



**County of Santa Barbara  
Community Corrections Partnership  
Public Safety Realignment Act  
FY 2017-2018 Plan**



# County of Santa Barbara

## Public Safety Realignment Act

### Fiscal Year (FY) 2017-2018 Plan

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#### **Executive Committee of the Community Corrections Partnership**

- Bill Brown, Sheriff
- Tracy Macuga, Public Defender
- Joyce Dudley, District Attorney
- Alice Gleghorn, Ph.D., Director, Department of Behavioral Wellness
- Patricia Kelly, Presiding Judge of the Superior Court
- Pat Walsh, Lompoc Police Chief
- Beverly A. Taylor, Acting Chief Probation Officer (Chair)

#### **Community Corrections Partnership** at large members

- Bill Cirone, Superintendent of County Schools
- Eduardo Cué, Council on Alcoholism and Drug Abuse (Community Based Organization)
- Alison Wales, North County Rape Crisis and Child Protection Center (Victim Advocate)
- Ray McDonald, Workforce Development Board
- Daniel Nielson, Director, Department of Social Services
- Janet Wolf, 2<sup>nd</sup> District Supervisor



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# Introduction

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Throughout the past six (6) years and since the launch of the Public Safety Realignment Act in 2011, Santa Barbara County's Community Corrections Partnership (CCP) has remained committed to an implementation plan based on data-driven, evidence-based practices with equal emphasis on treatment, supervision, and jail population management. Recognizing that over the years a conservative fiscal approach has been utilized resulting in excess funding in the reserve account and that with time, gaps might have emerged, the pre-planning process for FY 2017-2018 was guided by introspection and review. Led by the County Executive Office (CEO) and the Office of Second District Supervisor Janet Wolf, an independent consultant (JFA Institute) was commissioned to examine Realignment funding and programs and to review the County's strategies to ensure planning efforts adequately achieve the goals of "justice reinvestment" outlined in Section §3450(b)(7) of the Penal Code (PC). Received by the CCP on December 9, 2016, the JFA Institute's report provided a gap analysis and roadmap for future planning. The findings will be addressed in more detail (pages 8-11) and can be viewed at <http://www.countyofsb.org/probation/asset.c/717>.

Santa Barbara County's FY 2017-2018 Realignment Plan highlights the areas of expansion and enhancement as were recommended by the CCP Workgroup and approved by the CCP. The new strategies are innovative and recognize the complexities and competing interests of the justice system continuum. Some contain an existing framework that will lead to a more rapid implementation while others are new endeavors that will require substantial continued planning and development. All are driven by a holistic approach to reducing recidivism through the understanding of the diverse and vast needs of the justice-involved population in Santa Barbara County.

**Santa Barbara County's FY 2017-2018 Realignment Plan and associated attachments  
may be viewed in their entirety at**

<http://www.countyofsb.org/probation/ccpdocs.sbc>

# I. Local Planning & Oversight

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## A. Community Corrections Partnership

Each year, the CCP develops an implementation plan for the Public Safety Realignment Act and the Executive Committee of the Community Corrections Partnership (ECCCP) votes to approve the implementation and annual spending plan submission to the Board of Supervisors (BOS). As required by statute, the annual plan and recommended programs are to be consistent with local needs and resources as applied to the Realigned population.

The ECCCP, which oversees and reports on the progress of the implementation plan, is chaired by the Chief Probation Officer. The ECCCP makes recommendations to the BOS for the application of funding to the various components of the plan. The BOS maintains full authority over the appropriation of Realignment funds.

## B. Community Corrections Partnership Workgroup

The CCP appointed a workgroup to identify and prepare recommendations regarding the FY 2017-2018 Realignment Implementation Plan. An opportunity for public comment was offered at all workgroup meetings. Staff assigned to workgroup included:

### CCP Workgroup Voting Members

- Tom Alvarez, Budget Director – Santa Barbara County Executive Office
- Giovanni Giordani, Chief Trial Deputy – Santa Barbara County Public Defender’s Office
- Alice Gleghorn, Ph.D., Director – Santa Barbara County Department of Behavioral Wellness
- Tanja Heitman, Deputy Chief Probation Officer – Santa Barbara County Probation Department
- Joe Mariani, Captain – Lompoc Police Department/County Law Enforcement Chiefs Representative
- Ray McDonald, Executive Director – Santa Barbara County Workforce Development Board
- Mag Nicola, Chief Deputy District Attorney – Santa Barbara County Office of the District Attorney
- Mary O’Gorman, Chief of Staff – Santa Barbara County Board of Supervisors, 2<sup>nd</sup> District Office
- Darrel Parker, Court Executive Officer – Santa Barbara County Superior Court
- Vincent Wasilewski, Chief Custody Deputy – Santa Barbara Sheriff’s Office

The following three (3) subcommittees, as appointed by the CCP Workgroup, were tasked with consideration of service gaps in the County's Realignment Plan and development of new or enhanced programs that would be responsive to identified needs.

Jail Programming and Job Readiness Subcommittee

Team Leader: Chief Custody Deputy Vincent Wasilewski – Santa Barbara Sheriff's Office  
Katie Ward, Programs' Supervisor – Santa Barbara Sheriff's Office  
Kimberly Shean, Manager – Santa Barbara County Probation Department  
Christine Voss, Deputy Public Defender – Santa Barbara County Public Defender's Office  
Dennis Bozanich, Deputy CEO – Santa Barbara County Executive Office  
Ray McDonald, Executive Director – Santa Barbara County Workforce Development Board

Pretrial Services Supervised Release Program Subcommittee

Team Leader: Angela Braun, Judicial Services Manager, Sr. – Santa Barbara County Superior Court  
Tim McWilliams, Lieutenant, Jail Programs Unit – Santa Barbara Sheriff's Office  
Kimberly Shean, Manager – Santa Barbara County Probation Department  
Ana Vicuna, Division Chief – Santa Barbara County Department of Behavioral Wellness  
Mag Nicola, Chief Deputy District Attorney – Santa Barbara County District Attorney's Office  
Christine Voss, Deputy Public Defender – Santa Barbara County Public Defender's Office  
Paul Clementi, Fiscal and Policy Analyst – Santa Barbara County Executive Office

Mental Health Housing Subcommittee

Co-Team Leaders: Alice Gleghorn, Ph.D., Director – Santa Barbara County Department of Behavioral Wellness and Mary O'Gorman, Chief of Staff – Santa Barbara County Board of Supervisors, 2nd District Office  
Tanja Heitman, Deputy Chief Probation Officer – Santa Barbara County Probation Department  
Kimberly Shean, Manager – Santa Barbara County Probation Department  
Shawn Lammer, Lieutenant – Santa Barbara County Sheriff's Office  
Tom Alvarez, Budget Director – Santa Barbara County Executive Office

# II. Goals, Objectives & Outcomes

Public Safety Realignment places enormous responsibility on the local jurisdiction and brings with it numerous challenges; however, by extending considerable flexibility it also presents a great opportunity. The local CCP is committed to mitigating or overcoming the challenges to the extent possible and to seize the opportunities to improve the local criminal justice system. To guide their efforts and focus on the work before them, the following goals, objectives, and outcomes have been developed.

## goal 01 ► Enhance public safety by reducing recidivism

Recidivism reduction is the primary focus of Santa Barbara County’s Realignment efforts. Given the predominantly high risk population being served, any reduction in recidivism is to be seen as an achievement. The CCP has endorsed “Results First” as a means of ensuring the program strategies are consistently focused on the most cost effective programs which have been proven to reduce recidivism in a high risk population. In FY 2015-16 the percentage of the realigned population without a felony conviction during the term of probation supervision was 78%, or a recidivism rate of 22%.

### FY 2016-2017 Outcomes

- The Incentives Pilot Project, which is an effective tool for enhancing an offender's motivation to change behavior, engage in treatment and comply with court ordered conditions, was expanded countywide. This tool, when used in conjunction with a risk/needs driven Violation matrix, provides Deputy Probation Officers with an objective decision-making tool to ensure a balanced approach is utilized when responding to offenders’ behaviors.
- Training was provided to key stakeholders through attendance at the Pretrial Awareness Workshop. Additionally, training was delivered to community-based providers in the use of the Addiction Severity Index (ASI) and the delivery of Moral Reconciliation Therapy (MRT), and quarterly drug court team trainings have occurred in Santa Barbara trainings addressing the ten key components of a drug court program.

Objectives	FY 2017-2018 Proposed Outcomes
Deliver evidence-based programming that is data driven and matched to offender risk and needs.	Increase delivery of evidence-based programming in the jail to male high risk offenders classified as general population by 60%. Currently, only 3% are receiving this intervention.
Expand the use of best practices for evidence-based sentencing and adjudication that utilizes offender-specific risk, needs, and responsivity measures.	Provide training opportunities for justice partners in evidence-based practices and offender risk, need and responsivity.  Increase the percentage of the realigned population without a felony conviction during the term of probation supervision to 80%.
Support professional training to advance system-wide knowledge of evidence-based practices in the criminal justice field.	Continue to provide training opportunities related to evidence-based practices and/or interventions to service providers.

## goal 02 ▶

### Enhance the use of alternative detention (pre and post-sentence) for appropriate offenders.

Significant resources have been allocated for alternative detention resources. These resources are currently focused on post-sentence offenders; however, it is anticipated that these efforts will be expanded to include additional pre-sentenced offenders.

#### FY 2016-2017 Outcomes

- Efforts to pilot the use of a Pretrial risk assessment tool have continued through FY 2016-2017. Stakeholders have continued to participate in additional training with the goal of full implementation and submission of the assessment to the Court as early in the judicial process as possible. A consultant has been working with local stakeholders to facilitate the planning process.
- On March 1, 2017, evidence-based risk assessment information was available for 93% of the jail inmates.

Objectives	FY 2017-2018 Proposed Outcomes
Expand the use of an evidence-based assessment tool for Pretrial and post-sentence jail release decisions.	Continue to ensure evidence-based risk assessment information is available for at least 90% of inmates in the county jail.
Strive to maximize jail capacity by appropriately identifying offenders who can safely be released and those who should be held in physical custody.	Strive to ensure that no more than 10% of the total housed jail population are low risk offenders.

## **goal 03** ▶ **Provide for successful reentry of offenders back into the community.**

While the reentry period can be a challenging period for an offender, it is also a crucial window of opportunity to influence success. To move strong evidence-based reentry principles and programs forward, the CCP has adopted the Reentry Steering Committee as a standing committee.

### **FY 2016-2017 Outcomes**

- 40% of unemployed Realigned offenders were referred to an employment/vocational development program.
- 81% of all Realigned offenders were referred to cognitive behavioral therapy (CBT).
- 11% of Realigned offenders secured housing through the collaborative reentry process and subsidized housing.
- 1,243 referral requests from inmates were processed from July 1, 2016, to March 1, 2017, by the Discharge Planning Team.

<b>Objectives</b>	<b>FY 2017-2018 Proposed Outcomes</b>
Provide services and treatment to offenders in partnership with existing community providers.	Increase referrals to an employment, vocational development program to at least 75% of those unemployed Realigned offenders who are available for supervision.
Facilitate access to sober living and transitional housing as well as long-term housing.	Increase the percentage of Realigned offenders securing transitional and long-term housing.
Increase community partnership and engagement.	Expand participation in Reentry Steering Committee to include new community partners.

## **goal 04** ▶ **Coordinate efforts to eliminate duplication, increase efficiencies, and promote best practices.**

Santa Barbara County has a strong history of collaboration; however, there are areas where collaborative approaches have not yet been applied. An example of this is the discharge planning process. Through Realignment and the Transition from Jail to Community (TJC) Initiative (attachment #1), a diverse group of stakeholders is actively involved in a team approach to discharge planning.

### **FY 2016-2017 Outcomes**

- Between July 1, 2016, and January 31, 2017, the Quality Assurance (QA) Committee expanded to include additional community partners and met on a bi-monthly basis, exceeding the anticipated quarterly outcomes.
- Treatment programs have begun to administer self-assessment program fidelity reviews as overseen by the QA Committee.
- A process evaluation was completed by the University of California, Santa Barbara (UCSB) on the northern region's Mental Health Treatment Court (MHTC) and the southern region's Substance Abuse Treatment Court (SATC) to ensure adherence to best practices and to support the efforts of team members in remaining current with latest research related to treating addicted criminal offenders.
- While compliance checks did not increase from previous years, joint law enforcement efforts were highly successful in removing 103 weapons and over eight (8) pounds of controlled substances.
- The Criminal Justice Data Committee (CJDC) was established to improve data collection and sharing across County agencies in an effort to support analysis, outcome measurement and reporting.

<b>Objectives</b>	<b>FY 2017-2018 Proposed Outcomes</b>
Identify additional resources that address gaps in services and leverage funding collaboratively, whenever possible.	Assist treatment programs in completing self-assessment and implementing peer program fidelity reviews.
Focus funding on evidence-based and data driven programming that is matched to offender risk and needs.	Collaborate with UCSB to complete a process evaluation on one MHTC and conduct an outcome evaluation of the SATC.
Partner with local law enforcement for information sharing, compliance checks, and warrant apprehension.	Increase compliance checks by 20%.
Capture and integrate data necessary to measure outcomes.	Implement and utilize a Master Name Index (MNI) infrastructure to allow for data linkages across agency systems regardless of where data exists.

# III. Strategic Planning

The County Executive Office and the Office of Second District Supervisor Janet Wolf secured concurrence from the CCP to fund an independent consultant to conduct a study examining the County’s first five (5) years of Realignment planning to ensure that the goals of “justice reinvestment” as outlined in §3450(b)(7)PC were adequately achieved. In December 2016 the consultant, JFA Institute, delivered a report of their findings and a proposal for future Realignment Plan features and funding. The analysis included the identification of gaps in services and programming, as well as opportunities for practice improvements, while retaining focus on evidence-based strategies towards the goal of increasing public safety while holding justice-involved individuals accountable. The report also included an examination of data gathering needs and approaches to enhance Realignment goals, recommendations regarding the integration of mental health treatment strategies into practices, and suggestions specific to the enhancement of community awareness of and involvement in the CCP process, including a better means of incorporating community and stakeholder input.

The JFA report can be viewed at <http://www.countyofsb.org/probation/asset.c/717>.

The CCP Workgroup was tasked with and provided the CCP with programmatic and resource reallocation recommendations while establishing three (3) teams to design and evaluate significant new programs in the areas of pretrial supervision services, jail programming expansion within the Sheriff's Treatment Program (STP), and mental health housing. Additional identified areas of enhancement include community engagement and data sharing.

## JFA Identified Gaps

- In-House Jail Program for All Realignment Inmates
- Jail Classification System (Sheriff Program)
- Transitional Residential Treatment Beds for People with Mental Health Needs
- Forensic Beds for Current Inmates with Severe Mental Health Disorders
- Supervised Pretrial Release Program
- Employment, Job Readiness, Residential, and Transportation Services
- Victim Compensation
- Scope of UCSB Evaluation
- Information System Needs

## IV. Plan Revisions

### Pretrial Supervised Release Program

The new Pretrial Supervised Release Program will expand the existing Pretrial Services Program through the Superior Court. This expansion is designed to safely maintain in the community those individuals who are deemed appropriate for pretrial release both pre and post arraignment and will include a community supervision component. An evidence-based risk assessment tool, the Virginia Pretrial Risk

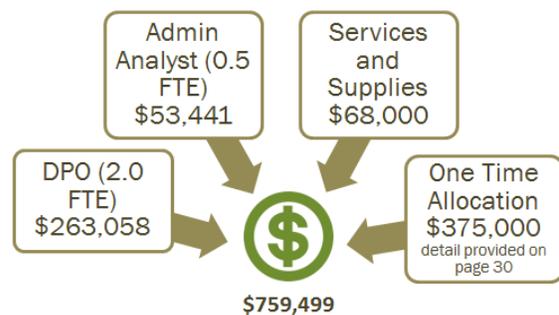
Assessment Instrument (VPRAI) will be utilized to assess the risk of re-offense while pending court and probability of the defendant's appearance at future court hearings and will aid in release decisions. Through this assessment process, some individuals previously deemed unsuitable for release, may be released into a supervised release program. After the initial assessment of each defendant, if initially denied

release, program staff will perform periodic reviews to determine the outcomes of adjunct cases or changes in circumstance that may better situate individuals for pretrial release. Judicial officers may order defendants to be monitored by Global Positioning System (GPS) and Secure Continuous Remote Alcohol Monitoring (SCRAM), drug testing, telephone check-in, and face-to-face check-ins at home or at the PRRC.

