



County of Santa Barbara
Community Corrections Partnership

Public Safety Realignment Act
FY 2016-2017 Plan

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County of Santa Barbara Public Safety Realignment Act Fiscal Year (FY) 2016-2017 Plan

Executive Committee of the Community Corrections Partnership

Bill Brown, Sheriff

Ken Clayman, Interim Public Defender

Joyce Dudley, District Attorney

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James Herman, Presiding Judge of the Superior Court

Ralph Martin, Santa Maria Police Chief

Guadalupe Rabago, Chief Probation Officer (Chair)

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Introduction

Rapidly approaching five (5) years since Public Safety Realignment commenced, the Santa Barbara County Community Corrections Partnership (CCP) and its partner agencies join in acknowledging the many successes achieved. Despite imperfections in the statutes, differing points of view regarding its implications, and competing interests and limitations surrounding the funding, Santa Barbara County stakeholders committed to an implementation plan based on data-driven, evidence-based practices, and independent evaluation with an equal emphasis on jail population management, supervision, and treatment.

Realignment efforts have been complimented by other work that the CCP has sponsored, including the Transitions from Jail to Community (TJC) project and the Results First Initiative. Through these additional projects and the collaboration of the partner agencies, the local criminal justice system has made incredible strides while also adjusting to frequent changes such as those brought about by Proposition 47. The County has greatly benefitted from technical assistance, independent consultants, and training opportunities that allowed staff to remain poised to effectively implement the many changes.

This sixth Realignment Plan strives to demonstrate how much has occurred over the last five (5) years while also highlighting the impact that supervision, treatment, and services are having on the offenders being served. This Plan also demonstrates that despite being based largely on a “status quo” budget, the work being done is anything but “status quo.” On the contrary, there is clearly an ongoing commitment to continuous improvements and enhancements that can be seen in each subsequent plan.

The hard work and focus on evidence-based re-entry services in particular has been affirmed by the recent release of recidivism data, which confirms that those offenders receiving supervision and treatment upon release from jail are recidivating at lower rates than those released from jail without supervision or services. Recognizing that Realigned offenders represent a very small portion of the local criminal justice population, it is hoped that similar programming and supervision will be afforded to additional high risk offenders as part of future criminal justice reinvestment efforts.

Toward that end, the County Executive Office and Supervisor Janet Wolf’s Office proposed, and the CCP agreed, to fund an independent consultant to conduct a study examining the first five (5) years of Realignment funding and programs, and a review of the County’s strategies to ensure the Plan is adequately achieving the goals of “justice reinvestment” outlined in §3450(b)(7) of the Penal Code (PC). Ultimately, the study will provide a strategic plan for future Realignment features and funding. It is anticipated that this study will offer a roadmap for continued success and ensure Santa Barbara County’s criminal justice system is responsive to the latest research within the field.

I. Overview of Public Safety Realignment

In an effort to address overcrowding in California's prisons and assist in alleviating the state's financial crisis, the Public Safety Realignment Act (Assembly Bill [AB] 109) was signed into law on April 4, 2011. Realignment, as subsequently revised by AB117 on June 29, 2011, transferred responsibility for specified lower level inmates and parolees from the California Department of Corrections and Rehabilitation (CDCR) to counties. This change was implemented on October 1, 2011.

Additionally, §1230.1 PC was added, which reads "(a) Each county local Community Corrections Partnership established pursuant to subdivision (b) of Section 1230 shall recommend a local plan to the county board of supervisors for the implementation of the 2011 public safety realignment. (b) The plan shall be voted on by an executive committee of each county's Community Corrections Partnership consisting of the chief probation officer of the county as chair, a chief of police, the sheriff, the District Attorney, the Public Defender, the presiding judge of the superior court, or his or her designee, and one department representative listed in either subparagraph (G), (H), or (J) of paragraph (2) of subdivision (b) of Section 1230¹, as designated by the county board of supervisors for purposes related to the development and presentation of the plan. (c) The plan shall be deemed accepted by the county board of supervisors unless the board rejects the plan by a vote of four-fifths of the board, in which case the plan goes back to the Community Corrections Partnership for further consideration. (d) Consistent with local needs and resources, the plan may include recommendations to maximize the effective investment of criminal justice resources in evidence-based correctional sanctions and programs, including, but not limited to, day reporting centers, drug courts, residential multiservice centers, mental health treatment programs, electronic and Global Positioning System (GPS) monitoring programs, victim restitution programs, counseling programs, community service programs, educational programs, and work training programs."

Key elements of Realignment include:

- ***Redefined Felonies:*** Revised the definition of a felony to include specified lower-level (i.e., non-serious, non-violent, non-sex offenses) crimes that would be punishable in jail or another local sentencing option.

Pursuant to §1170(h)(5) PC, felony offenders no longer eligible for commitment to CDCR can be sentenced to jail for the full term or a portion of the term, with the balance suspended for a period of post-sentence probation supervision.

- ***Established Post Release Community Supervision Population:*** Parolees whose committing offense is a non-violent, non-serious felony and who are not deemed to be high risk sex offenders.

- *Local Post Release Community Supervision*: Offenders released from state prison on or after October 1, 2011, after serving a sentence for an eligible offense, shall be subject to, for a period not to exceed three (3) years, post release community supervision provided by a designated county agency. Each county agency shall establish a review process for assessing and refining a person's program of post release supervision.

A Post Release Community Supervision agreement shall include the offender waiving his/her right to a court hearing prior to the imposition of a period of "flash incarceration" in a county jail of not more than ten (10) consecutive days for any violation of his/her release conditions.

- *Revocations Heard & Served Locally*: Revocations for Realigned offenders and parole revocations will be served in local jails (by law the maximum parole revocation sentence is up to 180 days), with the exception of paroled "lifers" who have a revocation term of greater than 30 days. The Courts hear revocations of Realigned offenders subject to county supervision and beginning July 1, 2013, began to conduct violation hearings for state parolees, which is a role currently assumed by the Board of Parole Hearings (BPH).
- *Changes to Custody Credits*: Pursuant to §4019 PC, jail inmates serving prison sentences earn four (4) days credit for every two (2) days served. Time spent on home detention (i.e., electronic monitoring [EM]) is credited as time spent in jail custody.
- *Alternative Custody*: Pursuant to §1203.018 PC, electronic monitoring (EM) is authorized for inmates being held in the county jail in lieu of bail. Eligible inmates must first be held in custody for 60 days post-arraignment or 30 days for those charged with misdemeanor offenses.

§1203.016 PC expanded and authorized a program under which inmates committed to a county jail or other county correctional facility or granted probation, or inmates participating in a work furlough program, may voluntarily participate or involuntarily be placed in a home detention program during their sentence in lieu of confinement in the county jail or other county correctional facility or program under the auspices of the Probation Officer.

- *Community-Based Punishment*: Authorized counties to use a range of community-based punishment and intermediate sanctions other than jail incarceration alone or traditional probation supervision.

II. Local Planning and Oversight

A. Community Corrections Partnership

Each year, the Community Corrections Partnership (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. 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 Board of Supervisors for the application of funding to the various components of the plan. The Board of Supervisors maintains full authority over the appropriation of Realignment funds. Voting members of the ECCCP include:

Bill Brown, Sheriff
Ken Clayman, Interim Public Defender
Joyce Dudley, District Attorney
Alice Gleghorn, Ph.D., Director, Behavioral Wellness
James Herman, Presiding Judge of the Superior Court
Ralph Martin, Santa Maria Police Chief
Guadalupe Rabago, Chief Probation Officer (Chair)

B. Planning and Development Team

This Implementation Plan was developed by the CCP and the ECCCP, their designees, and other key partners. An opportunity for public comment was offered at all workgroup meetings. Staff and volunteers assigned to workgroups included:

Probation Department

Tanja Heitman, Deputy Chief Probation Officer
Damon Fletcher, Administrative Deputy Director
Elizabeth Krene, Probation Manager
Kim Shean, Probation Manager
Ben Meza, Accountant

Sheriff's Office

Julie McCammon, Acting Chief Deputy
Kelly Hamilton, Commander
Ryan Sullivan, Custody Lieutenant

District Attorney's Office

Mag Nicola, Chief Deputy District Attorney

Kerry Bierman, Chief Financial/Administrative Director

Megan Rheinschild, Victim-Witness Assistance Program Director

Public Defender's Office

Ken Clayman, Interim Public Defender

Jeff Chambliss, Chief Deputy Public Defender

Behavioral Wellness

Alice Gleghorn, Ph.D., Director, Behavioral Wellness

Stacy McCrory, Forensic Services Manager

Board of Supervisors

Mary O'Gorman, Chief of Staff, 2nd District

County Executive Office

Tom Alvarez, Budget Director

County Law Enforcement Chiefs (CLEC)

Ed Lardner, Captain – Lompoc Police Department

Superior Court

Darrel Parker, Court Executive Officer

University of California Santa Barbara (UCSB)

Jill Sharkey, Ph.D., Principal Investigator

Merith Cosden, Ph.D., Co-Principal Investigator

Lauren Reed, Ph.D., Project Scientist

Kayleigh Hunnicutt, M.A. Graduate Student Researcher

Luke Janes, M.A., Graduate Student Researcher

To support the planning process, as well as update the service providers, regional focus groups were conducted. Each regional group discussed program successes, challenges, gaps, and action plans for FY 2016-2017.

