalism and ease, building and strengthening "people skills," discovering practical techniques for time management, bringing out the best in people by turning conflicts into cooperative partnerships, and developing initiative and independent thinking skills to develop top-quality assistants and deliver customer satisfaction. •



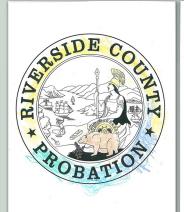
THE HONORABLE JUDGE KELLY HANSEN

Our Daughters & Sons to Work Day" was filled

Sons to Work Day" was filled with lots of fun for our staff's kids. From coloring sheets to learning about the criminal justice system to meeting important public servants, our children were exposed to the life-changing work that we do every day. It is our hope that one day they will follow in our footsteps and live a life that sees not only success in their lives, but in the lives of the many people they will impact. Thank you all for participating! Here are just a few samples of the many artistic masterpieces sent in from around the county!











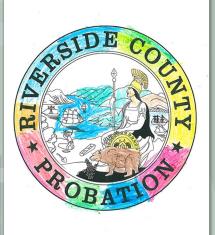














SECRETARY II CARLA LEUNG-WO (RIGHT) WITH HER DAUGHTER (LEFT) AND RETIRED DIRECTOR PATTY MENDOZA (CENTER)

DPO CORE CLASS 009

Roeen Acal Laura Alvarado Jesse Barba Daniella Barragan Moises Barragan Rusti Bond Jonathan Brewer Caitlin Camilo Gilda Clarke Jeremy Cruz Molly Duran Alfredo Garcia Charles Griffith Ana Gutierrez Edgar Gutierrez Kaleen Guzman Taryn Hernandez Martha Iniguez Travis Lara Norma Lemus Gabriela Madera-Mejorado Kathryn Mahoney Alexa Marquez ROEEN ACAL GILDA CLARKE Debra Revelle Jei Roberts Patsy Ruiz Jacob Seybert Vanesa Singh Alfredo Tigerino Froilan Torres



CORE CLASS 006

Roxanne Abarca Eva Aguilar Anna Ballin Hussein Bustamante Russell Butler Dayna Douglas Gretchen Englebrecht Ioshua Evans Christian Gonzalez Guadalupe Gutierrez Anthony Harris Reza Jahangiri Shannon Kim Jennifer Kirk Ana Mendoza Rocio Ortiz Ivan Padilla Andrew Ramirez Jason Rawlings Samaria Robinson Angela Samano Ryan Santana Andrew Selegea Doris Solano Ryan Swafford Jennifer Vallejo Sabu Varghese Michelle Whitehead Raymond Zarate







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