Program staff will include two (2) Deputy Probation Officers (DPO) connected to the Probation Report and Resource Center (PRRC) programs already in place in Santa Barbara and Santa Maria and one half time (0.5 full time equivalent [FTE]) Administrative Analyst to collect and measure the performance of the program. This program is anticipated to commence in July 2017.

### Jail Programming (Expanded Sheriff's Treatment Program)

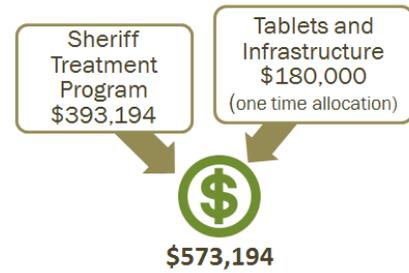
In order to broaden programming and provide intensive and appropriate services to all higher risk populations (as recommended in the JFA report), the Sheriff's Treatment Program (STP) will be expanded to deliver other evidence-based learning and rehabilitation opportunities for inmates in the Santa Barbara County Jail. This expansion will increase the delivery of targeted CBT interventions, as proven most effective in reducing the recidivism of the community's most costly criminal offenders. Technology will be leveraged through the use of Edovo tablets to allow STP to serve the harder to reach populations in the jail. This will create opportunities to learn new behaviors and skills that prepare them for in or out of custody treatment, reentry and a pro-social life.



Currently STP accommodates approximately 13% of the male protective custody population, 20% of the female general population and only 3% of the male general population at any given time. Many inmates with shorter stays in custody will benefit from tablet-based instruction with robust programming that meets a “just in time” intervention model and will enhance their chances of continuing out of custody programming. Priority will be placed on increasing the ability to provide programming to the general population males. This will also provide access to the largest number of Realigned and the higher risked justice-involved population who are likely to remain incarcerated for a longer period. The STP will be expanded in the following two (2) ways:

1. Triple the male general population served by STP by adding two (2) additional counselors and one (1) escort officer who would also have some responsibility for the second recommendation below.
2. Increase accessibility of program options geared toward reducing recidivism and developing pro-social skills for a broader number of inmates in the County Jail. Ninety (90) Edovo tablets would allow the jail programs unit to expand services to a harder to reach population with a higher in custody security classification.

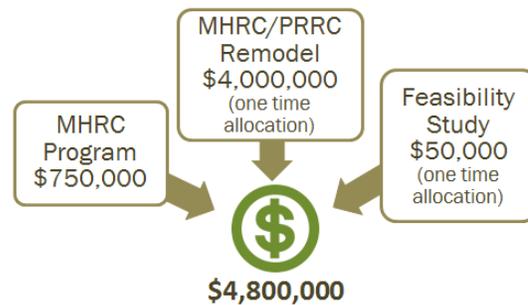
**Figure 2: Sheriff Treatment Funding**



## Mental Health Treatment Beds

One of the primary gaps identified by the CCP Workgroup includes the need for forensic beds for inmates with severe mental health disorders. In response, one-time resources have been allocated to begin the process of designing and constructing a 15-bed Mental Health Rehabilitation Center (MHRC) at the former Santa Barbara Juvenile Hall site. Prior to commencing the capital project, a feasibility study will be conducted. The feasibility study will include facility issues specific to the proposed MHRC as well as Probation Report and Resource

**Figure 3: Mental Health Services Expansion Funding**



Center (PRRC) and other ancillary Probation operations that currently occur at that site that would need to be relocated. It is hoped that the facility renovation would be completed by April 2018. Approximately two (2) months of budgeted ongoing operational service funding have been included in the FY 2017-2018 Realignment budget. However, prior to renovations commencing additional programmatic feasibility planning and budget development will be required. Identification of ongoing revenue for operations from future Realignment budgets, other sources, or a combination of both should occur prior to any capital investments.

The Santa Barbara MHRC will have a program focus on individuals involved in the criminal justice system including those needing restoration to competency services. Those referred to

the facility will have a history of severe mental illness and involvement with the criminal justice system who cannot be properly treated at lower levels of care. The program will provide psychosocial rehabilitation programs in a secure, residential setting with a focus on brief lengths of stay. During their residency, justice-involved individuals will participate in independent life skills training, behavior intervention, vocational and pre-vocational training, self-advocacy, peer counseling, and case management. Individuals will receive group/individual counseling or therapy, crisis intervention, provision of educational services and remediation, self-control and symptom management assistance.

## Community Engagement

The JFA report identified a need for greater community engagement with the CCP. At the same time, the Reentry Steering Committee has been expanding their membership to include community organizations and members. Through this combined effort, a “community engagement committee” will be designed to conduct outreach and seek input from the larger community, and identify the most effective strategy to ensure continued community engagement in criminal justice Realignment. The end result could be the creation of a “Community Advisory Board”, or the issuance of a Request for Proposal (RFP) to fund a community-led effort. Additionally, the Reentry Steering Committee will be targeting the expansion of the existing base of community organizations to include partners not formally involved in reentry, but who share a common mission.

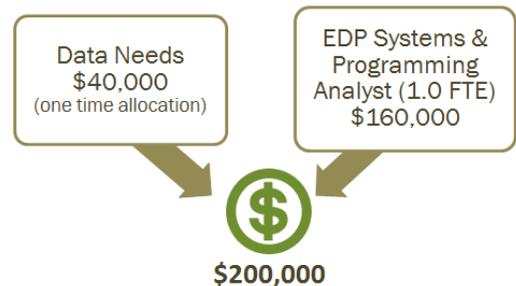
**Figure 4: Community Engagement Funding**



## Data Sharing Committee

A Criminal Justice Data Committee (CJDC) was relaunched in January of 2016. Participating agencies include the Sheriff’s Office, District Attorney’s Office, Public Defender’s Office, Superior Court, Probation Department, Lompoc Police Department, and DBW. The committee’s mission is to increase the effectiveness and efficiency of participating members by utilizing technology to improve data collection and analysis, outcome measurement and reporting.

**Figure 5: Data Needs Funding**



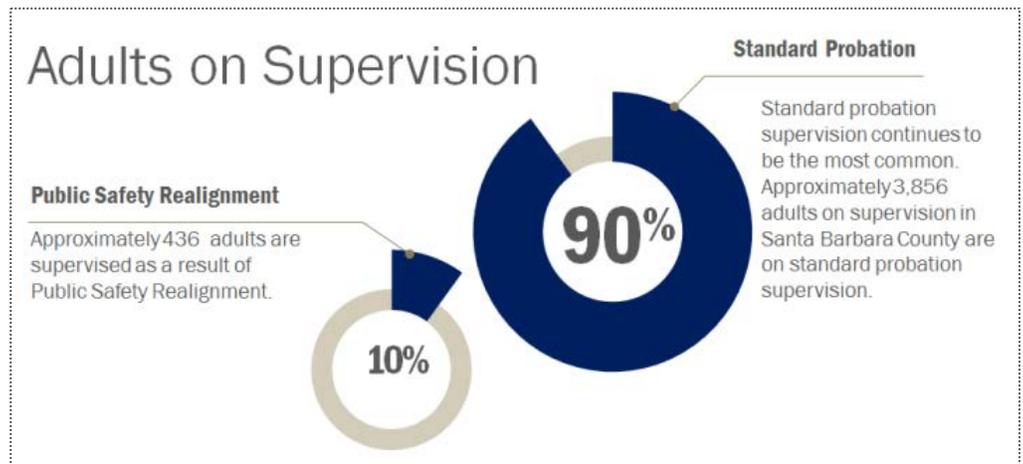
The CJDC is focusing on a data exchange infrastructure, process and governance between participating agencies to ultimately enhance the ability to collect and analyze data on shared clients and improve data integration and processes between agencies. As an initial step towards achieving those goals, a MNI project began in late 2016. The MNI allows for data linkages across agency systems regardless of where a person’s data exists. The initial phase is a Proof of Concept pilot using Probation and Sheriff data and applies a flexible technological architecture to support the addition of more County partners as the project scales in the future.

## v. Population

Realignment introduced two (2) new populations under the supervision and responsibility of local County jurisdiction. The first is the Post Release Community Supervision (PRCS) population of justice-involved individuals who are exiting prison after serving a commitment for a non-violent, non-serious felony and who are not deemed to be high risk sex offenders. The second population consists of justice-involved individuals convicted of a non-violent, non-serious offense and who are not registered sex offenders (NX3) without disqualifying offenses (current or prior), who will serve their felony sentence locally. These NX3 individuals, can be sentenced pursuant to §1170(h)(5) PC to a straight commitment to County Jail known

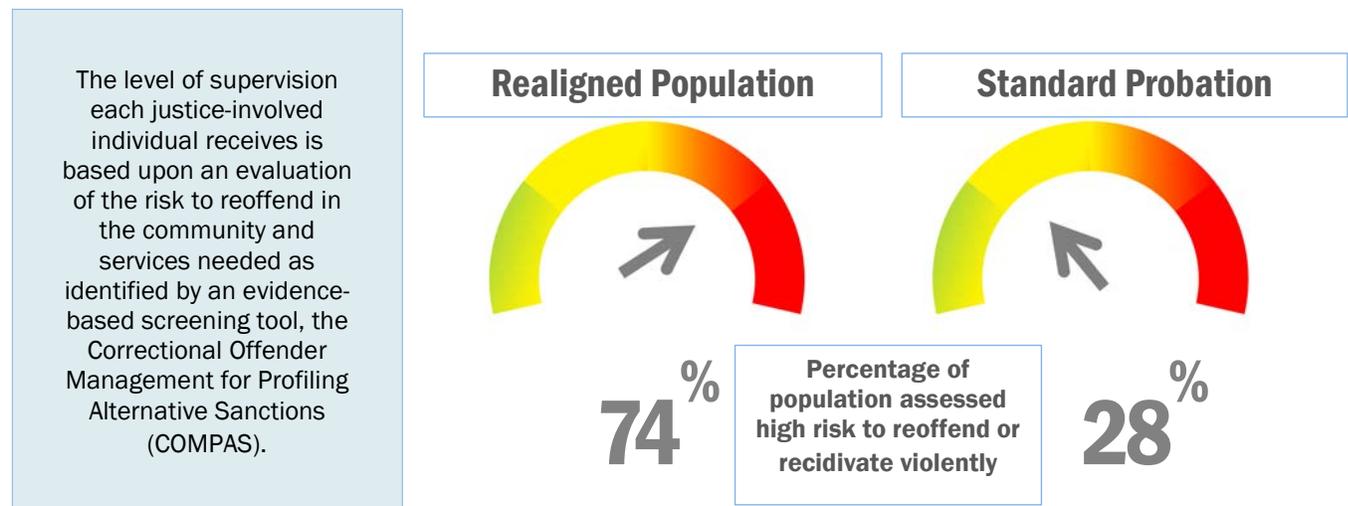
locally as a PRAIL sentence or subject to a split sentence of a period of jail time followed by mandatory supervision by Probation (Post-Sentence Supervision or PSS), as ordered by the Court.

**Figure 6: Supervised Populations**



As can be seen in Figure 6, the number of individuals supervised under Realignment is a relatively small percentage of the total supervised population in Santa Barbara County. Although only 10% of the total, 74% of this population have been assessed as high risk to

**Figure 7: Criminogenic Risk of Supervised Populations**

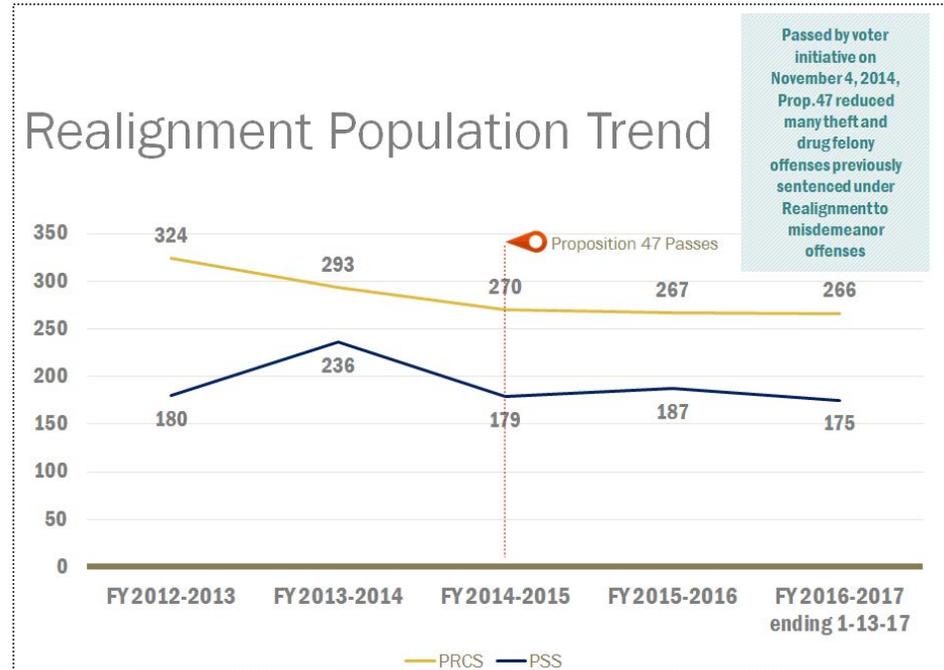


reoffend or recidivate violently. This compares to 28% of those on standard probation supervision (Figure 7).

The number of justice-involved individuals under Realignment supervision has been fairly stable since FY 2014-2015 (Figure 8). In addition, Proposition 47 (Prop 47) has not reduced the PSS population to date.

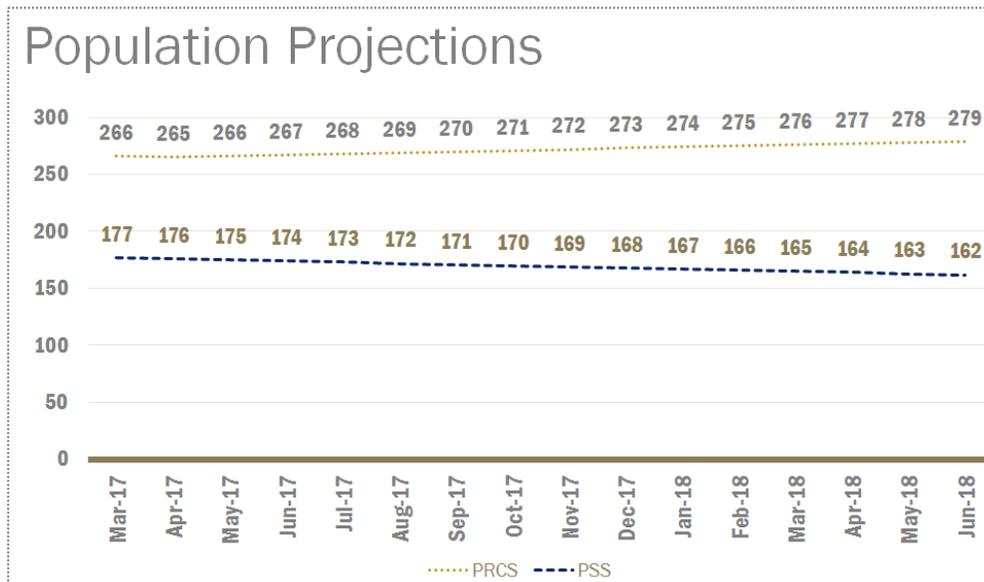
Assuming no additional legislative changes, approximately 441 Realigned offenders are projected as of June 2018 (Figure 9). As is indicated below, this total consists of 279 PRCS offenders and 162 PSS offenders at fiscal year-end. Figure 10 further refines this total to include the number of individuals projected to enter onto supervision each month and those anticipated to exit. The

**Figure 8: Population Trend**



Realigned population continues to be monitored on a monthly basis. The “Realigned Operational Impact Report” is assembled with data received from the Courts, Sheriff and Probation (see attachment #2 for the months of July 2016 through November 2016).