Regional Focus Group Participants

Maria Bongiovanni, Probation

Jodi Brutosky, Probation

Ashley Cabral, Probation

Carolyn Diaz, Probation

James Friedrich, Probation

Kim Litle, Probation

Eileen Navarrette, Probation
David Silva, Probation
Sylvia Talaugon, Probation
Esther Trejo, Probation
James Withrow, Probation
Stacy McCrory, Behavioral Wellness
Deneice Tell, Behavioral Wellness
Stephanie Fajardo, Good Samaritan Shelter Services (Good Sam)
Leonard Flippen, Good Sam
Bret Reynolds, Good Sam
Donna Flores, Good Sam
John Sahagun, Jr., Good Sam
Will Gale, Anger Management Specialists
Adam Clarke, Salvation Army
Steve K. Goralski, Stalwart Clean & Sober Inc.
Danielle Spain, Community Solutions, Inc. (CSI)
Michael Heck, CSI
Briana Duca, CSI
Margie Lopez, CSI
Matt Hamlin, Coast Valley Substance Abuse Treatment Center (Coast Valley)
Chuck Madson, Coast Valley
Idalia Gomez, Santa Barbara Rape Crisis Center
Ken Parish, Reentry Outreach Services
Debra Peoples, Peoples Foundation
Tameka Peoples, Peoples Foundation
Brenda Reida, Sanctuary Psychiatric Centers of Santa Barbara
Amy Winslow, Sanctuary Psychiatric Centers of Santa Barbara
Timothy Tibbetts, Goodwill

III. Population

Realignment introduced two (2) new populations under the supervision and responsibility of local County jurisdiction. The first is the PRCS population of offenders 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 offenders 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 offenders 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 (PSS), as ordered by the Court.

As can be seen in the charts below, 1,366 offenders have been received by the Probation Department since the implementation of Realignment and the composition of offender type continues to evolve with a decline in offenders over the past two (2) FYs.

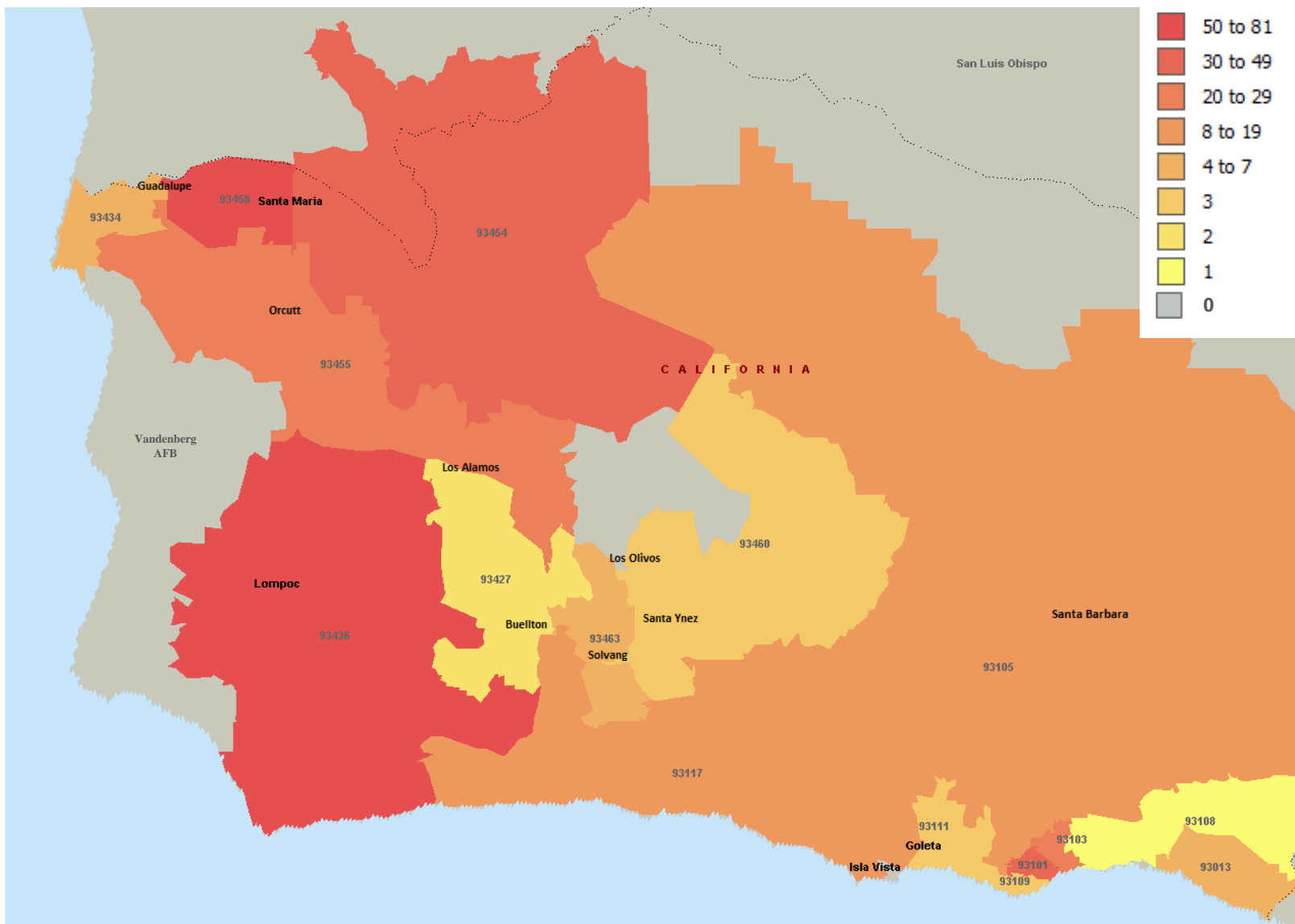
10/1/11 THRU 1/31/16	Entered	Exited	Ending (1/31/16)
PRCS Offenders	938	699	262
PSS (mandatory supervision) Offenders	428	270	183

PRCS Offenders					
	Realignment Start-up 10/1/11 thru 6/30/12	FY 2012-2013	FY 2013-2014	FY 2014-2015	FY 2015-2016 (as of 1/31/16)
Entered	346	197	162	177	89
Exited	25	194	193	199	99
Ending	321	324	293	270	262

PSS Offenders					
	Realignment Start-up 10/1/11 thru 6/30/12	FY 2012-2013	FY 2013-2014	FY 2014-2015	FY 2015-2016 (as of 1/31/16)
Entered	47	150	150	74	47
Exited	0	16	90	136	44
Ending	47	180	236	179	183

Santa Barbara County Realigned Population Distribution Snapshot 1-31-16

The map chart graph below provides a zip code differentiated geographic perspective for the distribution of Realigned offenders across Santa Barbara County.

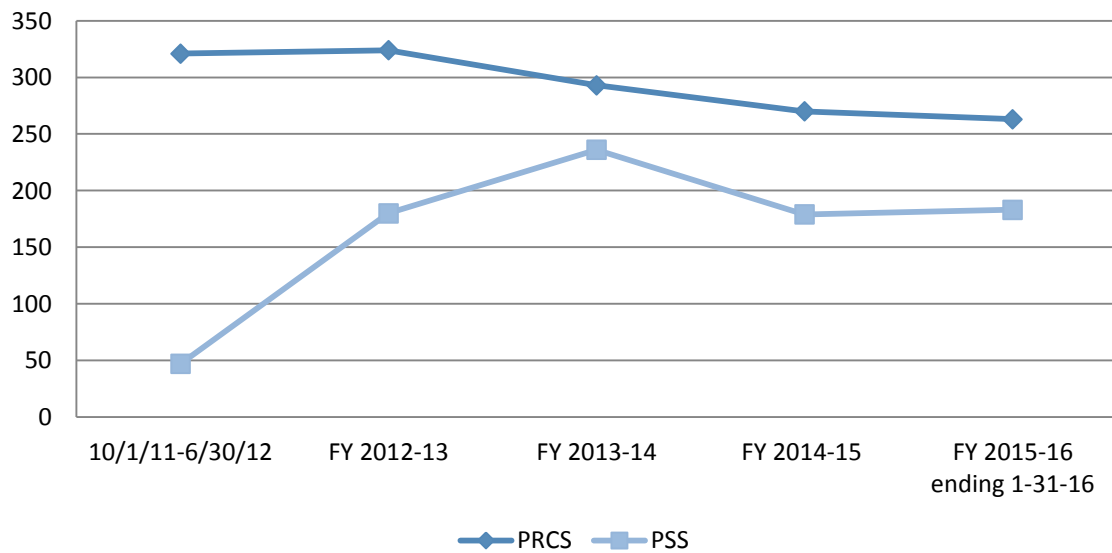


Proposition 47 (Prop. 47) Impacts

Passed by voter initiative on November 4, 2014, Prop. 47 reduced many theft and drug felony offenses previously sentenced under Realignment to misdemeanor offenses. At the start of Realignment, approximately 22 offenders per month were sentenced under §1170(h)(5) PC (NX3) and in FY 2013-2014 the average was almost 19 cases a month.

In the year following Prop. 47’s passing, there were approximately six (6) cases sentenced under §1170(h)(5) PC on average per month and this average has continued into FY 2015-2016. This significant decrease resulted in reductions to the Realigned population in jail and on the PSS caseloads. The PSS caseloads began to decline immediately after the passing of Prop. 47 and remain 20% lower. The chart below demonstrates that decline, and also presents the trend line for the population since the inception of Realignment on October 1, 2011.

Realignment Population Trend



Projections through June 2017

The Realigned population appears to be fairly stable at this juncture, and assuming no additional legislative changes, it is projected that there will be approximately 442 Realigned offenders in June 2017. As is indicated below, this projection is broken down into 253 PRCS offenders and 189 PSS offenders.

SUPERVISION PROJECTIONS

PRCS PROJECTIONS				PSS PROJECTIONS			
Month	Enter	Exit	Total	Month	Enter	Exit	Total
Mar-16	13	14	268	Mar-16	6	6	189
Apr-16	13	14	267	Apr-16	6	6	189
May-16	13	14	266	May-16	6	6	189
Jun-16	13	14	265	Jun-16	6	6	189
Jul-16	13	14	264	Jul-16	6	6	189
Aug-16	13	14	263	Aug-16	6	6	189
Sep-16	13	14	262	Sep-16	6	6	189
Oct-16	13	14	261	Oct-16	6	6	189
Nov-16	13	14	260	Nov-16	6	6	189
Dec-16	13	14	259	Dec-16	6	6	189
Jan-17	13	14	258	Jan-17	6	6	189
Feb-17	13	14	257	Feb-17	6	6	189
Mar-17	13	14	256	Mar-17	6	6	189
Apr-17	13	14	255	Apr-17	6	6	189
May-17	13	14	254	May-17	6	6	189
Jun-17	13	14	253	Jun-17	6	6	189
<i>Last updated 03-17-16</i>				<i>Last updated 03-17-16</i>			

IV. Goals, Objectives, and 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.

A. Goal: 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" (attachment #1) 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.

Objectives:	Deliver evidence-based programming that is data driven and matched to offender risk and needs.
	Expand the use of best practices for evidence-based sentencing and adjudication that utilizes offender-specific risk, needs, and responsivity measures.
	Support professional training to advance system-wide knowledge of evidence-based practices in the criminal justice field.

FY 2015-2016 Outcomes:	Evidence-based risk and needs assessments were incorporated into pre-sentence and pre-plea reports in August 2015. The assessment information has also been included as an attachment in revocation petitions for Post Release Community Supervision (PRCS) offenders. It is anticipated that assessments will be included into Post Sentence Supervision (PSS) revocation reports before the end of the fiscal year (FY).
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Training was provided to stakeholders through attendance at the Annual Realignment Conference and the Pre Trial Services Summit, Moral Reconciliation Therapy (MRT) training was delivered to community-based providers, and drug court trainings will be attended in the latter part of this FY.

**Proposed
FY 2016-2017
Outcomes:** The Incentives Pilot Project, an effective tool for enhancing an offender's motivation to change behavior, engage in treatment and comply with court ordered conditions, will be expanded countywide.

Continued training related to evidence-based practices and/or interventions will be available to service providers.

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

The CCP has allocated significant funding for alternative detention resources. These resources are currently focused on post-sentence offenders; however, it is anticipated that this would be enhanced further to include pre-sentence offenders as more data and procedures are put in place.

Objectives: Expand the use of an evidence-based assessment tool for pre-trial and post-sentence jail release decisions.

Strive to maximize jail capacity by appropriately identifying offenders who can safely be released and those who should be held in physical custody.

**FY 2015-2016
Outcomes:** On February 23, 2016, evidence-based risk assessment information was available for 93% of the jail inmates.

Efforts to pilot the use of a pre-trial risk assessment tool have continued through FY 2015-2016. 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. In the latter part of the FY, a consultant will be working with local stakeholders to facilitate the planning process.

**Proposed
FY 2016-2017
Outcomes:**

Strive to ensure that no more than 10% of the total housed jail population are low risk offenders.

Continue to ensure evidence-based risk assessment information is available for at least 90% of inmates in the county jail.

Ensure that all defendants assigned to Pre-Trial Services are assessed utilizing the Virginia Pretrial Risk Assessment Instrument (VPRAI).

Increase the pre-trial release of inmates through the use of the VPRAI results.

C. Goal: Provide for successful re-entry of offenders back into the community.

Local stakeholders recognize that the re-entry period is a crucial window of opportunity to influence offender success, but equally can be fraught with challenges that increase an offender's likelihood to re-offend. To move strong evidence-based re-entry principles and programs forward, the CCP has adopted the Re-Entry Steering Committee as a standing committee.

Objectives:

Provide services and treatment to offenders in partnership with existing community providers.

Facilitate access to sober living and transitional housing as well as long-term housing.

Strive to support the specialized needs of offenders to improve their successful re-entry into the community.

FY 2015-2016

Outcomes:

Gender specific, trauma informed treatment intervention, specifically Seeking Safety, is available to all Realigned offenders at both Probation Report and Resource Centers (PRRC) and through a community-based provider in the Lompoc area.

From July 1, 2015, through February 1, 2016, 82% of the Realigned offenders under probation supervision, were enrolled or have completed a cognitive behavioral therapy (CBT) intervention, such as Reasoning and Rehabilitation (R&R), Thinking for a Change (T4C), and MRT.

Five (5) PSS clients have received psychiatric services at the PRRCs to assist in bridging their care, in addition to serving 86 PRCS offenders between July 1, 2015, and February 1, 2016.

Proposed
FY 2016-2017
Outcomes:

Increase participation in an employment/vocational development program to at least 75% of those unemployed Realigned offenders who are available for supervision.

Increase participation in CBT such as R&R, T4C, and MRT for Realigned offenders to at least 80%.

Ensure that at least 94% of Realigned offenders have housing through collaborative re-entry process and subsidized housing.

Discharge Planning team will process at least 800 referral requests for assistance from inmates in the county jail for discharge planning.

Ensure PRCS offenders referred for psychiatric services are seen and clinical assessments and treatment plans are completed within ten (10) days of referral from Probation.

D. Goal: Coordinate efforts to eliminate duplication, increase efficiencies, and promote best practices.

One of the opportunities that Realignment has afforded local criminal justice stakeholders is related to joint planning and sharing of resources. The success of Realignment and the effective use of the funds became common goals that brought all of the system partners together. Santa Barbara County has a strong history of collaboration; however, there were many areas where collaborative approaches had 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 #2), a diverse group of stakeholders is actively involved in a team approach to discharge planning.

Objectives:

Identify additional resources that address gaps in services and leverage funding collaboratively whenever possible.

Focus funding on evidence-based and data driven programming that is matched to offender risk and needs.