**Figure 9: Population Projections**

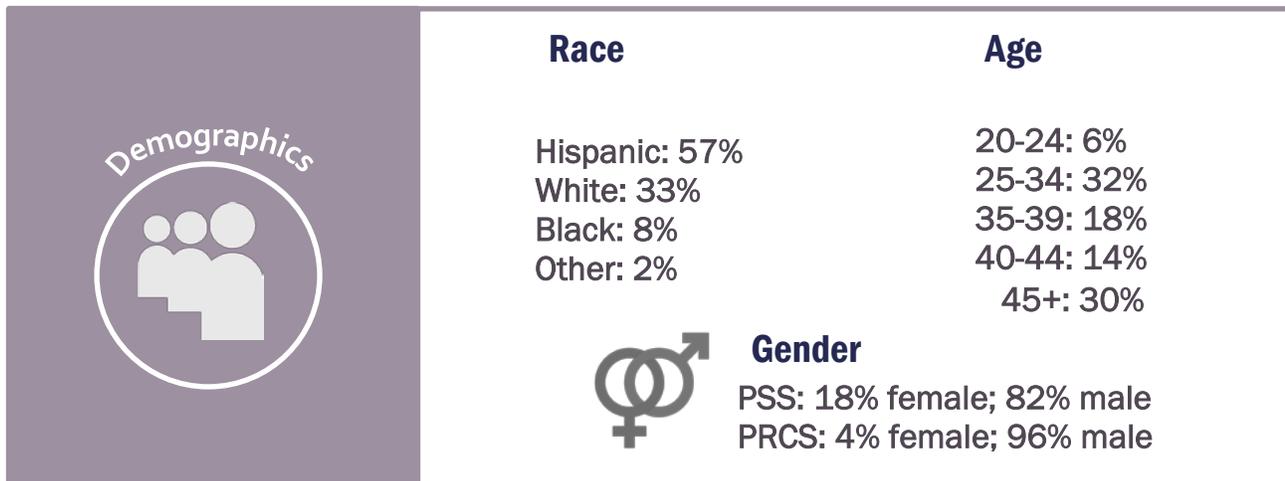


**Figure 10: Projected Entries and Exits**

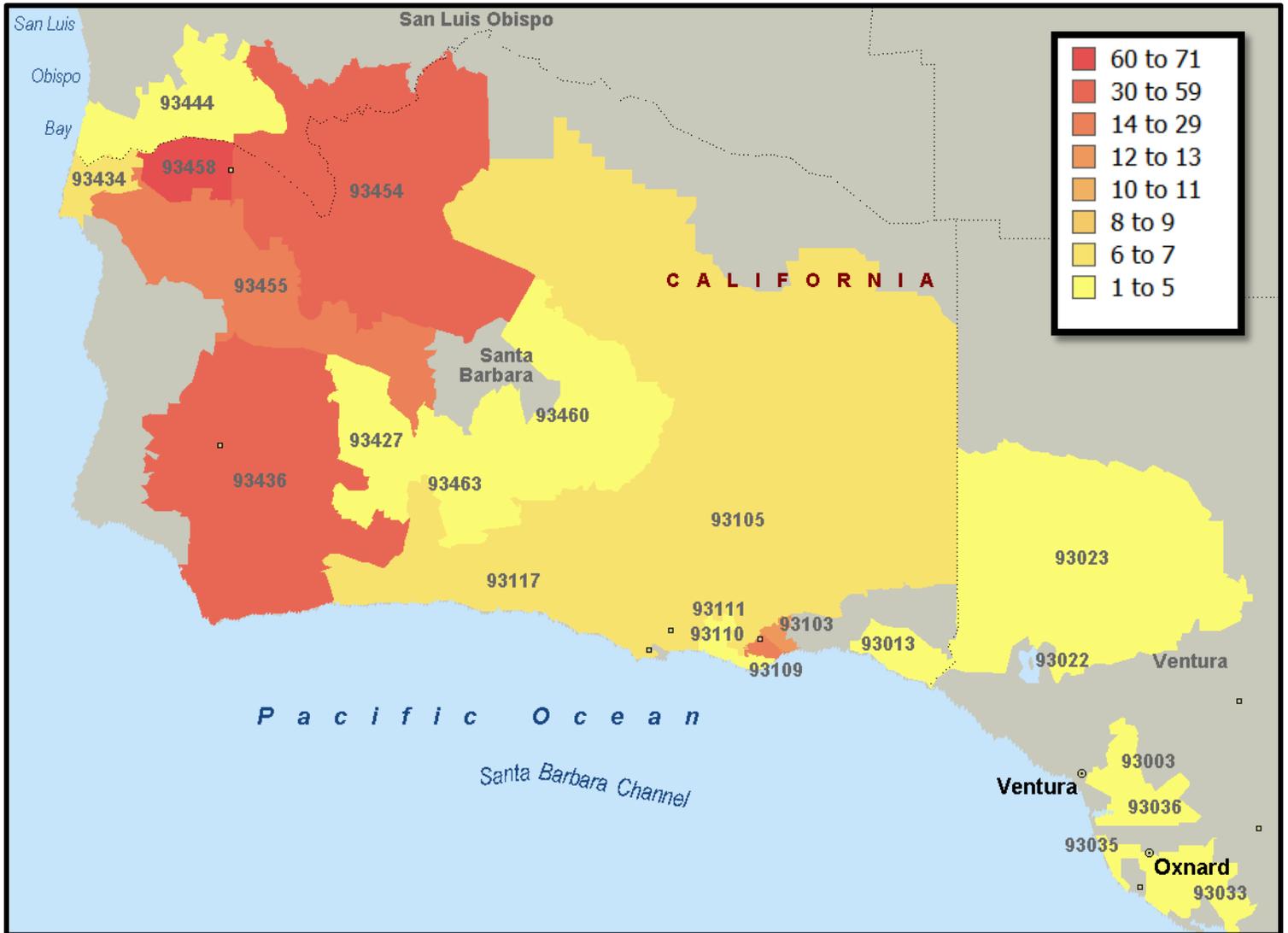
<b>PRCS PROJECTIONS</b>				<b>PSS PROJECTIONS</b>			
Month	Enter	Exit	Total	Month	Enter	Exit	Total
Mar-17	9	9	266	Mar-17	5	6	177
Apr-17	11	12	265	Apr-17	5	6	176
May-17	12	11	266	May-17	5	6	175
Jun-17	12	11	267	Jun-17	5	6	174
Jul-17	12	11	268	Jul-17	5	6	173
Aug-17	12	11	269	Aug-17	5	6	172
Sep-17	12	11	270	Sep-17	5	6	171
Oct-17	12	11	271	Oct-17	5	6	170
Nov-17	12	11	272	Nov-17	5	6	169
Dec-18	12	11	273	Dec-17	5	6	168
Jan-18	12	11	274	Jan-18	5	6	167
Feb-18	12	11	275	Feb-18	5	6	166
Mar-18	12	11	276	Mar-18	5	6	165
Apr-18	12	11	277	Apr-18	5	6	164
May-18	12	11	278	May-18	5	6	163
Jun-18	12	11	279	Jun-18	5	6	162
<i>Last updated 03-08-17</i>				<i>Last updated 03-08-17</i>			

Figure 11 displays demographic distribution of the Realigned population by race, age and gender.

**Figure 11: Demographic Distribution**



**Figure 12: Distribution of the Santa Barbara County Realigned Population as of January 31, 2017**



# VI. Current Program Strategies

## A. Jail Population Management

To address public safety and guarantee that those justice-involved individuals who require a custody setting have a jail bed, and to provide short flash incarcerations as needed, Realignment funding must include additional jail resources. Due to classification requirements, Realigned inmates are housed throughout the jail facilities. The funded jail positions help to ensure there is adequate staff available to address and respond to the needs of the inmate housed in the facilities. This includes, but is not limited to: supervision during housing, booking and release processes, meals, medical and mental health services, movement related to programming opportunities, and emergency response. The number of Realigned justice-involved individuals represents approximately 9% of the jail's population.

Additionally, prior to the implementation of the Realignment Act, the Santa Barbara County Sheriff's Office (SBSO) was able to collect approximately \$375,000 annually from the State to help offset a portion of the cost of incarcerating State parolees who were held solely on a parole revocation. Once the Realignment Act was implemented, the State was no longer required to provide money to house State parole offenders in local jails. The Realignment funds provided to the SBSO for jail custody replace this lost State revenue, and provide increased funding due to the fact that many more justice-involved individuals that would have previously gone to the State are now held in the County Jail.

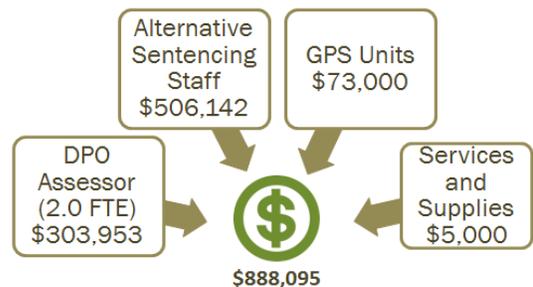
Figure 13: Jail Population Management Funding



## B. Alternative Sentencing Strategy

Alternatives to incarceration, as managed by the SBSO, are made available to the general jail population, including the Realigned population providing they meet eligibility criteria. Inmates who are not automatically disqualified because of their conviction charges are assessed with evidence-based instruments to determine their eligibility for release on an alternative program. Additionally, Realignment currently funds two (2) FTE DPOs who are embedded at the Alternative Sentencing Bureau (ASB) office. These DPOs conduct evidence-based risk assessments predictive of future recidivism and violence, as requested, on inmates being considered for placement into the Electronic Monitoring (EM)

Figure 14: Alternative Sentencing Funding



Program, targeting those who have remained in-custody for 14 days or longer. These assessments are used to help determine placement into the EM Program. In addition to the evidence-based instruments, the pre-sentence report and Court commitment period, in-custody behavior, participation and progress in jail programs and services, eligibility based on current charges and prior convictions, and the availability of alternatives to incarceration best suited for the offender are considered in the decision making process.

Funding of alternative sentencing in the County’s Realignment budget was historically based upon interest in releasing more inmates on GPS in order to mitigate the need for increased jail bed days. Although the ASB has continued to work diligently with the Probation Department to screen eligible inmates for release, as the population of lower risk inmates has appropriately decreased over the past few years, the population eligible and suitable for release on alternative sentencing narrows. As there has been a marked decline in the numbers of individuals released from jail on GPS, the CCP requested an analysis of what could be done to increase the alternative sentencing population. The Sheriff’s Office will begin to monitor trends in alternative sentencing (both general population and Realigned offenders) via comparison of a baseline number of participants to ongoing usage, and will identify a targeted program enrollment goal. Additionally, staff intend to research other counties’ successes in the assignment of early release credits under §4019 PC so as to incentivize participation in alternative sentencing programs.

### C. Community Supervision & Case Management

With the overarching goal of reducing recidivism, the Santa Barbara County Probation Department remains committed to evidence-based interventions and approaches to supervision of justice-involved individuals through the application of the principles of risk, need, and responsivity. Regional Realignment Wraparound Team meetings are held in all regions of the County and are a fundamental element of the successful collaboration with CBOs and the DBW. On a monthly basis, DPOs, housing providers, and CBOs meet to discuss new clients being released into the community and strategies to intervene with those that are having difficulties. The communication between organizations continues to improve, and the teams have become well-positioned to be proactive in holding individuals accountable and utilizing intervention programs specific to offender needs.

**Figure 15: Community Supervision and Case Management Funding**



<b>Community Supervision and Case Management</b>	
<b>Supervision and Support</b>	
• Probation Manager (0.5 FTE)	101,576
• SPO (2.0 FTE)	355,791
• AOP (2.0 FTE)	<u>184,248</u>
<i>Subtotal Supervision &amp; Support</i>	641,615
<b>PRCS &amp; PSS</b>	
• DPO Sr (1.0 FTE)	160,812
• DPO (14.0 FTE)	<u>2,053,208</u>
<i>Subtotal PRCS &amp; PSS:</i>	2,214,020
<b>Operating Expenses</b>	
• Vehicle Costs and Travel Expenses	46,100
• Services and Supplies	<u>33,000</u>
<i>Subtotal Operating Expense:</i>	79,100
Urinalysis	<u>10,000</u>
<b>Total Community Supervision &amp; Case Management</b>	<b>\$2,944,735</b>

Realigned offenders continue to be supervised by DPOs on caseloads with a 40-1 ratio. Rapport building between the client and the DPO is key to working with a high risk population, and all DPOs have been trained in Motivational Interviewing, with several officers achieving “proficiency”. Violation Response and Incentive Matrix’s continue to be utilized and are now deployed countywide for DPOs to utilize in determining individualized, appropriate, and proportional responses to non-compliant behavior and to incentivize the change process. By overlaying offenders’ risk factors with the seriousness of behavior, and considering any present stabilizing or destabilizing factors, appropriate and objective responses are applied.



After discharge from supervision, Crystal contacted Probation to share that she is now employed fulltime with Caltrans.

## D. Collaborative Efforts

### Regional Response Teams

- **Compliance Response Teams (CRT)**

Two (2) of the County’s three (3) CRTs are funded via Realignment. Each team consists of a Deputy Sheriff and a Senior DPO, and a SBSO Sergeant also provides direct supervision in the field and oversees tactical operations.

These Officers provide enhanced monitoring for justice-involved individuals on the PRCS and PSS caseloads and support local law enforcement in incidents involving the Realigned population. Additionally, the CRTs conduct compliance monitoring checks through random home visits, perform searches, facilitate and lead warrant apprehension teams,

respond to high level GPS alerts, and complete other identified duties. This past year, the team has been extremely successful in removing illegal firearms from the community and in seizing controlled substances. They have also rendered assistance to local law enforcement departments in several large scale criminal investigations. As their involvement in these investigations, which are typically related to some level of criminal activity involvement by Realigned individuals, has grown over the past two (2) years, compliance checks and searches have decreased. Performance measures have

Figure 16: Collaborative Efforts Funding

Collaborative Efforts	
<b>Regional Response Teams</b>	
• DPO Sr (2.0 FTE)	325,064
• DSO (2.0 FTE)	371,363
• Deputy SGT (1.0 FTE)	222,664
• Services and Supplies – Sheriff	2,420
• Vehicle Costs – Sheriff	<u>70,000</u>
<i>Subtotal Regional Response Teams:</i>	991,511
• Regional Realignment Response Activity Fund (Guadalupe PD)	<u>5,000</u>
<b>Total Collaborative Efforts:</b>	<b>\$996,511</b>

been put into place to provide 20% increase in compliance checks, and the CCP Workgroup will receive periodic updates throughout the year.

- **Regional Realignment Response Fund**

Guadalupe Police Department (GPD) is budgeted \$5,000 to support operations on an overtime basis to respond to incidents related to the Realigned population of justice-involved individuals and to participate in multi-agency operations to conduct warrant apprehensions or other operations as coordinated by the CRTs. As the smallest police department, it was determined that GPD required this funding to continue their activities under Realignment.

### Mental Health Services

As approximately 20% of PRCS clients require psychiatric services when released from prison, DBW has in place a dedicated Realignment Clinic to accommodate the immediate and unique needs of this clientele. A psychiatrist and a Licensed Psychiatric Technician (LPT) are dedicated to serving Realigned clients throughout the County, providing a full range of psychiatric services including assessment, medication management, case management, and direct communication with Probation. In the cities of Santa Maria and Santa Barbara, DBW staff are housed at the PPRCs, allowing for easy access for clients and enhanced collaboration between departments.

Since July 1, 2016, 41 Realigned clients have received clinical assessments. The assessment process includes patient documentation (Release of Information (ROIs), treatment authorization, patient rep information, HIPAA advisement), a 60-90 minute clinical intake assessment with documentation, treatment planning, and any additional referrals that need to be made to outpatient therapy or higher level of care services. Once clients complete the clinical assessment process, they are placed immediately on the psychiatric schedule and are usually seen the same day or the following week. Clients are seen again for re-assessment and treatment planning after 12 months. Follow up appointments also occur if their symptoms change and in the event they need additional services for referrals, or to be linked to the County for services pending discharge from supervision.

**Figure 17: Mental Health Funding**



<b>Mental Health</b>	
• Psychiatrist - DBW (0.5 FTE)	191,143
• Psychiatric Technician - DBW (1.0 FTE)	111,912
• MH Practitioner/Post Doc Intern - DBW (0.5 FTE)	67,157
• Additional MH Services - DBW	34,352
• MHRC Program	750,000
• Pharmaceuticals	<u>20,000</u>
<b>Total Mental Health:</b>	<b>\$1,174,564</b>



**Probation's Report and Resource Center in Santa Maria**

## Discharge Planning

Reentry and discharge planning incorporates the fundamental evidence-based practice of a collaborative structure and joint ownership between County departments and Community-based organizations (CBO). The Santa Barbara Discharge Planning Team is comprised of personnel from the SBSO, Probation Department and Public Defender. The team consists of one (1) Community Release Specialist, and one (1) Discharge Planner that work in tandem with two (2) DPOs to assist in the assessment process and

reentry planning for those released early from jail and who are under the community supervision of the Probation Department. Additionally, as part of the Discharge Planning Team, two (2) Social Workers, employed through the Public Defender's Office, assist in release planning for pre-sentenced individuals and those being released without any supervision. Throughout the past year, DBW Justice Alliance staff have joined the bi-weekly team meetings to discuss reentry planning strategies for common clients.

To ensure that limited resources are appropriately directed and effectively coordinated, these staff members work closely with custody personnel, jail medical/mental health staff, drug and alcohol counselors, and local community providers. The Discharge Planning Team also provides individuals with assistance in obtaining valid government issued identification, applying for benefit entitlements such as Medi-Cal, supplemental and disability social security income, veteran's benefits and housing programs. In the first eight (8) months of FY2016-2017 the Discharge Planning Team has processed over 1,243 referrals for assistance. Additional resources have been allocated to the Public Defender's Office to expand abilities to offer transportation alternatives to justice-involved individuals being released from jail who require assistance getting to treatment programs, residential programs, or sober living environments. Through the design and implementation of individualized release plans, justice-involved individuals can receive the needed treatment and services directed towards their success in the community.

*In the first eight (8) months of FY 2016-2017, the Discharge Planning Team processed over 1,243 referrals for assistance*

*Michael was released from jail in June of 2016. He obtained subsidized housing at the Good Samaritan Sober Living Home to assist during the transition and was a full time student at Allan Hancock College. He volunteered over 100 hours at the college, in the library, learning center, and gym. He is currently enrolled in Leadership courses and his professor has submitted his name for the Presidential Community Service Award.*

**- MICHAEL  
Age 39, Santa Maria, CA**

## Collaborative Courts

Realignment funds also currently augment District Attorney (DA) staffing in the Collaborative Courts (CC) by 1.0 FTE, allowing full time staffing of both northern and southern regions of the County by dedicated, trained and experienced senior level attorneys. This strategy of investing in CCs is specifically authorized under §1230(d) PC as a justice reinvestment strategy, which states that drug courts are one way to “maximize the effectiveness of criminal justice resources.” Because justice-involved individuals assigned to these Courts are often charged with Realignment eligible felony offenses, CCs can provide a therapeutic and positive alternative to jail that can end the cycle of recidivism. Using the same criteria as described for alternative sentence releases, evidence-based assessment tools are used for both populations to determine the appropriateness for early release and to develop the reentry service case plans. Ideally, the assessment and planning activities will occur 45 days prior to an offender’s release to ensure the connectivity of the offender to the services required prior to his/her release from incarceration.

**Figure 18: Discharge Planning/Collaborative Courts Funding**



Discharge Planning/Collaborative Courts	
• Community Release Specialist - Sheriff (1.0 FTE)	93,004
• Contract Discharge Planner - Sheriff (1.0 FTE)	79,137
• Services and Supplies - Sheriff	2,420
• Collaborative Courts - District Attorney (1.0 FTE)	278,494
• Social Workers - Public Defender (2.0 FTE)	215,961
• LOP - Public Defender (1.5 FTE)	51,863
• Travel Expenses - Public Defender	<u>33,006</u>
<b>Total Discharge Planning/Collaborative Courts:</b>	<b>\$753,885</b>

## Subsidized Sober Living Environments (SLE) & Detox

A significant barrier for the Realigned population is housing. To maximize treatment effectiveness and positive outcomes, housing options are essential. Sober living, transitional housing, and detox are all vital components in the effort to stabilize these justice-involved individuals. In March 2017, 10% of the Realigned population reported as transient. While multiple sober living home providers are available throughout the County, not all are equally

**Figure 19: Subsidized Sober Living Funding**



positioned in their ability to manage the variety of challenges presented by this population. In addition to continuing current partnerships, further outreach and collaborative efforts will be made in the coming year to engage in new partnerships with the housing community in seeking affordable options and expanding capacity for this population.

*I started at the Santa Barbara PRRC on October 26. My job is to help transient clients towards getting housing. The process of getting housing from homelessness is kind of like climbing a ladder, where the top is having stable, permanent shelter and the self-sufficiency to maintain it, and the bottom is living on the street without an income or access to other resources. The clients I work with start on different rungs of the ladder, so they have different needs to help them reach the next step." I am currently working to some degree with about 35 clients, and there are many more that I'm trying to get to the PRRC to meet with. I've been able to get several clients off of the streets and into shelters, and I've also gotten some long-term homeless clients on to housing lists where hopefully they will be able to get homes soon. One success story (so far) is client David. I first met with David the day after he got out of jail, and he had several issues he needed help with. Due to his eagerness to get his life moving again, I was able to get a lot of things done with him in just a few days. I got him off the street, first into the Rescue Mission and then into PATH ... I provided him with some basic supplies and helped him get a referral to Unity Shoppe where he could get clothing...helped him get a California ID—at no fee—and patched him up with his birth certificate... With his IDs good to go and his housing situation stable for the time being, he has been able to work on his job search and has gotten interviews already."*

**- BEN**  
**AmeriCorps Outreach Worker**

## Treatment and Reentry Services

A new partnership was established this year with AmeriCorp through The United Way of Santa Barbara County. A fulltime staff is housed at each PRRC to provide engagement and outreach to justice-involved individuals who are experiencing homelessness or at risk of being homeless. Through their engagement, they assist in addressing barriers that lead to residential instability.

A wide array of treatment services continue to be provided to Realigned justice-involved individuals based on their risk and needs' assessments, as well as any statutorily-required programs. Treatment services are provided primarily at the PRRCs, and funding supports the operating costs of the PRRCs, as well as contracts with numerous CBOs. CBT continues to be an evidence-based intervention effective in reducing recidivism with high risk offenders.

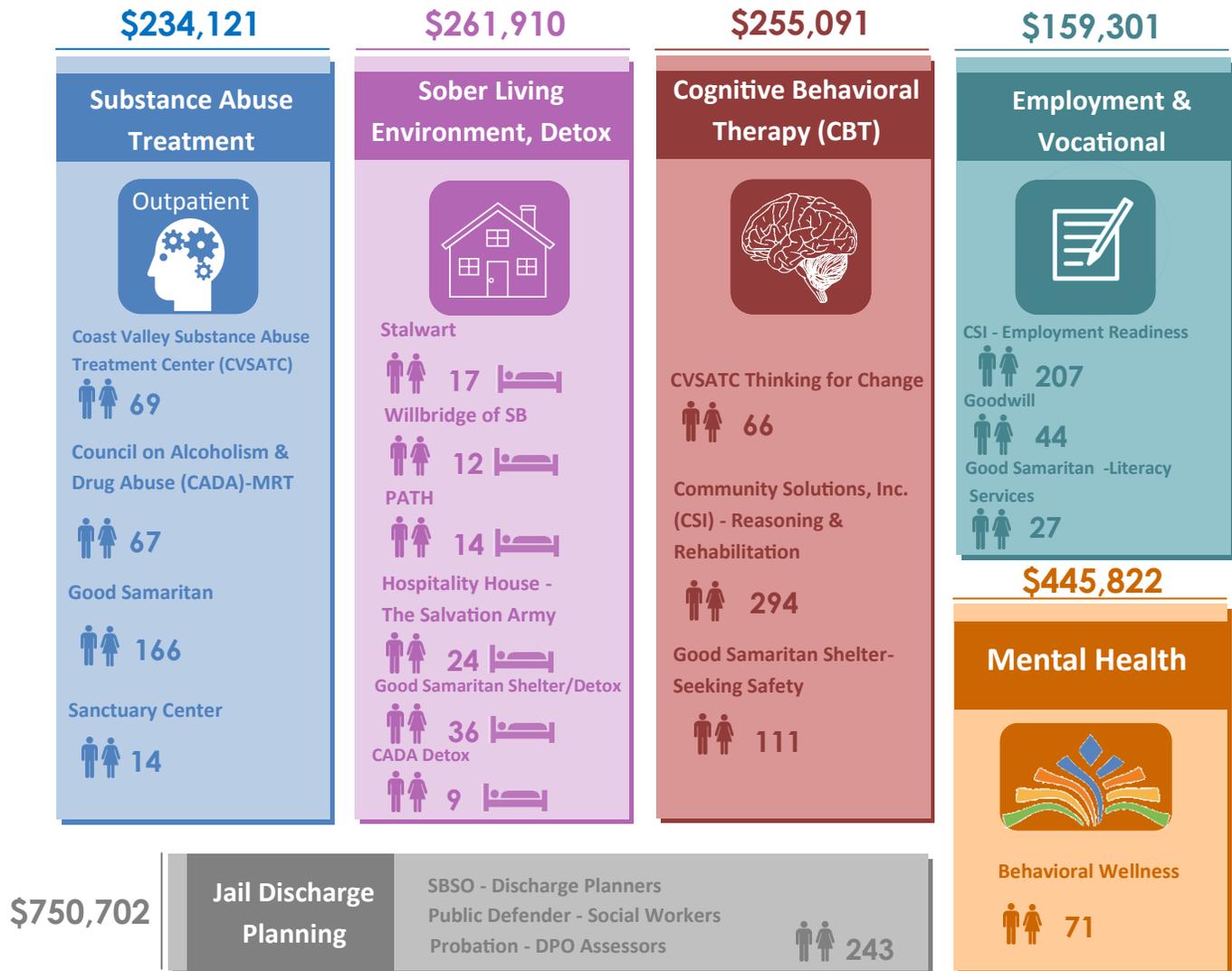
MRT targeting substance abuse was implemented throughout the County this past year as was a CBT-based employment program. Other ongoing treatment options include dual diagnosis services, batterers' intervention programs, sex offender treatment and polygraph examinations, job development, CBT, transportation and SCRAM.

*When released from prison, Michael found it difficult to obtain employment. After participating in Goodwill Employment Assistance Program and successfully completing Thinking for a Change, he received assistance from the Offender Support Fund to pay half of his Laborer's Union initiation fees and three (3) months of dues. He has now obtained employment, tested clean and is expected to successfully discharge in April 2017.*

**- MICHAEL**  
**Age 27, Lompoc, CA**

# REALIGNMENT FUNDED TREATMENT & SUPPORTIVE SERVICES

The numbers below represent amounts budgeted for FY 2016-2017 and the number of clients served from July 1, 2016 through March 1, 2017 by service component.



## OTHER SERVICES PAID FOR WITH REALIGNMENT FUNDING

### \$488,590 Probation Report & Resource Centers

Facility costs, case management services, WAGE\$\$, drop-in employment, and offender support funds.

### \$64,790 Additional Supportive Services

Realignment funds additional treatment and supportive services including SCRAM, Batterer's Intervention Program and sex offender treatment, including polygraphs.

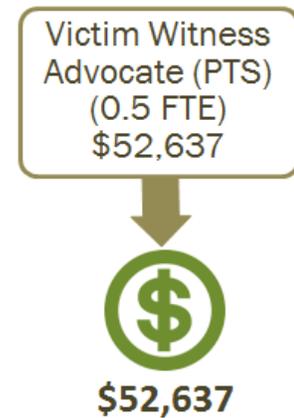
The informational graph above is provided for a generalized overview. It is not all-inclusive but representative of the most frequently used interventions. For specific budget allocations, see Spending Plan Section IX for further details.

## Victim Services

Historically, Victim Witness Advocates were notified of criminal cases involving victims upon receipt of the law enforcement report in the DA's Office and after processing of the case and assignment to an Advocate. At times, this created a lag in contact with the victim of crime. In FY 2017-2018, the DA's Offices will continue to make efforts to provide early intervention to victims of crime at the arraignment stage or sooner.

The Victim Witness Advocate staff has a half-time advocate on call and available in the Arraignment Court in Santa Maria. The Advocate is available to meet in person with victims who come to Court and to contact victims on scheduled cases in arraignment. The Advocate makes contact with victims in person or via phone to assist the Court in the decision making relative to safety concerns, restitution, pretrial release and/or bail adjustments. The Victim Advocate's presence in Court also expedites victims' access to crime prevention strategies, therapeutic interventions, and emergency financial assistance. Since July 1, 2016, 255 units of service have been provided to victims in Arraignment Court, which includes victims' rights notifications, case status, criminal justice orientation, Criminal Protective Order provision, restitution determination and victim compensation assistance.

Figure 20: Victim Services Funding



The shift enhances the ability of the DA's Office to meet the constitutional requirements of Marsy's Law, "to have the safety of the victim and the victim's family considered in fixing the amount of bail and release conditions for the defendant." Early contact expedites information sharing with the DA, the Public Defender, and the Courts. This shift also lends itself to a more comprehensive approach to criminal justice improvements. Often the victim and/or the

victim's family members are well situated to inform the Court about factors that impact their safety and/or factors that contribute to either offender success or failure and how those failures may negatively impact victim and public safety. Ultimately, earlier victim contact will improve overall criminal justice efficiencies including a reduction in SBSO transportation costs to multiple Court hearings, personnel impacts, and Court and staff time, minimizing negative impacts on the system and the victim.

*"Thank you so much for letting me know the final outcome, I am very encouraged to hear the judge's ruling and statements. Thank you to you and [your team] for all of your help and support during this. I definitely could not have made it through all of this without you. I will definitely let the authorities know if he tries to make contact. And please give [the advocates] my heartfelt thanks for all their work on this."*

**- SURVIVOR OF DOMESTIC VIOLENCE**

## Administration

To ensure the proper administration of Realignment funding, Santa Barbara County's CCP recommends a moderate administrative expense relative to each County department's direct program expenditures. Each County department receives 3% of the direct program expenditures they administer, with the exception of DBW, whereas it will receive an adequate percentage of 11.1%. Realignment also requires Auditor-Controller resources resulting in the dedication of 0.5% of countywide direct Realignment expenditures to fund such requirements.

**Figure 21: Administration Funding**



Administration	
• Probation Admin (3.0%)	186,769
• Sheriff Admin (3.0%)	85,057
• DBW (11.1%)	41,258
• District Attorney (3.0%)	9,934
• Public Defender (3.0%)	9,025
• Auditor-Controller (0.5%)	<u>59,924</u>
<b>Total Administration:</b>	<b>\$391,967</b>

# VII. Data Collection & Evaluation

Data collection is integral to any data-driven system, as well serving as the foundation of a quality evaluation. Santa Barbara County continues its commitment to meaningful data to support research and evaluation efforts, as well as information-led policy decisions.