Partner with local law enforcement for information sharing, compliance checks, and warrant apprehension.

Capture and integrate data necessary to measure outcomes.

FY 2015-2016

Outcomes:

Between July 1, 2015, and January 31, 2016, the Quality Assurance (QA) Committee expanded participation to include as many criminal justice stakeholders and community partners as possible and met three (3) times, exceeding the anticipated quarterly outcome.

The outcome evaluation is an ongoing partnership with the University of California, Santa Barbara (UCSB) and an annual report is published each year in order to assess the implementation and ongoing impact of Realignment on Santa Barbara County.

A process evaluation is currently being conducted 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.

Proposed
FY 2016-2017
Outcomes:

Ensure the QA Committee continues to meet on a quarterly basis and strives to include as many criminal justice stakeholders and community partners as possible.

Assist treatment programs in implementing self-assessment program fidelity reviews, as overseen the by QA Committee.

Conduct a process evaluation of two (2) Collaborative Court programs to ensure adherence to best practices and to support the efforts of team members in remaining current with latest research and continue production of annual Realignment evaluation.

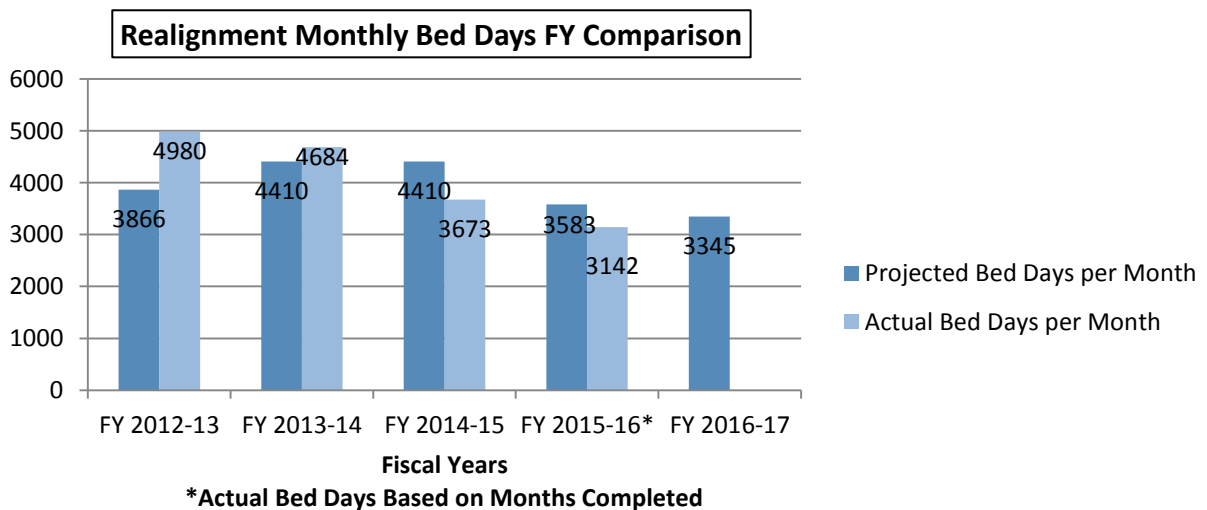
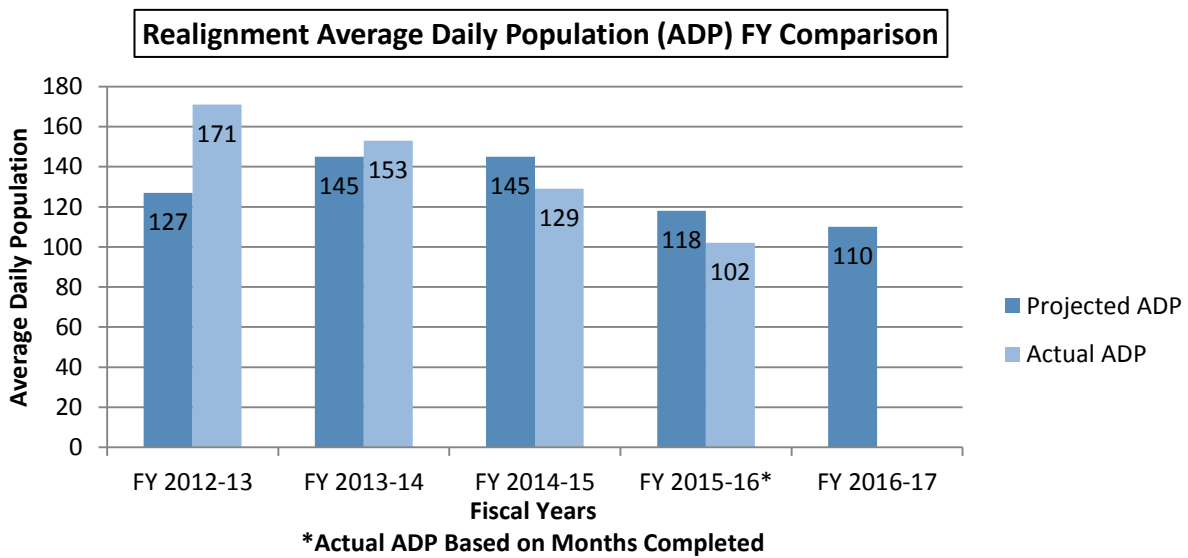
In an effort to ensure that delays in providing victim information do not result in unnecessary continuances, the Victim Witness Advocate will make contact with at least 25% of known victims pre-arraignment.

V. Program Strategies

A. Jail Population Management

Realigned Inmates

During the first FY of implementation, an average daily population (ADP) of 127 Realigned inmates (3,866 bed days per month) was projected to be in Sheriff’s custody. This number represented both inmates housed in jail facilities and inmates participating in alternative sentencing. In the second FY this number was adjusted to an ADP of 145 (4,410 bed days per month); however, in both FY 2012-2013 and FY 2013-2014 the actual ADP was higher as indicated in the charts below. In FY 2014-2015, there was a decrease in the ADP of Realigned inmates in Sheriff’s custody. Early projections indicate the ADP of Realigned inmates will continue to decline from a high of 171 to a projected 110 (89 Jail Facilities/21 EM) for FY 2016-2017. The initial impacts of Prop. 47 to the Realigned population have leveled off and early indications project 3,345 monthly bed days for FY 2016-2017.



(Data in charts above differs slightly from that previously published due to updates and corrections that have been incorporated)

Strategies for County Inmate Population Control

In December 2012 the Santa Barbara Sheriff's Office (SBSO) and the Probation Department collaborated on and successfully secured a technical assistance grant. The Transition from Jail to Community (TJC) Initiative, in conjunction with the Urban Institute and National Institute of Corrections, provides an analytical review of statistical data being gathered on Santa Barbara County's Realigned population and makes recommendations regarding the collection of additional data to measure how effectively services and resources are matched to respond to the needs of this population.

In conjunction with the TJC project, SBSO developed and implemented evidence-based programs for medium-to-high risk inmates. In 2014 the Sheriff's Treatment Program (STP) was modified to include evidence-based, cognitive behavioral curriculum. Inmates are being assessed and evaluated for STP, with the targeted population being those inmates who are assessed at a high risk to recidivate. The goal is to have these individuals successfully complete the eight (8) week STP and transition to the community or into other jail living environments with improved ability to think about consequences prior to taking action. In 2015, 180 inmates participated in the STP program; of those, 54 successfully completed. Case adjudications resulting in release was the biggest reason for non-completion. Some inmates, upon graduation from STP, may be able to complete their sentence on the EM program. Upon graduation from STP, inmates should be better prepared to handle life's struggles in a manner that is more directed towards solving problems instead of reacting to them.

In addition to the STP program, SBSO embarked in a pilot project called Breaking Recidivism and Creating Empowerment (BRACE).

Project BRACE is designed to provide individualized, assessment-driven services to Santa Barbara County Jail inmates who are housed in Administrative Segregation and suffer from co-occurring mental health and drug addiction issues and are at significant risk of returning to incarceration due to repetitive criminal activity. Individualized services include risk and needs assessment, treatment planning, group and individual counseling, discharge planning and ultimately a strong continuum of care upon community re-entry.

BRACE is a partnership between the SBSO, the Probation Department, and community based partner, Sanctuary Centers of Santa Barbara. Sanctuary Center's staff assigned to Project Brace includes two (2) Master's level Marriage and Family Therapist Interns, a Licensed Marriage & Family Therapist, and a Clinical Director.