## Leveraging Local Resources

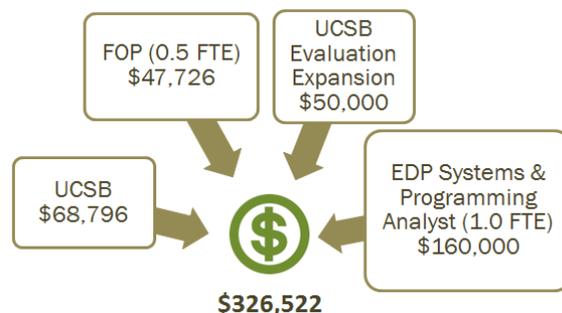
The UCSB research team is well situated to aid the County in effective Realignment implementation. Funding continues to support the team in their evaluations of:

- **Public Safety Realignment and the Realigned population.** The current evaluation aims to understand factors related to recidivism in client populations within Santa Barbara County, as well as the prevention and intervention of risk factors that lead to recidivism. Future reports will further focus on the efficacy of treatment interventions and modalities. The current report can be viewed at <http://www.countyofsb.org/probation/asset.c/580>.
- **Santa Barbara County Drug Court and Santa Maria Mental Health Treatment Court.** Realignment funding continues to support evaluation of the CCs. As a result of the research team’s previous evaluations, the Courts have implemented numerous recommendations and best practices. The Santa Barbara SATC Report can be viewed at <http://www.countyofsb.org/probation/asset.c/722>. The Santa Maria MHTC Report can be viewed at <http://www.countyofsb.org/probation/asset.c/718>.
- **New for 2017-2018**  
UCSB will conduct an outcome study of the Substance Abuse Treatment Court (SATC) implemented across Santa Barbara County. This will require the development of a new evaluation design, data collection process, analytic strategy, and report template. Additionally, the UCSB research team will conduct an engagement study to determine what factors are related to client engagement in Moral Reconciliation Therapy (MRT) at the PRRCs in Santa Barbara County.

## Findings

- The data for offenders sentenced under §1170(h) PC found that the majority were male (73%), Hispanic (49%) or White (42%) and averaged 35 years of age. Improved recidivism outcomes were noted for those sentenced to probation supervision after completing their jail sentence

Figure 22: Data Collection & Evaluation Funding



when compared to those without probation supervision. The one (1) year recidivism rate following release from jail was 27% and 41% respectively. This is compelling support for reentry supervision and services versus incarceration alone.

- PRCS offenders were generally older (38 years old on average) than those sentenced under §1170(h) PC and were assessed as high risk to recidivate and re-offend violently. The data on PRCS offenders found that the majority identifies as Hispanic (56%) or White (34%) and a quarter (25%) had prior or current gang affiliation.

## **Criminal Justice Data Committee**

The Criminal Justice Data Committee (CJDC) was relaunched in January of 2016. Participating agencies include the Sheriff's Office, District Attorney's Office, Public Defender's Office, Superior Court, Probation Department, Lompoc Police Department, and DBW. The committee's mission is to increase the effectiveness and efficiency of participating members by utilizing technology to improve data collection and analysis, outcome measurement and reporting.

The CJDC is focusing on a data exchange infrastructure, process and governance between participating agencies to ultimately enhance the ability to collect and analyze data on shared clients and improve data integration and processes between agencies. As an initial step towards achieving those goals, a MNI project began in late 2016. The MNI allows for data linkages across agency systems regardless of where a person's data exists. The initial phase is a Proof of Concept pilot using Probation and Sheriff data and applies a flexible technological architecture to support the addition of more County partners as the project scales in the future.

## VIII. Results First

The County's partnership with the Pew-MacArthur Results First Initiative continues to allow local stakeholders the opportunity to apply a cutting-edge method to further incorporate the available evidence and "cost-benefit" into its funding and policy decisions.



### “Guiding the Process”

Results First includes the development of a comprehensive program inventory and a Santa Barbara County-specific cost-benefit model, which estimates long term costs and benefits of investments in evidence-based programs. This comprehensive inventory of programs allows local stakeholders to compare options in order to identify those that most effectively achieve outcomes with the best value for taxpayers. The report can be viewed at <http://www.countyofsb.org/probation/asset.c/724>.

In the last FY, Santa Barbara County began incorporating this work to inform spending decisions. In partnership with Results First, the County introduced specific requirements for providers and agencies requesting funding for criminal justice programming. At the outset of a solicitation, agency representatives are to complete a Criminal Justice Funding Opportunity form to convey information regarding the target population, criminogenic need, desired program outcomes, and available evidence that demonstrates the program is likely effective. Where possible, the form also requests benefit-cost analysis using the Results First approach, or an assessment of the outcomes that are required for the County to break-even on its investment when a benefit-cost analysis is not possible (a novel application of the Results First benefit-cost model). This form can be found at <http://countyofsb.org/probation/crimjustfund.sbc>.

This new protocol allows County agencies to not only systematically consider funding requests but also equips partners with the information needed to provide the County Board of Supervisors with a clear summary of available evidence and a confident recommendation of whether a proposal is likely to be an effective use of County resources.

#### What is Results First?

Results First utilizes County-specific data to calculate and monetize the benefits of operating a program in the County based on its expected effect on recidivism. The Santa Barbara Results First model measures recidivism using the marginal costs associated with each part of the criminal justice system (arrest, prosecution, defense, Court processing, jail, probation, prison, and parole). Participation in Results First allows the County to use public safety performance data (the degree to which a program or strategy reduces recidivism) and County costs to inform decisions about how resources are allocated (See attachment #3).

## Complementing Program Evaluation

The Results First model is able to complement the work of UCSB by monetizing programs found most successful through local evaluation. Utilizing the Results First model and local cost information, the cost-benefits of programs can be calculated to demonstrate the benefits to taxpayers, further embedding evidence and information into decision making.

# IX. Spending Plan

## A. Restricted Fund Balance - One Time Expenditures

<b>One Time Target \$9,514,094</b>	
<b>FY 2017-2018 Recommended One Time Allocations</b>	
Feasibility Study	50,000
MHRC and PRRC Remodel	4,000,000
Community Engagement	75,000
Data Needs	40,000
Prop 47 Data Mining - First Year	132,000
Jail Treatment Expansion Tablets and Infrastructure	180,000
Pretrial Supervised Release Program	375,000
Fund Balance for FY 2017-2018 Operations	260,251
<b>Total Use of One Time Fund Balance:</b>	<b>5,112,251</b>

In FY 2017-2018, a number of new initiatives are receiving one time funding from the Restricted Fund Balance.

- **Feasibility Study**  
The process to remodel a 15-bed MHRC and improve the existing PRRC at the former Santa Barbara Juvenile Hall building will proceed following a feasibility study. Thus, \$50,000 has been allocated for this purpose.
- **MHRC and PRRC remodel**  
One of the primary gaps identified by the CCP Workgroup includes the need for forensic beds for inmates with severe mental health disorders. In response, \$4,000,000 in one time resources have been allocated to begin the process to remodel a 15-bed MHRC at the former Santa Barbara Juvenile Hall site. Additionally, to improve the delivery of services to Realigned individuals, PRRC enhancements will also occur.

- **Community Engagement**  
 A “community engagement committee” will be designed to conduct outreach and seek input from the larger community, and identify the most effective strategy to ensure continued community engagement in criminal justice Realignment. Ultimately, \$75,000 will fund the issuance of a Request for Proposal (RFP) for a community-led effort in the creation of a “Community Advisory Board”.
- **Data Needs**  
 The Criminal Justice Data Committee has continued their work in identifying data gathering gaps and considering methods of data integration across agencies. This is a one time \$40,000 allocation to be used in conjunction with ongoing funds to continue the data efforts and assistance to the individual departments with programming and query or report writing needs.
- **Prop 47 Data Mining – First Year**  
 Following the passing of Proposition 47, petitions have largely been filed by the Office of the Public Defender in response to external requests. With the addition of two paralegal positions a thorough review of paper and electronic records will occur, with subsequent client contact and preparation of Proposition 47 petitions.
- **Jail treatment Expansion Tablets and Infrastructure**  
 Technology will be leveraged through the use of ninety (90) Edovo tablets to allow STP to serve the harder to reach populations in the jail with a higher in custody security classification. This will create opportunities to learn new behaviors and skills that prepare them for in or out of custody treatment, reentry and a pro-social life. An allocation of \$180,000 will allow for the purchase of the Edovo tablets and establishment of improvements in the technological infrastructure at the jail to support their use.
- **Pretrial Supervised Release Program**  
 The new Pretrial Supervised Release Program will expand the existing Pretrial Services program through the Superior Court. This expansion is designed to safely maintain in the community those individuals who are deemed appropriate for pretrial release both pre and post arraignment and will include a community supervision component. A one time allocation of \$375,000 will provide pretrial software implementation and training, computer upgrades, VPRAI risk-assessment tool validation study through UCSB, and supplies.
- **Fund Balance for FY 2017-2018 Operations**  
 A one time allocation of \$260,251 will be used to balance the FY 2017-2018 ongoing budget.

## B. Ongoing Funds FY 2017-2018

The proposed FY 2017-2018 budget of over \$12.3 million continues to be aligned with key efforts focused on jail population management, alternative sentencing, case management, supervision, treatment and support for Realigned offenders, and includes expansion in the areas of mental health housing, pretrial supervision and expanded jail programming. Having the narrative detail of each described in previous sections, the charts included in the following pages detail:

1. The County's FY 2017-2018 Public Safety Realignment Act Budget;
2. A Five (5) Year Use/Source of Funds Trend Summary;
3. A Five (5) Year Use/Source of Funds Trend (Detail); and
4. A Public Safety Realignment Act Restricted Fund Balance worksheet.

# 1. FY 2017-2018 Public Safety Realignment Act Budget

	<u>FY 2017-2018</u>
<b>JAIL CUSTODY</b>	
Jail Staff	1,988,695
Parolee Custody	275,000
Services and Supplies	55,000
<b>Total Jail Custody:</b>	<b><u>\$2,318,695</u></b>
<b>DETENTION ALTERNATIVES</b>	
DPO Assessor (2.0 FTE)	303,953
Alternative Sentencing Staff	506,142
GPS Units	73,000
Services and Supplies	5,000
<b>Total Detention Alternatives:</b>	<b><u>\$888,095</u></b>
<b>COMMUNITY SUPERVISION AND CASE MANAGEMENT</b>	
<u>Supervision &amp; Support</u>	
Probation Manager (0.5 FTE)	101,576
SPO (2.0 FTE)	355,791
AOP (2.0 FTE)	184,248
<i>Subtotal Supervision &amp; Support:</i>	<i>641,615</i>
<u>PRCS &amp; PSS</u>	
DPO Sr (1.0 FTE)	160,812
DPO (14.0 FTE)	2,053,208
<i>Subtotal PRCS &amp; PSS:</i>	<i>2,214,020</i>
<u>Operating Expenses</u>	
Vehicle Costs and Travel Expenses	46,100
Services and Supplies	33,000
<i>Total Operating Expense:</i>	<i>79,100</i>
Urinalysis	10,000
<b>Total Community Supervision &amp; Case Management:</b>	<b><u>\$2,944,735</u></b>
<b>COLLABORATIVE EFFORTS</b>	
<u>Regional Response Teams</u>	
DPO Sr (2.0 FTE)	325,064
DSO (2.0 FTE)	371,363
Deputy SGT (1.0 FTE)	222,664
Services and Supplies - Sheriff	2,420
Vehicle Costs - Sheriff	70,000
<i>Subtotal Regional Response Teams:</i>	<i>991,511</i>
Regional Realignment Response Activity Fund (Guadalupe PD)	5,000
<b>Total Collaborative Efforts:</b>	<b><u>\$996,511</u></b>
<b>MENTAL HEALTH, AOD, RELATED TREATMENT, SUPPORTIVE SERVICES</b>	
Psychiatrist - DBW (0.5 FTE)	191,143
Psychiatric Technician - DBW (1.0 FTE)	111,912

**MENTAL HEALTH, AOD, RELATED TREATMENT, SUPPORTIVE SERVICES**

*(Continued from previous page)*

MH Practitioner/Post Doc Intern - DBW (0.5 FTE)	67,157
Additional MH Services - DBW	34,352
MHRC Program	750,000
Pharmaceuticals	20,000
DPO Sr - PRRC (1.0 FTE)	162,138
DPO - PRRC (1.0 FTE)	171,054
AOP - PRRC (1.0 FTE)	96,990
Sheriff Treatment Program (STP)	393,194
Community Release Specialist - Sheriff (1.0 FTE)	93,004
Contract Discharge Planner - Sheriff (1.0 FTE)	79,137
Services and Supplies - Sheriff	2,420
Collaborative Courts - District Attorney (1.0 FTE)	278,494
Social Workers - Public Defender (2.0 FTE)	215,961
LOP - Public Defender (1.5 FTE)	51,863
Travel Expenses - Public Defender	33,006
Treatment and Re-Entry Services	1,051,292
<b>Total Mental Health, AOD, Related Treatment, Supportive Se</b>	<b><u>\$3,803,117</u></b>

**VICTIM SERVICES**

Victim Witness Advocate (PTS) (0.5 FTE)	52,637
<b>Total Victim Services</b>	<b><u>\$52,637</u></b>

**SUBSIDIZED SLE, DETOX**

**\$320,000**

**PRETRIAL SERVICES**

DPO (2.0 FTE)	263,058
Admin Analyst (0.5 FTE)	53,441
Services and Supplies	68,000
<b>Total Pretrial Services</b>	<b><u>\$384,499</u></b>

**EVALUATION AND DATA ANALYSIS**

UCSB	68,796
EDP Systems & Programming Analyst (1.0 FTE)	160,000
FOP (0.5 FTE)	47,726
<b>Total Evaluation and Data Analysis:</b>	<b><u>\$276,522</u></b>

**ADMINISTRATION**

Probation Admin (3.0%)	186,769
Sheriff Admin (3.0%)	85,057
DBW (11.1%)	41,258
District Attorney (3.0%)	9,934
Public Defender (3.0%)	9,025
Auditor-Controller (0.5%)	59,924
<b>Total Administration:</b>	<b><u>\$391,967</u></b>

**TOTAL FY 2017-2018 Budget:** **\$12,376,778**

**FY 2017-2018**

*(Continued from previous page)*

**FINANCING**

FY 2017-2018 AB109 Allocation (Estimate)	11,619,868
FY 2015-2016 Growth Funds	496,659
Use of Rollover Funds	260,251
<b>Total Financing:</b>	<b><u><u>\$12,376,778</u></u></b>

## 2. Five (5) Year Source/Use of Funds Trend Summary

	<u>FY 2014-2015</u> <u>Actual</u>	<u>FY 2015-2016</u> <u>Actual</u>	<u>FY 2016-2017</u> <u>Adop Budget</u>	<u>FY 2016-2017</u> <u>FYE Estimate</u>	<u>FY 2017-2018</u> <u>Adop Budget</u>
<b>Source of Funds</b>					
<u>State Revenue</u>					
AB109 Allocation	8,657,369	11,078,836	10,438,529	11,619,868	11,619,868
PFY Addl AB109 Allocation	-	417,797	-	-	-
PFY Growth Funds	978,303	700,385	-	496,659	-
Planning Funds	150,000	150,000	-	150,000	-
Unanticipated Sales Tax Adj	21,062	-	-	-	-
Total State Revenue:	<u>9,806,734</u>	<u>12,347,018</u>	<u>10,438,529</u>	<u>12,266,527</u>	<u>11,619,868</u>
<u>Decrease To AB109 RFB</u>					
Use of PFY Unspent Allocation	306,806	-	-	-	756,910
Consultant for JMS - Sheriff	25,000	-	-	-	-
Consultant for Strategic Plan-CEO	-	-	-	94,800	-
Consultant for PTS - Courts	-	20,000	-	-	-
Bruce Thomas - CJDC	-	-	-	11,252	-
Trainings, Conferences	-	48,326	-	25,000	-
Total Decrease To AB109 RFB:	<u>331,806</u>	<u>68,326</u>	<u>-</u>	<u>131,052</u>	<u>756,910</u>
Total Source of Funds:	<u>10,138,540</u>	<u>12,415,344</u>	<u>10,438,529</u>	<u>12,397,579</u>	<u>12,376,778</u>
<b>Use of Funds</b>					
<u>Component Expenditures</u>					
Jail Custody	2,249,830	2,307,425	2,346,974	2,346,974	2,318,695
Detention Alternatives	767,083	755,147	853,927	850,983	888,095
Community Supervision	2,482,770	2,588,588	2,823,890	2,657,964	2,944,735
Collaborative Efforts	846,399	826,681	964,041	764,580	996,511
MH, AOD, Tx	1,717,867	1,822,330	2,599,329	2,096,014	3,803,117
Victim Services	37,212	47,955	49,074	49,074	52,637
Subsidized SLE, Detox	199,106	183,353	320,000	154,960	320,000
Pretrial Services	-	-	-	-	384,499
Evaluation and Data Analysis	104,595	107,936	114,469	114,469	276,522
Administration	284,827	291,957	366,825	338,611	391,967
Total Component Expenditures:	<u>8,689,688</u>	<u>8,931,372</u>	<u>10,438,529</u>	<u>9,373,629</u>	<u>12,376,778</u>
<u>Other Expenditures</u>					
Consultant for JMS - Sheriff	25,000	-	-	-	-
Consultant for Strategic Plan-CEO	-	-	-	94,800	-
Consultant for PTS - Courts	-	20,000	-	-	-
Bruce Thomas - CJDC	-	-	-	11,252	-
Trainings, Conferences	-	48,326	-	25,000	-
Total Other Expenditures:	<u>25,000</u>	<u>68,326</u>	<u>-</u>	<u>131,052</u>	<u>-</u>
<u>Increase To AB109 RFB</u>					
Unspent Allocation	274,487	2,147,463	-	2,246,239	-
PFY Addl AB109 Allocation	-	417,798	-	-	-
PFY Growth Funds	978,303	700,385	-	496,659	-
Planning Funds	150,000	150,000	-	150,000	-
Unanticipated Sales Tax Adj	21,062	-	-	-	-
Total Increase To AB109 RFB:	<u>1,423,852</u>	<u>3,415,646</u>	<u>-</u>	<u>2,892,898</u>	<u>-</u>
Total Use of Funds:	<u>10,138,540</u>	<u>12,415,344</u>	<u>10,438,529</u>	<u>12,397,579</u>	<u>12,376,778</u>

### 3. Five (5) Year Source/Use of Funds Trend (Detail)

	FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2017-2018
	Actual	Actual	Adop Budget	FYE Estimate	Adop Budget
<b>Source of Funds</b>					
<u>State Revenue</u>					
AB109 Allocation	8,657,369	11,078,836	10,438,529	11,619,868	11,619,868
PFY Addl AB109 Allocation	-	417,798	-	-	-
PFY Growth Funds	978,303	700,385	-	496,659	-
Planning Funds	150,000	150,000	-	150,000	-
Unanticipated Sales Tax Adj	21,062	-	-	-	-
Total State Revenue:	9,806,734	12,347,018	10,438,529	12,266,527	11,619,868
<u>Decrease To RFB</u>					
Use of PFY Unspent Allocation	306,806	-	-	-	756,910
Consultant for JMS - Sheriff	25,000	-	-	-	-
Consultant for Strategic Plan-CEO	-	-	-	94,800	-
Consultant for PTS - Courts	-	20,000	-	-	-
Bruce Thomas - CJDC	-	-	-	11,252	-
Trainings, Conferences	-	48,326	-	25,000	-
Total Decrease To RFB:	331,806	68,326	-	131,052	756,910
Total Source of Funds:	10,138,540	12,415,344	10,438,529	12,397,579	12,376,778
<b>Use of Funds</b>					
<u>Component Expenditures</u>					
<u>Jail Custody</u>					
Jail Staff			2,016,974	2,016,974	1,988,695
Parolee Custody			275,000	275,000	275,000
Services and Supplies	2,249,830	2,307,425	55,000	55,000	55,000
Total Jail Custody:	2,249,830	2,307,425	2,346,974	2,346,974	2,318,695
<u>Detention Alternatives</u>					
DPO Assessor (2.0 FTE)	243,131	257,146	290,613	287,669	303,953
Alternative Sentencing Staff	444,618		483,314	483,314	506,142
GPS Units	78,633		75,000	75,000	73,000
Services and Supplies	700	498,001	5,000	5,000	5,000
Urinalysis	-	-	-	-	-
Total Detention Alternatives:	767,083	755,147	853,927	850,983	888,095
<u>Community Supervision and Case Management</u>					
<u>Supervision &amp; Support</u>					
Probation Manager (0.5 FTE)	78,592	92,853	96,459	92,864	101,576
SPO (2.0 FTE)	313,047	304,510	340,043	321,067	355,791
AOP (2.0 FTE)	149,480	142,548	177,182	175,973	184,248
Subtotal Supervision & Support:	541,119	539,911	613,683	589,904	641,615
<u>PRCS &amp; PSS</u>					
DPO Sr (1.0 FTE)	159,478	126,428	153,740	153,852	160,812
DPO (14.0 FTE)	1,715,030	1,838,129	1,967,367	1,833,656	2,053,208
Subtotal PRCS & PSS:	1,874,508	1,964,557	2,121,107	1,987,508	2,214,020
<u>Operating Expenses</u>					
Vehicle Costs and Travel Expenses	26,683	43,891	46,100	40,179	46,100
Services and Supplies	33,000	33,000	33,000	33,000	33,000
Subtotal Operating Expense:	59,683	76,891	79,100	73,179	79,100
Urinalysis	7,459	7,228	10,000	7,373	10,000
Total Community Supervision & Case Management:	2,482,770	2,588,588	2,823,890	2,657,964	2,944,735

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	<u>FY 2014-2015</u>	<u>FY 2015-2016</u>	<u>FY 2016-2017</u>	<u>FY 2016-2017</u>	<u>FY 2017-2018</u>
	<u>Actual</u>	<u>Actual</u>	<u>Adop Budget</u>	<u>FYE Estimate</u>	<u>Adop Budget</u>
<b>Use of Funds</b>					
<u>Component Expenditures</u>					
<u>Collaborative Efforts</u>					
<u>Regional Response Teams</u>					
DPO Sr (2.0 FTE)	291,989	269,843	310,837	310,837	325,064
DSO (2.0 FTE)	327,218		360,230	252,161	371,363
Deputy SGT (1.0 FTE)	169,828		214,554	150,188	222,664
Services and Supplies - Sheriff	2,650		3,420	2,394	2,420
Vehicle Costs - Sheriff	54,235	556,251	70,000	49,000	70,000
Subtotal Regional Response Teams:	845,920	826,094	959,041	764,580	991,511
Regional Realignment Response Activity Fund (Police Depts.)	479	587	5,000	-	5,000
Total Collaborative Efforts:	846,399	826,681	964,041	764,580	996,511
<u>Mental Health, AOD, Related Treatment, Supportive Services</u>					
Psychiatrist - DBW (0.5 FTE)	115,422	115,324	178,800	178,800	191,143
Psychiatric Technician - DBW (1.0 FTE)	78,579	96,953	95,001	99,820	111,912
MH Practitioner/Post Doc Intern - DBW (0.5 FTE)	-	10,237	-	27,300	67,157
Additional MH Services - DBW	36,468	51,854	120,000	87,881	34,352
MHRC Program	-	-	-	-	750,000
Pharmaceuticals	16,991	3,242	20,000	5,579	20,000
DPO Sr - PRRC (1.0 FTE)	145,455	141,423	155,032	151,261	162,138
DPO - PRRC (1.0 FTE)	151,377	149,145	164,366	146,010	171,054
AOP - PRRC (1.0 FTE)	80,057	82,970	93,177	93,273	96,990
Sheriff Treatment Program (STP)	-	-	-	-	393,194
Community Release Specialist - Sheriff (1.0 FTE)	73,744		93,004	-	93,004
Contract Discharge Planner - Sheriff (1.0 FTE)	72,450		79,137	100,000	79,137
Services and Supplies - Sheriff	72	96,106	2,420	-	2,420
Collaborative Courts - District Attorney (1.0 FTE)	212,040	234,029	261,572	261,572	278,494
Social Workers - Public Defender (2.0 FTE)	176,700	179,940	203,376	193,193	215,961
LOP - Public Defender (1.5 FTE)	-	16,284	50,107	50,107	51,863
Travel Expenses - Public Defender	-	24,300	32,045	42,228	33,006
Treatment and Re-Entry Services	558,513	620,523	1,051,292	658,990	1,051,292
Total Mental Health, AOD, Related Treatment, Supportive Services:	1,717,867	1,822,330	2,599,329	2,096,014	3,803,117
<u>Victim Services</u>					
Victim Witness Advocate (PTS) (0.5 FTE)	37,212	47,955	49,074	49,074	52,637
Total Victim Services	37,212	47,955	49,074	49,074	52,637
Subsidized SLE, Detox	199,106	183,353	320,000	154,960	320,000
<u>Pretrial Services</u>					
DPO (2.0 FTE)	-	-	-	-	263,058
Admin Analyst (0.5 FTE)	-	-	-	-	53,441
Services and Supplies	-	-	-	-	68,000
Total Pretrial Services	-	-	-	-	384,499
<u>Evaluation and Data Analysis</u>					
UCSB	68,706	68,568	71,406	71,406	68,796
EDP Systems & Programming Analyst (1.0 FTE)	-	-	-	-	160,000
FOP (0.5 FTE)	35,890	39,368	43,063	43,063	47,726
Total Evaluation and Data Analysis:	104,595	107,936	114,469	114,469	276,522
<u>Administration</u>					
Probation (3.0%)	135,986	140,964	173,835	150,805	186,769
Sheriff (3.0%)	67,509	69,237	72,725	72,725	85,057
Behavioral Wellness (11.1%)	27,925	19,693	52,021	52,021	41,258
District Attorney (3.0%)	7,477	8,460	9,319	9,319	9,934
Public Defender (3.0%)	5,301	5,460	8,566	8,566	9,025
Auditor-Controller (0.5%)	40,630	48,143	50,359	45,175	59,924
Total Administration:	284,827	291,957	366,825	338,611	391,967
Total Component Expenditures:	8,689,688	8,931,372	10,438,529	9,373,629	12,376,778

(Continued from previous page)

	<u>FY 2014-2015</u> <u>Actual</u>	<u>FY 2015-2016</u> <u>Actual</u>	<u>FY 2016-2017</u> <u>Adop Budget</u>	<u>FY 2016-2017</u> <u>FYE Estimate</u>	<u>FY 2017-2018</u> <u>Adop Budget</u>
<b>Use of Funds</b>					
<u>Other Expenditures</u>					
Consultant for JMS - Sheriff	25,000	-	-	-	-
Consultant for Strategic Plan-CEO	-	-	-	94,800	-
Consultant for PTS - Courts	-	20,000	-	-	-
Bruce Thomas - CJDC	-	-	-	11,252	-
Trainings, Conferences	-	48,326	-	25,000	-
Total Other Expenditures:	<u>25,000</u>	<u>68,326</u>	<u>-</u>	<u>131,052</u>	<u>-</u>
<u>Increase To RFB</u>					
Unspent Allocation	274,487	2,147,463	-	2,246,239	-
PFY Addl AB109 Allocation	-	417,798	-	-	-
PFY Growth Funds	978,303	700,385	-	496,659	-
Planning Funds	150,000	150,000	-	150,000	-
Unanticipated Sales Tax Adj	21,062	-	-	-	-
Total Increase To RFB:	<u>1,423,852</u>	<u>3,415,646</u>	<u>-</u>	<u>2,892,898</u>	<u>-</u>
Total Use of Funds:	<u>10,138,540</u>	<u>12,415,344</u>	<u>10,438,529</u>	<u>12,397,579</u>	<u>12,376,778</u>

#### 4. Public Safety Realignment Act Restricted Fund Balance

<b>Program Restricted Fund Balance</b>				
<b>Fiscal Year (FY)</b>	<b>Beginning Fund</b>		<b>Decreases</b>	<b>Ending Fund</b>
	<b>Balance</b>	<b>Increases</b>		<b>Balance</b>
FY 2011-2012	\$ -	\$ 2,192,851	\$ -	\$ 2,192,851
FY 2012-2013	\$ 2,192,851	\$ 1,989,390	\$ (1,828,606)	\$ 2,353,635
FY 2013-2014	\$ 2,353,635	\$ 1,180,749	\$ (209,287)	\$ 3,325,097
FY 2014-2015	\$ 3,325,097	\$ 1,273,852	\$ (314,006)	\$ 4,284,944
FY 2015-2016	\$ 4,284,944	\$ 3,274,487	\$ -	\$ 7,559,431
FY 2016-2017 Est	\$ 7,559,431	\$ 2,742,898	\$ (8,838)	\$ 10,293,491

<b>Planning Restricted Fund Balance</b>				
<b>Fiscal Year (FY)</b>	<b>Beginning Fund</b>		<b>Decreases</b>	<b>Ending Fund</b>
	<b>Balance</b>	<b>Increases</b>		<b>Balance</b>
FY 2011-2012	\$ -	\$ -	\$ -	\$ -
FY 2012-2013	\$ -	\$ 150,000	\$ -	\$ 150,000
FY 2013-2014	\$ 150,000	\$ 150,000	\$ -	\$ 300,000
FY 2014-2015	\$ 300,000	\$ 150,000	\$ -	\$ 450,000
FY 2015-2016	\$ 450,000	\$ 150,000	\$ (68,326)	\$ 531,674
FY 2016-2017 Est	\$ 531,674	\$ 150,000	\$ (119,800)	\$ 561,874

<b>Implementation Restricted Fund Balance</b>				
<b>Fiscal Year (FY)</b>	<b>Beginning Fund</b>		<b>Decreases</b>	<b>Ending Fund</b>
	<b>Balance</b>	<b>Increases</b>		<b>Balance</b>
FY 2011-2012	\$ -	\$ 63,255	\$ -	\$ 63,255
FY 2012-2013	\$ 63,255	\$ -	\$ -	\$ 63,255
FY 2013-2014	\$ 63,255	\$ -	\$ -	\$ 63,255
FY 2014-2015	\$ 63,255	\$ -	\$ (17,800)	\$ 45,455
FY 2015-2016	\$ 45,455	\$ -	\$ -	\$ 45,455
FY 2016-2017 Est	\$ 45,455	\$ -	\$ (11,252)	\$ 34,203

## x. Closing

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While last year's Plan was a 'look-back' effort at the first five (5) years of Realignment in Santa Barbara County, this year's is clearly a 'look forward'. The challenges presented to and by the justice-involved population are complex and the impact to our community is tremendous. Therefore, the interventions and remedies must equally be so.

In response to thorough gap analyses and strategic planning endeavors, exciting and responsive expansion efforts and new ventures have been outlined in this Plan and serve as a roadmap for the coming year. Whether in the enhancement of jail programming, the development of a pretrial community supervision component, the expansion of mental health housing, increased community engagement, or improved data sharing, we have again relied on our strong collaborative framework and shared interest in public safety to provide a comprehensive and balanced plan.

***"The time is always right to do what is right."***

*Martin Luther King, Jr*

## Why Do We Need a TJC Approach?

Focusing on reentry from jail presents an opportunity to have a significant impact: there are 13 million releases from jail each year.

The jail population has numerous challenges:

- 68% have a substance abuse problem
- 60% did not graduate high school
- 30% were unemployed at arrest
- 16% suffer from mental illness
- 14% were homeless in previous year

Treatment/service capacity in jails is limited.

Reentry planning is complex:

- The jail population is highly diverse, housing pre-trial and sentenced probation and parole violators, and local, state and federal inmates
- Length of stay is short: 80% stay less than one month

No single designated organization or individual is responsible for facilitating transition and managing risks after release.

With 3,365 jails in the United States, policy reform is challenging.