To further strengthen the effort to control the inmate population, SBSO and criminal justice partners have teamed up in the development of pre-trial and pre-sentence release programs. The SBSO

works closely with Court staff to identify inmates who qualify for pre-trial release and the EM Program. This year, 12 inmates have been released on pre-trial EM. Through continued assessment and planning efforts the Court is undertaking, pre-trial releases will continue to be a high priority.

Santa Barbara County was successful in obtaining funding through AB900, which will provide \$80 million in construction funding for a 376-bed jail in the northern region of the County. This project is currently out to bid and is expected to break ground at the end of the FY. It is scheduled to take approximately two (2) years to construct and is expected to be open and operational in 2018. The Board of Supervisors is to be applauded for their continual support of a multi-year plan, which began in FY 2012-2013 and sets aside annually increasing funds into an account for future operational costs.

Recognizing that Realignment would greatly impact the jail population, resources have consistently been allocated to provide in-custody assessments, increased alternative sentencing opportunities, and discharge planning for both Realigned and non-Realigned inmates. Through extensive cross-departmental initiatives and work efforts, incredible strides have been made in establishing evidence-based strategies to manage the jail population as well as position offenders for successful re-entry to the community. Utilizing Realignment resources to support these efforts is one of many ways the CCP demonstrates a commitment to system change that effectively meets the needs under Realignment, while also improving overall outcomes.

B. Alternative Sentencing Strategy

Alternatives to incarceration managed by the SBSO have been expanded and made available to the Realigned population providing they meet eligibility criteria. Offenders 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. Realignment currently funds two (2) full time equivalent (FTE) Deputy Probation Officers (DPO) 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 EM 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.

During the first six (6) months of the FY, the Realigned population represented 14.5% of the inmates participating in alternative sentencing programs.

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.

Alternative Sentencing continues to work diligently with Probation to provide a release plan for those individuals who will receive probation supervision at the conclusion of their jail sentence.

This collaborative effort allows Alternative Sentencing to more pro-actively manage the jail population, while also providing the services and programs unique to the Realigned population.

Jail and Probation personnel will continue to coordinate an enhanced early release/re-entry. One (1) Social Worker, and one (1) contract discharge planner in tandem with two (2) DPOs assist in the assessment process and re-entry planning for those released early from jail and who are under the community supervision of the Probation Department.

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 re-entry 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.

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 Social Workers also provide offenders 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. Assessment, supervision, and Social Worker staff work collaboratively to design and implement individualized release plans that will ensure offenders receive needed treatment and services directed towards their success in the community.

AVERAGE DAILY REALIGNED IN-CUSTODY OFFENDERS
(not inclusive of offenders on Alternative Sentencing)

	FY 2013-2014				FY 2014-2015				FY 2015-2016			
	Sentenced (1170PC)	PRCS	Parole	Total	Sentenced (1170PC)	PRCS	Parole	Total	Sentenced (1170PC)	PRCS	Parole	Total
July	110	20	11	141	87	13	11	111	40	19	8	67
Aug	99	22	5	126	88	15	8	111	43	23	16	82
Sept	91	14	5	110	78	20	8	106	46	25	18	89
Oct	99	13	4	116	74	26	8	108	46	27	8	81
Nov	98	14	6	118	72	30	4	106	51	19	10	80
Dec	98	18	4	120	63	23	5	91	55	20	13	88
Jan	89	18	3	110	60	17	6	83	55	23	13	91
Feb	94	15	6	115	54	22	7	83				
Mar	96	19	7	122	48	22	10	80				
Apr	101	16	8	125	45	19	13	77				
May	97	19	9	125	43	25	14	82				
Jun	96	15	6	117	39	20	14	73				

(Data above differs slightly from that previously published due to updates and corrections that have been incorporated)

TOTAL MONTHLY BED DAYS FOR REALIGNED OFFENDERS
(not inclusive of offenders on Alternative Sentencing)

	FY 2013-2014	FY 2014-2015	FY 2015-2016
July	4442	3425	2071
Aug	3898	3453	2519
Sept	3292	3182	2694
Oct	3590	3358	2524
Nov	3539	3175	2416
Dec	3772	2849	2716
Jan	3444	2574	2827
Feb	3231	2300	
Mar	3802	2472	
Apr	3794	2306	
May	3881	2530	
Jun	3442	2177	

AVERAGE DAILY REALIGNED OFFENDERS ON ALTERNATIVE SENTENCING

	FY 2013-2014				FY 2014-2015				FY 2015-2016			
	Sentenced (1170PC)	PRCS	Parole	Total	Sentenced (1170PC)	PRCS	Parole	Total	Sentenced (1170PC)	PRCS	Parole	Total
July	27	1	1	29	41	1	1	43	22	1	0	23
Aug	28	1	0	29	35	1	1	37	18	1	0	19
Sept	28	2	1	31	34	1	0	35	20	2	0	22
Oct	27	1	0	28	31	1	0	32	21	1	0	22
Nov	31	0	0	31	33	2	1	36	20	1	0	21
Dec	31	0	0	31	33	0	0	33	19	2	0	21
Jan	33	0	0	33	24	0	0	24	19	1	0	20
Feb	34	0	2	36	20	0	0	20				
Mar	36	0	0	36	22	1	0	23				
Apr	33	0	0	33	18	0	1	19				
May	38	0	0	38	14	1	0	15				
Jun	42	0	0	42	17	1	0	18				

TOTAL MONTHLY BED DAYS FOR REALIGNED OFFENDERS ON ALTERNATIVE SENTENCING

	FY 2013-2014	FY 2014-2015	FY 2015-2016
July	893	1332	704
Aug	922	1142	602
Sept	902	1055	651
Oct	861	983	677
Nov	941	1055	624
Dec	953	1038	652
Jan	1037	743	613
Feb	1006	577	
Mar	1127	737	
Apr	1002	572	
May	1171	487	
Jun	1268	548	

(Data in charts above differs slightly from that previously published due to updates and corrections that have been incorporated)

C. Assessment

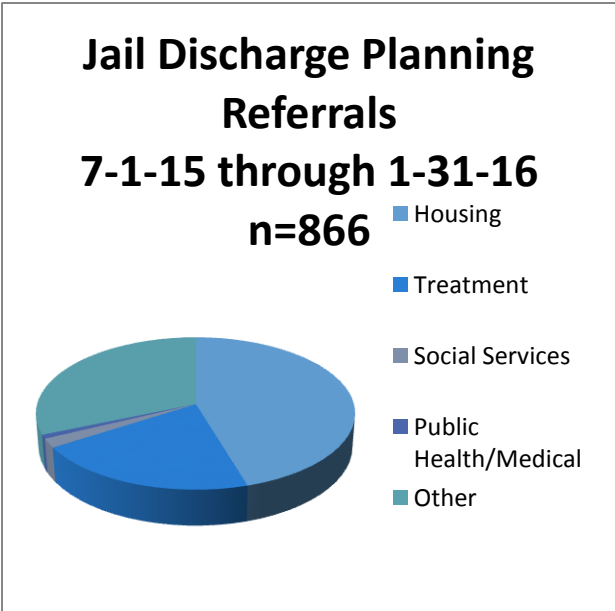
Through the combined efforts of the DPO Jail Assessors (JA) and the SBSO Inmate Booking personnel, risk assessments have been completed on 93% of inmates housed in the jail. These assessments guide and assist jail and treatment personnel in housing, programming and alternative custody release decisions. A snapshot of inmates taken on February 23, 2016, indicates 56% were assessed as high risk to recidivate, 26% as medium, and 9% as low. Through the use of risk assessment tools there has been marked improvement in ensuring the release of low risk offenders.

Currently, 9% of the jail population are at low risk to recidivate, which is a marked improvement when compared to 21% of the population in November 2013.

JAs have additional duties that assist in improving efficiency and communication between supervision officers and Court personnel. Between July 1, 2015, and January 31, 2016, JAs obtained 47 revocation hearing waivers from inmates, reducing Court hearings and jail transportation. Additionally, approximately 67 CDCR parolees were served and agreed to waive their hearings further reducing dedicated Court hours. The assignment of DPOs to the jail as JAs has enhanced evidence-based decision making and overall systemic efficacy.

D. Discharge Planning

Re-entry 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 and Probation Department, along with the Public Defender’s Release Services Coordinators (RSC), the SBSO Discharge Planners, and a CBO representative. Referrals for assistance are received from a variety of sources, including the offender, family members, or defense counsel. Discharge planning services include, but are not limited to, residential program screening, coordination and transportation, assistance with eligibility for entitlements such as Medi-Cal, supplemental and disability social security (SSI and SSDI), and veterans’ benefits, referrals/linkage with mental health and/or public health, referral to and coordination with Collaborative Courts, and aftercare coordination with parole agents and DPOs who monitor the inmates upon release. Additional resources have been allocated to the Public Defender’s Office to expand abilities to offer transportation alternatives to offenders being released from jail who require assistance getting to treatment programs, residential programs, or sober living environments.





Treatment and case planning begin with an evidence-based risk/needs assessment. Housing and programming options are then matched to offender needs and risk factors. Appropriate treatment dosage delivered through evidence-based treatment modalities remains the foundation for successful treatment strategies.

The target population for discharge planning can include all offenders exiting the jail. The level and extent of assistance is based on their risk and needs as determined through the use of Correctional Offender Management and

Profiling Alternative Sanctions (COMPAS), an evidence-based screening and assessment tool. A “gatekeeper” position has been established on the team to receive, screen, and assign referrals requesting assistance with discharge planning. Each member of the team has unique target populations as follows:

Public Defender - Release Service Coordinators

- Pre-sentenced offenders not on probation
- Offenders on probation with special needs limiting their access to services

Sheriff's Discharge Planners/ Community-Based Planner

- Offenders with co-occurring disorders and re-entry from STP
- Offenders serving lengthy PRAIL sentences and released on EM

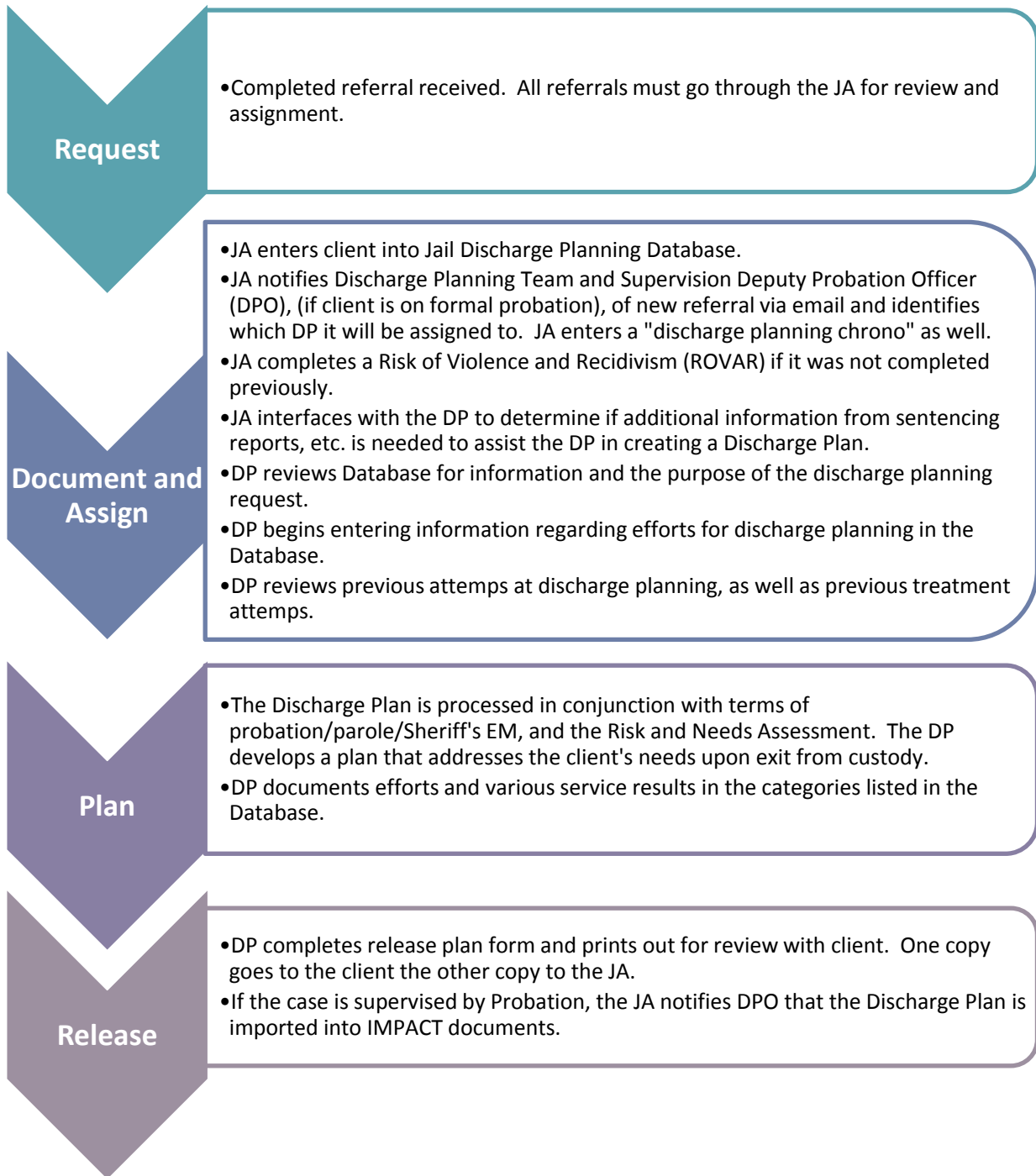
Deputy Probation Officers

- PRCS and PSS offenders

An integrated data management system is utilized that allows multi-agency personnel to view and update release planning efforts and has greatly enhanced efficiency and reduced duplicative efforts. This model of re-entry incorporates the fundamental evidence-based practice of a collaborative structure and joint ownership between County departments and CBOs. Additionally, a focus on regular analysis of objective data, including analysis of jail population characteristics, will continue to inform and drive decision making and policy formation.

JAIL DISCHARGE PLANNING PROCESS

JAIL ASSESSOR (JA) AND DISCHARGE PLANNER (DP)



E. Supervision

Probation's work of protecting the public and facilitating the rehabilitation of offenders is challenging and requires a balanced approach. The Santa Barbara County Probation Department remains committed to evidence-based interventions and approaches to offender supervision through the application of the principles of risk, need and responsivity. With the overarching goal of reducing recidivism, the following community supervision strategies are utilized:

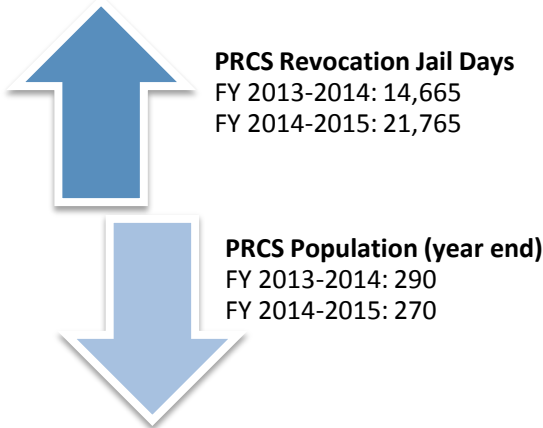
- ⇒ **The Skills of Staff** - Motivational Interviewing techniques to improve the communication skills and interactions exercised between DPOs and offenders;
- ⇒ **Decisions on Program Assignment** - needs assessments and programmatic decisions that match offenders to varying levels and types of supervision conditions and treatment interventions;
- ⇒ **Program Assignment** - evidence-based treatment and monitoring interventions;
- ⇒ **Sanctions/Incentives** - determinations of accountability for assigned obligations and accompanying compliance consequences and rewards, i.e., both positive and negative reinforcements;
- ⇒ **Community Linkages** - formal and informal interfaces with various CBOs and groups;
- ⇒ **Case Management** - a case management system that relegates individual case objectives and expectations within a prescribed set of policies and procedures; and
- ⇒ **Organizational Commitment** - internal (operational) and external (policy environment) organizational structures, management techniques, and culture.

Regional Realignment Wraparound Team meetings have been instituted in all area of the County and are a fundamental element of the successful collaboration with CBOs and the Department of Behavioral Wellness. On a monthly basis, DPOs, housing providers, and CBOs meet to discuss new offenders being released into the community and strategies to intervene with those that are having difficulties. Not only has communication between organizations improved dramatically, but the teams have become well-positioned to be proactive in holding offenders accountable and utilizing intervention programs specific to offender needs.