*Transition from Jail to Community is an initiative of:*

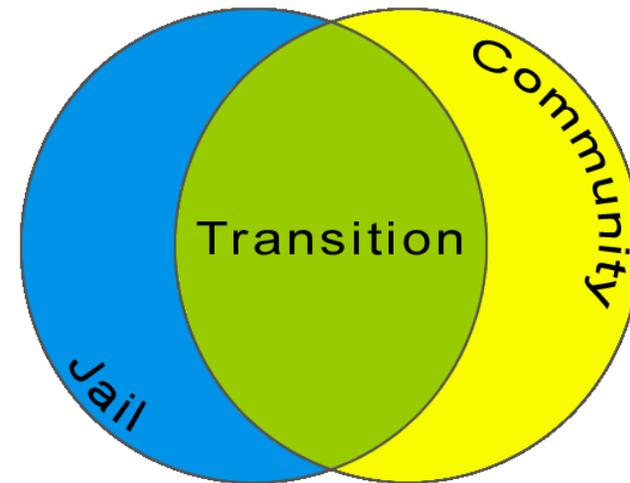


National Institute of Corrections



**URBAN INSTITUTE**  
Justice Policy Center

## The Transition from Jail to Community Initiative



... to improve public safety and reintegration outcomes

### For more information:

[www.jailtransition.com](http://www.jailtransition.com)

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Kermit Humphries  
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[khumphries@bop.gov](mailto:khumphries@bop.gov)  
[www.nicic.org/JailTransition](http://www.nicic.org/JailTransition)

## TJC Overview

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The *Transition from Jail to Community* (TJC) initiative was launched in 2007 by the National Institute of Corrections (NIC). NIC and the Urban Institute developed a transition model to address how local reentry collaboratives can implement effective transition strategies.

Six learning sites were selected to implement the model: Davidson County, TN; Denver County, CO; Douglas County, KS; Kent County, MI; and Orange County, CA. Technical assistance tools will be developed for jurisdictions across the country.

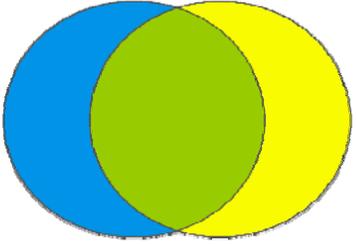
## TJC Goals

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The TJC initiative team will work with six jurisdictions to improve public safety and enhance reintegration. Target outcomes include:

- reduced reoffending
- reduced substance abuse
- reduced homelessness
- improved health
- increased employment
- increased family connectedness
- increased systems collaboration

# The Transition from Jail to Community Initiative



## TJC is about Systems Change

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**Leadership, vision, and organizational culture** to set expectations and empower stakeholders and staff.

**Collaborative structure and joint ownership** by both jail and community stakeholders to develop and share responsibility for joint outcomes of interest.

**Data-driven understanding of the local issue**, including characteristics of the returning population and local barriers and assets.

**Targeted intervention strategies** to assess individuals, plan for release, and provide services and training in jail and in the community.

**Self-evaluation and sustainability** to guide and improve the effort.

## TJC Targeted Interventions

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**Screening and assessment** to quickly determine an inmate's risks and needs and guide transition planning and service provision.

**Transition case plan development** to prepare individuals for release and reintegration.

**Tailored transition interventions** that begin in jail and continue after release.

Interventions will:

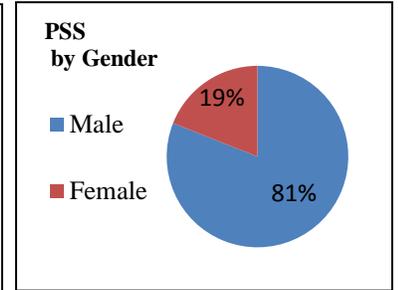
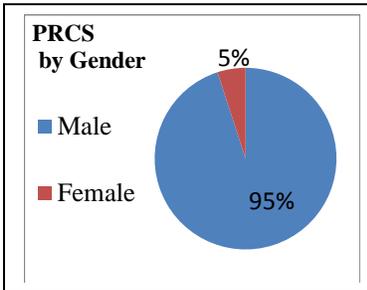
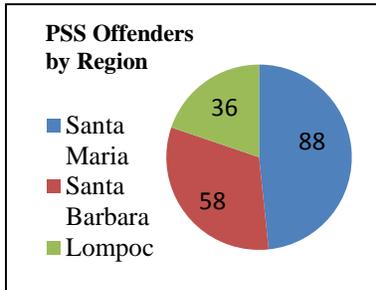
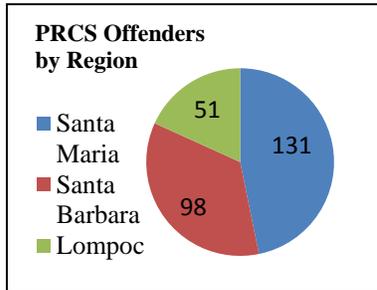
- enlist multiple service sectors;
- involve community “in reach” to build relationships before release;
- utilize low-cost interventions such as reentry resource guides;
- involve informal support networks; and
- enhance the role that supervision can play, when applicable.

**Realignment Operational Impact Report  
July 2016**

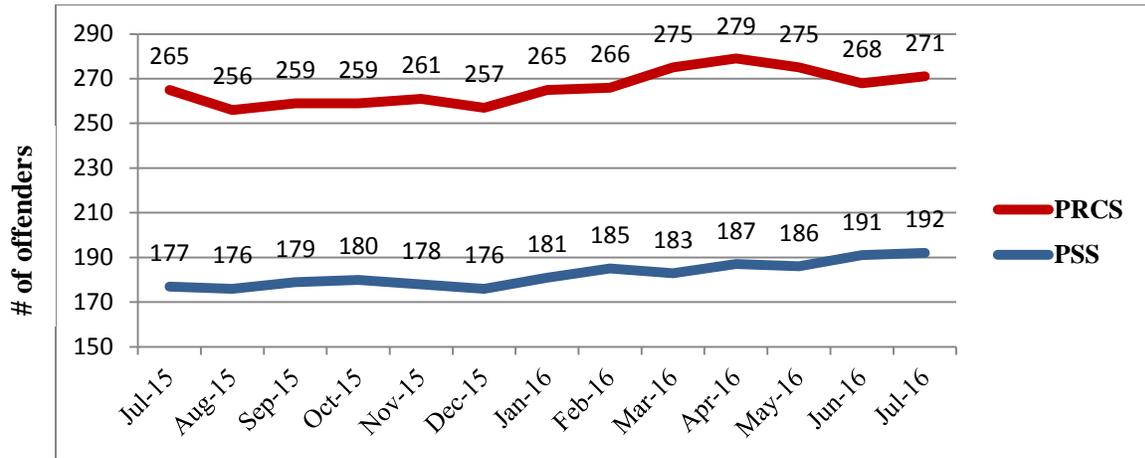
PROBATION		
# of PRCS		
Entered	Exited	Net
15	10	271
# of PSS (NX3)		
Entered	Exited	Net
7	7	192

SHERIFF			
Incarcerated Realigned Offenders			
	Custody	Alternative	Total
Sentenced	58	19	77
PRCS/PSS	41	0	41
*Parole	7	0	7
<i>*Technical Violations Only</i>			
Total Planned Bed Days: 3583/Month (118 ADA)			
	Bed Days	% of Planned Bed Days	
Custody	3273	91%	
Alternative	591	16%	
Total	3864	108%	

COURTS		
# of NX3 Sentences		
	This Month	Last Month
Custody only	3	2
PSS	4	4
# of Individuals with Signed Waivers		
This Month	5	
Last Month	13	
# of PRCS Revocation Hearings		
This Month	16	
Last Month	9	



**SUPERVISED REALIGNED OFFENDER POPULATION FY 15-16**



**FINANCIAL STATUS – 8% of FY 16-17 Elapsed**

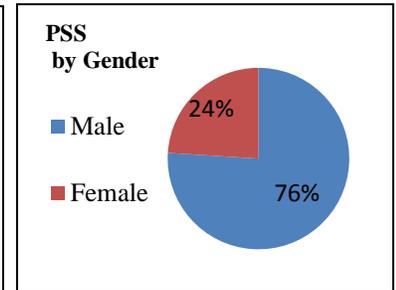
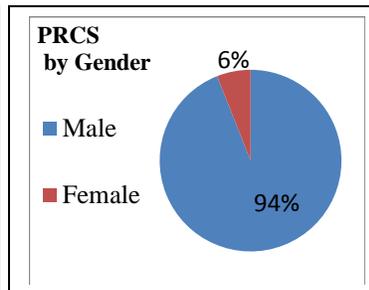
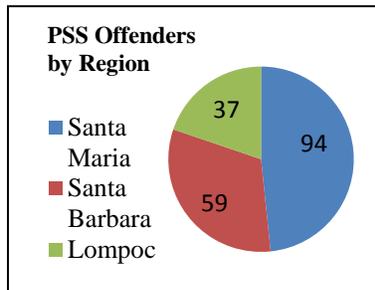
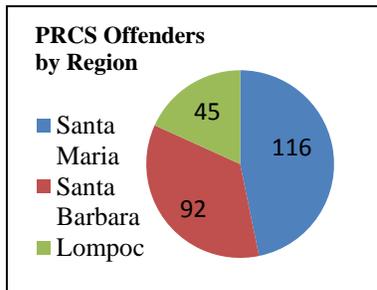
	FY 16-17 Budget	Expenditures as of 7/31/16	% of Funds Expended
Jail Custody	\$2,346,974	\$260,613	11.1%
Detention Alternatives	853,927	57,848	6.8%
Community Supervision	2,823,890	294,923	10.4%
Collaborative Efforts	964,041	76,310	7.9%
MH, AOD, Tx	2,599,329	43,794	1.7%
Victim Services	49,074	-	0%
Subsidize SLE, Detox	320,000	-	0%
Evaluation	114,469	5,925	5.2%
Administration	366,825	24,042	6.6%
<b>Total</b>	<b>\$10,438,529</b>	<b>\$763,455</b>	<b>7.3%</b>

## Realignment Operational Impact Report August 2016

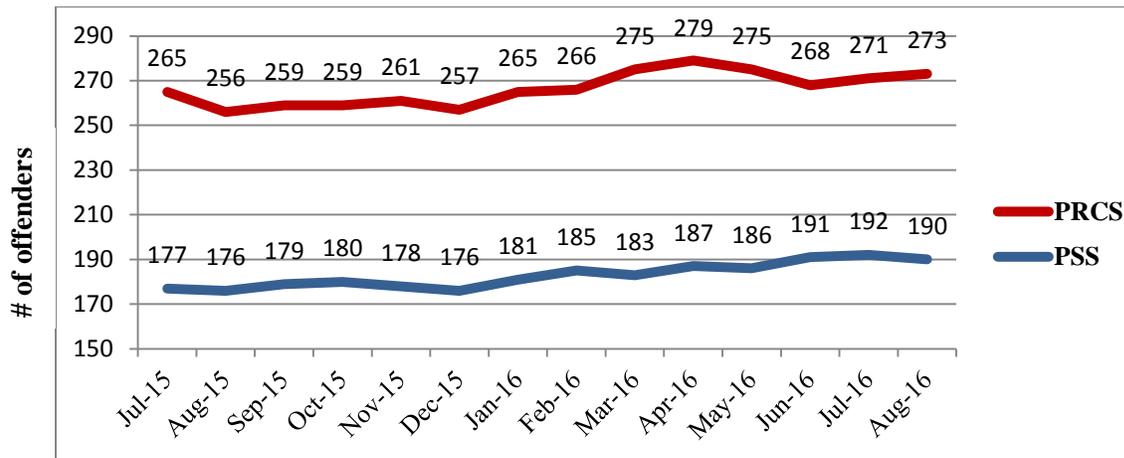
PROBATION		
# of PRCS		
Entered	Exited	Net
12	10	273
# of PSS (NX3)		
Entered	Exited	Net
7	8	190

SHERIFF			
Incarcerated Realigned Offenders			
	Custody	Alternative	Total
Sentenced	54	16	70
PRCS/PSS	49	0	49
*Parole	10	0	10
<i>*Technical Violations Only</i>			
Total Planned Bed Days: 3583/Month (118 ADA)			
	Bed Days	% of Planned Bed Days	
Custody	3378	94%	
Alternative	480	13%	
Total	3858	108%	

COURTS		
# of NX3 Sentences		
	This Month	Last Month
Custody only	3	3
PSS	6	4
# of Individuals with Signed Waivers		
This Month	18	
Last Month	5	
# of PRCS Revocation Hearings		
This Month	6	
Last Month	16	



### SUPERVISED REALIGNED OFFENDER POPULATION FY 15-16



### FINANCIAL STATUS – 17% of FY 16-17 Elapsed

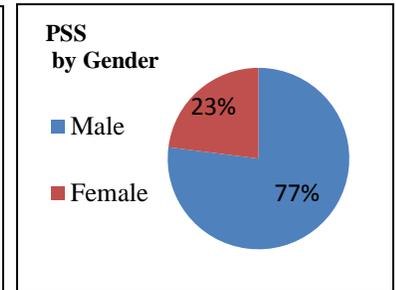
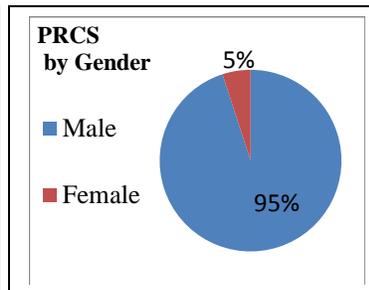
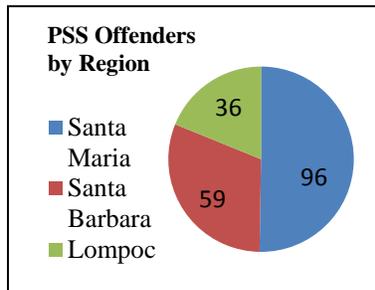
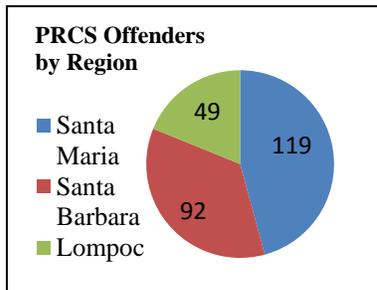
	FY 16-17 Budget	Expenditures as of 8/31/16	% of Funds Expended
Jail Custody	\$2,346,974	\$551,836	23.5%
Detention Alternatives	853,927	101,860	11.9%
Community Supervision	2,823,890	492,441	17.4%
Collaborative Efforts	964,041	152,159	15.8%
MH, AOD, Tx	2,599,329	90,198	3.5%
Victim Services	49,074	-	0%
Subsidize SLE, Detox	320,000	3,970	1.2%
Evaluation	114,469	9,970	8.7%
Administration	366,825	44,740	12.2%
<b>Total</b>	<b>\$10,438,529</b>	<b>\$1,447,174</b>	<b>13.9%</b>

## Realignment Operational Impact Report September 2016

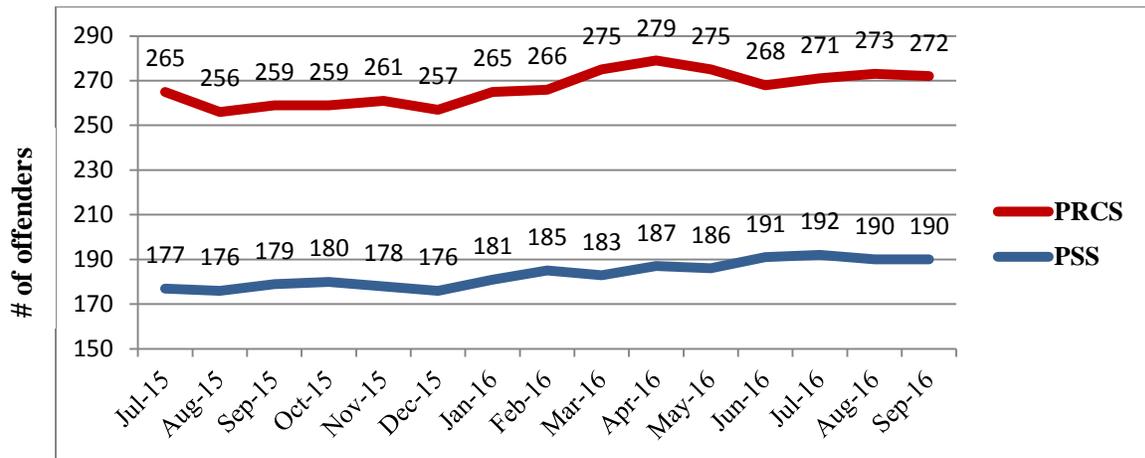
PROBATION		
# of PRCS		
Entered	Exited	Net
10	11	272
# of PSS (NX3)		
Entered	Exited	Net
4	3	190