In FY 2014-2015, a Violation Matrix was developed and deployed countywide for DPOs to utilize in determining individualized, appropriate, and proportional responses to non-compliant behavior. By overlaying offenders' risk factors with the seriousness of behavior, and considering any present stabilizing or destabilizing factors, appropriate and objective sanctions are applied. Although this tool has demonstrated effectiveness in its application to the general varied risk probation population, it may be inadvertently contributing to the increase in the use of revocations and extended jail sentences in lieu of shorter flash incarcerations for Realigned offenders.

Tim entered subsidized Clean & Sober housing following release from custody, participated in treatment, and enrolled in Alan Hancock College Welding Program. "I made a choice to make this change. I was tired. Probation helped me by being there...you tried to understand what I was going through. You didn't just order me around." Tim, age 36 - Santa Maria, CA.





Through the UCSB evaluation process, it was documented that some offenders are chronically non-compliant and the use of repeated revocations does not appear to have any significant impact or improved their individual outcomes. Meanwhile, it appears as the offender population declines, the use of jail days as sanction is increasing. Further analysis is needed to determine the factors that are contributing to this issue and ensure that use of jail time is consistent with the latest research.

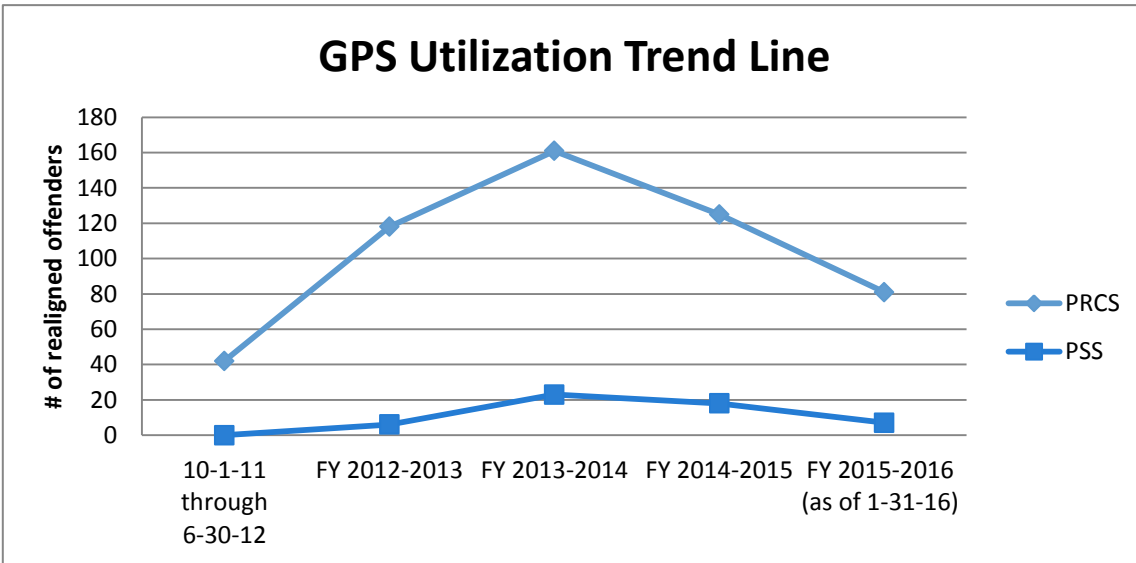
Additionally, further review will assist in determining if the Violation Matrix is limiting DPOs' abilities to impose shorter sanctions, if repeated revocations are occurring with distinct offenders or a few chronically non-compliant individuals, or if a particular behavior can be targeted to reduce incarceration episodes.

In furthering the Probation Department's commitment to utilizing a balanced approach, in FY 2015-2016 an Incentive Matrix was developed and utilized in a pilot project. This matrix is an effective tool for enhancing an offender's motivation to change behavior, engage in treatment, comply with Court ordered conditions, and make lifestyle improvements. The level and type of reward will depend on recent levels of compliance, the significance of the behavior or achievement, the offender's risk to public safety, the offender's previous behavior, and the meaningfulness of the specific reward to the particular offender. Evidence from behavioral science in corrections environments has shown that rewards are effective at shaping behavior and creating lasting offender change. A goal for the upcoming FY is to expand the Incentive Matrix program throughout Santa Barbara County.

An additional supervision tool that is showing some promising outcomes is the utilization of GPS with PRCS offenders. According to the UCSB evaluation, there may be improved rates of successful completion of PRCS supervision when GPS is used as a re-entry tool. Further, offenders that were placed on GPS during re-entry were significantly less likely to have one (1) or more supervision violations (44%) than those placed on GPS as a method of intervention related to a violation (86%). Proactive utilization of GPS immediately upon release from prison is preferable when contrasted with reactionary use of GPS to intervene with non-compliant behavior. Further research on the most effective tactics for GPS utilization will occur in the coming year.

Of significant note, when offenders were placed on GPS during re-entry, only 20% went on to be convicted of a new crime while 37% of those placed on GPS later in the supervision period to address non-compliance, committed a new offense.

The two graphs below outline the utilization of GPS from the commencement of Realignment, and the current utilization for this fiscal year.



GPS Utilization July 1, 2015 – January 31, 2016

PRCS Offenders		PSS Offenders	
# of offenders on GPS	81	# of offenders on GPS	7
# of days on GPS	4,367	# of days on GPS	294
# of GPS completions	40	# of GPS completions	4
Successful completions	31 (78%)	Successful completions	2 (50%)
Unsuccessful completions	7 (18%)	Unsuccessful completions	2 (50%)
No fault	2 (5%)	No fault	0

When released from prison in September of 2015, Scott was homeless and unemployed. He was put on GPS and began programming at the PRRC, where he completed R&R, Wage\$\$, substance abuse treatment, and tested "clean." Within three (3) months, he found a job at a local grocery store and secured a place to live. Scott, age 33 - Santa Maria, CA.



F. Victim Services

During FY 2015-2016, a part-time Victim Witness Advocate is assigned to victims associated with charged Realignment cases. The Victim Witness Advocate contacts victims of crimes of Realigned offenders. The District Attorney's (DA) Office is tracking and interfacing with victims to educate about potential Realignment sentencing options, as well as working with victims of Realigned offenders on a post-sentence basis.

The Victim Witness Advocate's duties include:

- Provide an orientation to the criminal justice system to victims of Realigned cases.
- Work closely with the Deputy District Attorneys (DDA) to provide victim impact statements for Court consideration.
- Obtain victim information regarding losses to be considered for restitution orders at sentencing.
- Act as a victim liaison to the Probation Department's Revenue Recovery Unit. Provide timely victim restitution information to enhance efficacy of the existing collection process.
- Provide Court support to victims.
- Assist with safety planning, as appropriate, including criminal protective orders as necessary.

In FY 2014-2015 the Advocate made successful contact with 77 victims and provided 184 distinct services. In each victim contact, the victim is provided with an overview of their constitutional rights per Marsy's law. The Advocate focused efforts on contact with victims of burglary, forgery, grand theft, hit and run, possession of stolen property, and thefts. The predominant services provided were orientation to the criminal justice system, case status, and disposition in 53 instances. Additionally, the Advocate provided restitution assistance on 41 instances.

From July 1, 2015, through January 31, 2016, an assigned Advocate has made successful contact with 49 victims and provided 131 distinct services. The Advocate provided orientation to the criminal justice system, case status/disposition information in 36 instances, and assisted victims to identify their losses for the purpose of restitution on 46 instances. The Advocate continues to act as a liaison with the Probation Department to ensure

The advocate acts as a liaison between the victim and the Probation Department ensuring that the victim's losses were represented to the Probation Department and status updates regarding restitution were provided to the victim.

that the victim's losses are accurately identified and included as part of restitution orders and inform victims when efforts are underway to collect owed restitution.

In FY 2016-2017 the DA's Office proposes to shift the duties of the existing Advocate to focus on early intervention and contact with victims at the pre-arraignment/pre-trial stage. The Victim Witness Advocate would be available on-call to provide early victim contact within 24 hours of the offense. The Advocate would serve countywide victims of crime. Currently Victim Witness Advocates are notified of criminal cases involving victims upon receipt of the law enforcement report in the DA's Office, Monday through Friday only, which can delay victim contact because of interagency processing practices. Inmate incarceration and arraignment can be delayed up to four (4) days before the Arraignment Court and/or the DA receives statutorily required victim input. An on-call schedule would enable Advocates to receive crime victim information sooner and make outreach to victims for pre-trial and Court consideration. Earlier intervention would expedite victim's access to available crime prevention strategies, therapeutic interventions, emergency financial assistance, and prevent a lapse in information between arrest and arraignment.