SHERIFF			
Incarcerated Realigned Offenders			
	Custody	Alternative	Total
Sentenced	57	19	76
PRCS/PSS	45	1	46
*Parole	8	0	8
<i>*Technical Violations Only</i>			
<b>Total Planned Bed Days: 3583/Month (118 ADA)</b>			
	Bed Days	% of Planned Bed Days	
Custody	3395	95%	
Alternative	603	17%	
Total	3998	112%	

COURTS		
# of NX3 Sentences		
	This Month	Last Month
Custody only	3	3
PSS	5	6
# of Individuals with Signed Waivers		
This Month	6	
Last Month	18	
# of PRCS Revocation Hearings		
This Month	8	
Last Month	6	



### SUPERVISED REALIGNED OFFENDER POPULATION FY 15-16



### FINANCIAL STATUS – 25% of FY 16-17 Elapsed

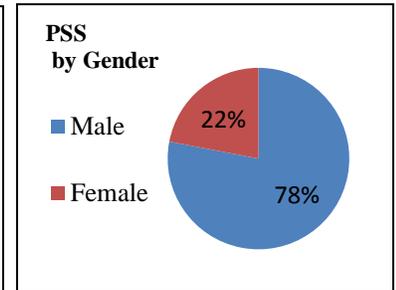
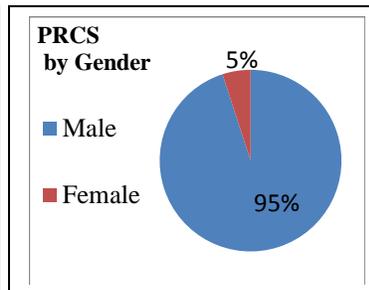
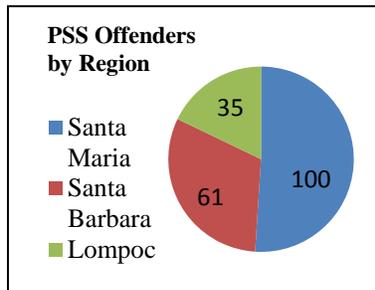
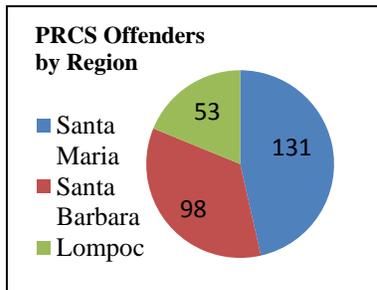
	FY 16-17 Budget	Expenditures as of 9/30/16	% of Funds Expended
Jail Custody	\$2,346,974	\$862,675	36.8%
Detention Alternatives	853,927	152,527	17.9%
Community Supervision	2,823,890	688,476	24.4%
Collaborative Efforts	964,041	215,145	22.3%
MH, AOD, Tx	2,599,329	137,355	5.3%
Victim Services	49,074	-	0%
Subsidize SLE, Detox	320,000	11,516	3.6%
Evaluation	114,469	15,048	13.1%
Administration	366,825	66,370	18.1%
<b>Total</b>	<b>\$10,438,529</b>	<b>\$2,149,112</b>	<b>20.6%</b>

## Realignment Operational Impact Report October 2016

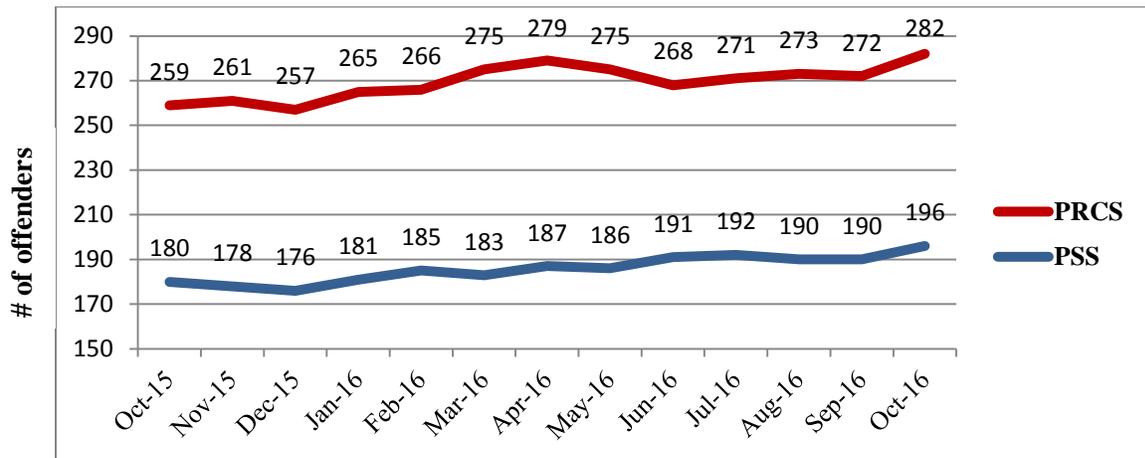
PROBATION		
# of PRCS		
Entered	Exited	Net
17	7	282
# of PSS (NX3)		
Entered	Exited	Net
9	7	196

SHERIFF			
Incarcerated Realigned Offenders			
	Custody	Alternative	Total
Sentenced	51	13	64
PRCS/PSS	42	1	43
*Parole	15	0	15
<i>*Technical Violations Only</i>			
<b>Total Planned Bed Days: 3583/Month (118 ADA)</b>			
	Bed Days	% of Planned Bed Days	
Custody	3337	93%	
Alternative	419	12%	
Total	3756	105%	

COURTS		
# of NX3 Sentences		
	This Month	Last Month
Custody only	4	3
PSS	9	5
# of Individuals with Signed Waivers		
This Month	3	
Last Month	6	
# of PRCS Revocation Hearings		
This Month	14	
Last Month	8	



### SUPERVISED REALIGNED OFFENDER POPULATION -12 MONTHS



### FINANCIAL STATUS -33% of FY 16-17 Elapsed

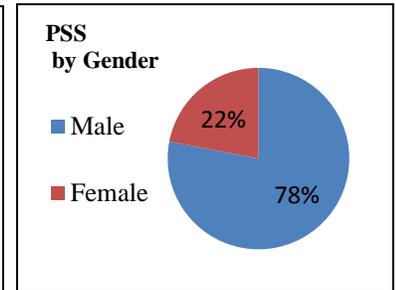
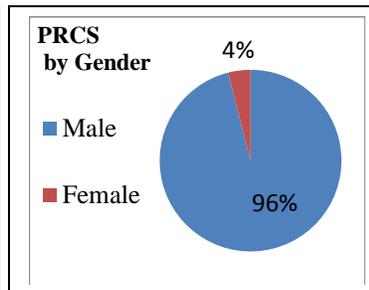
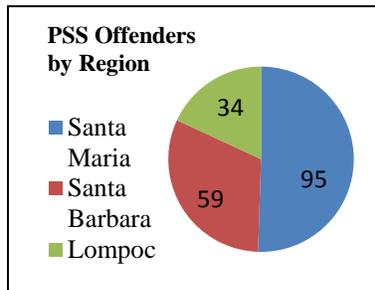
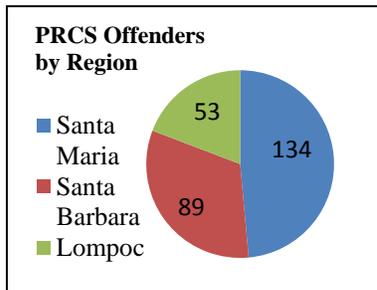
	FY 16-17 Budget	Expenditures as of 10/31/16	% of Funds Expended
Jail Custody	\$2,346,974	\$1,176,317	50.1%
Detention Alternatives	853,927	219,307	25.7%
Community Supervision	2,823,890	894,570	31.7%
Collaborative Efforts	964,041	291,031	30.2%
MH, AOD, Tx	2,599,329	201,952	7.8%
Victim Services	49,074	-	0.0%
Subsidize SLE, Detox	320,000	14,846	4.6%
Evaluation	114,469	31,949	27.9%
Administration	366,825	89,337	24.4%
<b>Total</b>	<b>\$10,438,529</b>	<b>\$2,919,309</b>	<b>28.0%</b>

## Realignment Operational Impact Report November 2016

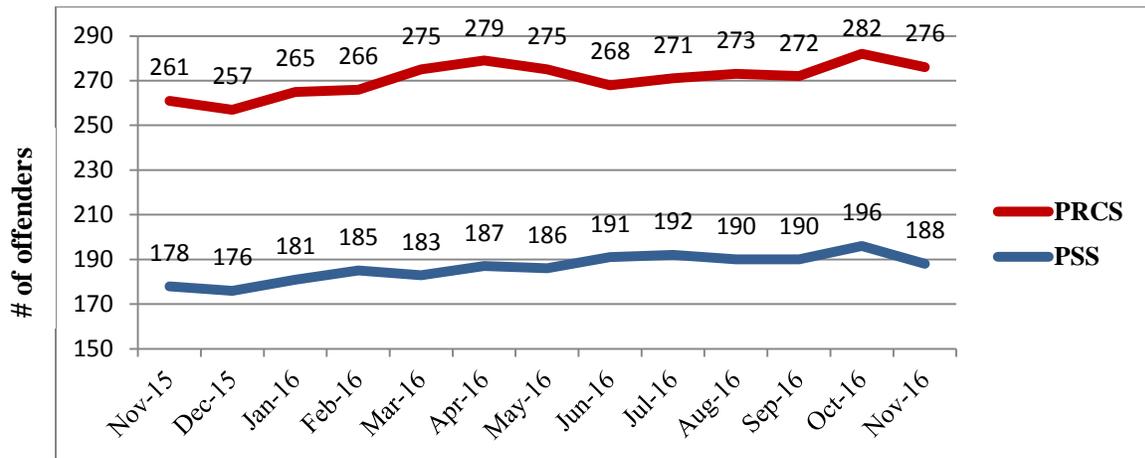
PROBATION		
# of PRCS		
Entered	Exited	Net
11	17	276
# of PSS (NX3)		
Entered	Exited	Net
4	7	188

SHERIFF			
Incarcerated Realigned Offenders			
	Custody	Alternative	Total
Sentenced	55	12	67
PRCS/PSS	35	1	36
*Parole	17	0	17
<i>*Technical Violations Only</i>			
<b>Total Planned Bed Days: 3583/Month (118 ADA)</b>			
	Bed Days	% of Planned Bed Days	
Custody	3194	89%	
Alternative	389	11%	
Total	3583	100%	

COURTS		
# of NX3 Sentences		
	This Month	Last Month
Custody only	1	3
PSS	5	5
# of Individuals with Signed Waivers		
This Month	8	
Last Month	3	
# of PRCS Revocation Hearings		
This Month	19	
Last Month	14	



### SUPERVISED REALIGNED OFFENDER POPULATION -12 MONTHS



### FINANCIAL STATUS – 42% of FY 16-17 Elapsed

	FY 16-17 Budget	Expenditures as of 11/30/16	% of Funds Expended
Jail Custody	\$2,346,974	\$1,382,679	58.9%
Detention Alternatives	853,927	288,089	33.7%
Community Supervision	2,823,890	1,095,105	38.8%
Collaborative Efforts	964,041	357,764	37.1%
MH, AOD, Tx	2,599,329	426,401	16.4%
Victim Services	49,074	-	0.0%
Subsidize SLE, Detox	320,000	31,230	9.8%
Evaluation	114,469	37,751	33.0%
Administration	366,825	125,115	34.1%
<b>Total</b>	<b>\$10,438,529</b>	<b>\$3,744,134</b>	<b>35.9%</b>

# Results First – Santa Barbara County

*Santa Barbara County is the first California county to participate in the Pew-MacArthur Results First Initiative (Results First), a project of The Pew Charitable Trusts and the John D. and Catherine T. MacArthur Foundation.*

## Overview

The Santa Barbara County Board of Supervisors endorsed the Results First Initiative on August 27, 2013. The Board recognized the need to identify effective forms of recidivism reduction in order to maximize limited jail capacity and staff service delivery, as well as the County’s capacity to manage overall public safety expenses.

Participation in Results First allows the County to use public safety performance data (the degree to which a program or strategy reduces recidivism) and County costs to inform decisions about how resources are allocated. By considering cost-benefit analysis, the County can identify and invest in effective strategies, allowing the County to:

- Reduce recidivism;
- Increase the success rates for members of the community receiving post-release services;
- Increase staff effectiveness; and
- Generate public support for using high quality cost and performance data to reduce recidivism.

Results First utilizes County-specific data to calculate and monetize the benefits of operating a program in the County based on its expected effect on recidivism. The Santa Barbara Results First model measures recidivism by reconviction rates and calculates the cost of recidivism using the marginal costs associated with each part of the criminal justice system (arrest, prosecution, defense, court processing, jail, probation, prison, and parole). This brief highlights preliminary results for one program provided to high-risk offenders, those at greatest risk to reoffend while supervised by Probation or after release from a local jail.

### The Problem

- On average, 63% of high-risk probationers are reconvicted within a 7-year period; 29% are reconvicted within the first year of being placed on probation.
- Recidivism is costly to the community. Each high-risk probationer reconvicted costs \$66,000 in criminal justice system and victimization costs.

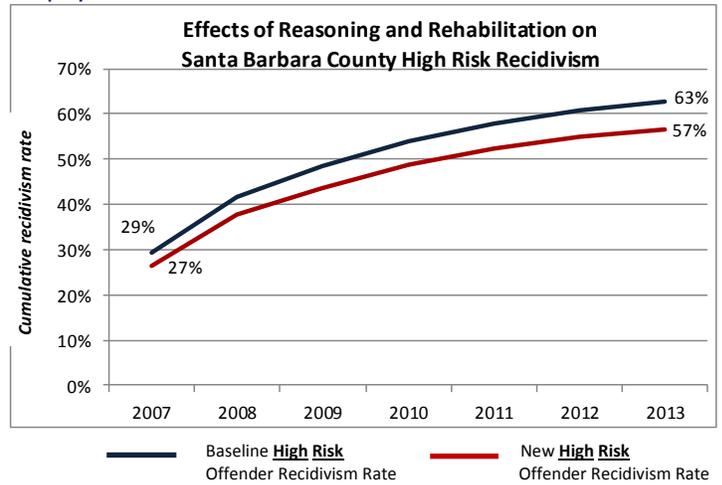
### The Solution

Reducing recidivism in the County will avoid crimes in the community and criminal justice system costs. Rigorous research has demonstrated that quality programs can improve public safety and reduce future crime. Using that research, cost-benefit analysis can assist the County to determine which investments will yield the best and most cost-effective results.

## Initial Results

*Choosing cost-effective programs with proven results.*

Reasoning and Rehabilitation (R&R) is an evidence-based cognitive behavioral treatment program that is used to alter maladaptive thought patterns and is known to reduce recidivism. In the County, this program is projected to reduce recidivism by over 10% over the long-term. Based on County data, this program is cost-beneficial; every dollar invested generates approximately \$20 in benefits to taxpayers and victims.



### Cost-Benefit Analysis: Reasoning and Rehabilitation for High-Risk Probationers in Santa Barbara County

BENEFITS AND COSTS PER PARTICIPANT	SANTA BARBARA 2014 DOLLARS	TYPE OF BENEFITS
Annual cost	\$-215	
Total benefits	\$4,488	Lower state and county criminal justice costs and reduced victimizations in the community
Net benefits (benefits-costs)	\$4,273	
<b>Benefits per dollar of cost</b>	<b>\$20.87</b>	
<b>Annual Recidivism Reduction: -10.4 %</b>		

### Next Steps

- Support improved data collection
- Establish costs for additional programs
- Finalize program inventory
- Assess program fidelity
- Educate stakeholders regarding the benefits of the Initiative