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."

In addition, the shift would enhance 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 would expedite information sharing with the DA, Pre-Trial Services, the Public Defender, and the Courts.

This shift lends itself to a more comprehensive approach to criminal justice improvements. According to the National Symposium on Pre-Trial Justice and materials distributed at the 2015 Pre-Trial Summit, "to make sound decisions about release or detention, judicial officers need to have reliable information about the potential risks posed by release of the individual and confidence that resources are available in the community to address or minimize the risks of non-appearance or danger to the community if the decision is made to release the individual." 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, early victim contact would improve overall criminal justice efficiencies including a reduction in SBSO transportation costs, personnel impacts, and Court and staff time, minimizing negative impacts on the system and the victim.

G. Subsidized Clean and Sober Living Environment (SLE)

Progress continues to be made reducing homelessness within the PRCS population. In January 2016, 7% percent or 21 offenders reported as transient. Throughout this past year, staff from sober living facilities participated in additional efforts to advance their understanding and utilization of evidence-based interventions. Staff from several local facilities participated in T4C and Motivational Interviewing training opportunities, and have begun to develop and utilize individualized case plans to assist in guiding and directing the offenders in activities designed to move them towards self-sufficiency. Further, most sober living facilities are now participating in monthly Regional Realignment Wraparound Team meetings with Probation and treatment personnel.

• • •
 In November 2014,
 10% percent or 29 of
 the PRCS offenders in
 the community were
 identified as transient.
 • • •

The average length of stay in funded housing is 77 days, with some offenders spending very short periods and the longest length of stay currently being nine (9) months. From July 1, 2015, through January 31, 2016, 28 Realigned offenders received placement in subsidized housing, for a total of 2,172 days.

“The sober living has helped me the most. I have grown from just living in a sober environment with other women. The extended stay has helped me stay stable in sobriety and connect with meetings and if I had not gone there I wouldn’t be where I am now. I feel confident in my sobriety.” Samantha, age 24 - Santa Barbara, CA.



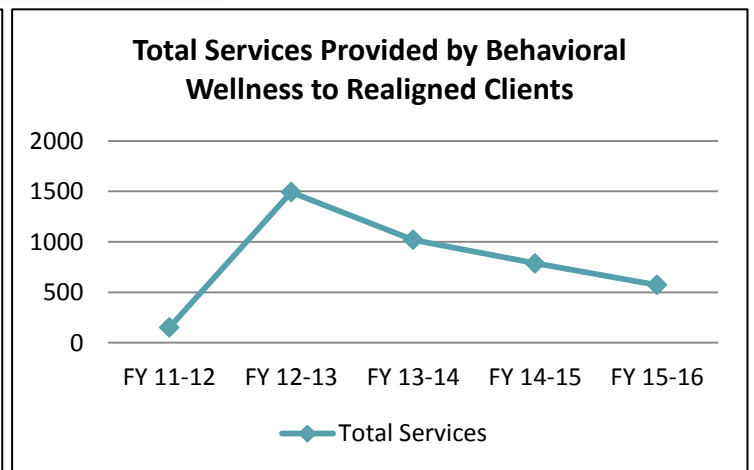
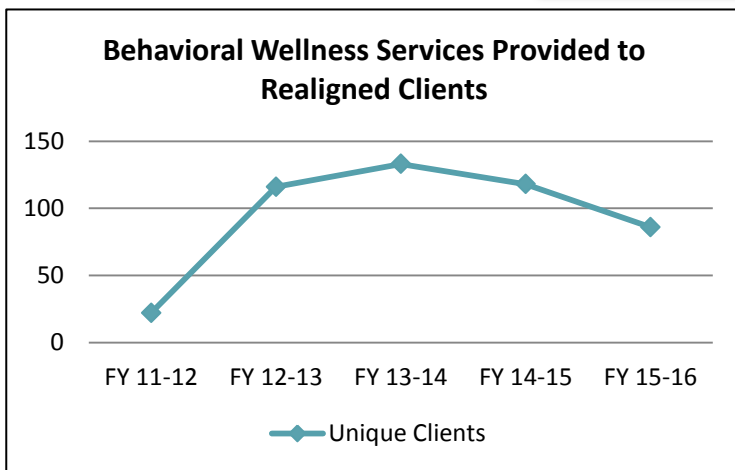
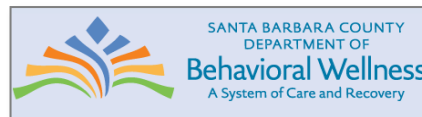
H. Treatment and Supportive Services

Behavioral Wellness Psychiatric Services

The PRCS population continues to be referred to services provided onsite at the PRRCs by staff from Behavioral Wellness through a dedicated Realignment Clinic (Realigned Offenders’ Mental Health Screening and Treatment Program). The PSS population, when released from jail, can also access these services as a bridge to connect with their local clinics. A psychiatrist and a licensed psychiatric technician (LPT) provide easily accessible and efficient medication evaluation and monitoring. All levels of care are available to this population, including access to inpatient services, medications, and high intensity services such as Assertive Community Treatment (ACT), when required. All services and medication are offset by eligible Medi-Cal

reimbursements. Monthly Wraparound Team meetings are held for Behavioral Wellness staff and DPOs to discuss new cases, address the needs of offenders with complex and challenging mental health issues, and coordinate transition and discharge plans to community outpatient programs. This year, participation has been expanded in these team meetings to include clean and sober living staff and other community partners who are engaged with, and providing treatment interventions to, the identified offender.

The Department of Behavioral Wellness has added a Forensic Manager position to further the collaborative efforts with the justice involved population. Through this coordination and oversight, a review of both the utilization of the Justice Alliance positions and their integration into the Realigned population, and discharge planning efforts is occurring.



Carmelo not only struggled to read but to also verbally express himself during a conversation. He has shown dramatic improvement, not only in his ability to engage in a conversation, but also in his overall confidence. He just landed employment with a construction company pouring cement. Carmelo is very proud of his accomplishments, including recently completing drug and alcohol programming. Carmelo, age 38 - Santa Maria, CA



Treatment and Supportive Services

Treatment and case planning begin with an evidence-based risk and needs assessment, and programming options are then matched to offender needs and risk factors. Appropriate treatment dosage delivered through evidence-based treatment modalities remains the foundation for successful treatment strategies. As is indicated below, a wide array of robust options are available and are funded for Realigned offenders:

- ❖ **Alcohol and Other Drugs (AOD) Treatment Groups:** AOD treatment groups are facilitated by credentialed drug and alcohol counselors. Staff members utilize the Matrix model of drug and alcohol prevention education, anger management, life skills, socialization, communication skills, and aftercare. Moral Reconciliation Therapy (MRT) is also being utilized. MRT is a systemic cognitive behavioral, step-by-step treatment strategy designed to enhance self-image, promote growth of a positive, productive identity, and facilitate the development of higher stages of moral reasoning. All of these goals are ultimately demonstrated by implementing a relapse prevention plan and more appropriate behavior on the part of the participants.
- ❖ **Cognitive Behavioral Therapy (CBT):** Through CBT interventions, negative patterns of thought about self and the world are challenged in order to alter unwanted behavior patterns. R&R is an evidence-based CBT program implemented at the PRRCs that is designed to teach impulse control, problem solving techniques, and systematic thinking to encourage more empathetic behavior in a social environment. T4C is delivered through a CBO for offenders living in the Lompoc region. It is an integrated, CBT change program that includes cognitive restructuring, social skills growth, and development of problem solving skills.

Through the use of cognitive behavioral interventions and other strategies outlined above, the following steps assist in mitigating and/or eliminating criminal thinking:

- Develop responsibility for own behavior and actions
 - Develop pro-social and other reflective moral codes
 - Develop social and coping skills through social skills training
 - Learn self-regulation of angry feelings and other emotions
 - Develop skills to increase abstract reasoning and thinking
 - Develop recreational, vocational, and interpersonal alternatives to AOD use and criminal conduct
- ❖ **Seeking Safety:** Seeking Safety is a present-focused treatment for clients with a history of trauma and substance abuse. The treatment was designed for flexible use; group or individual format, male and female clients, and a variety of settings. Classes are held at Santa Maria and Santa Barbara PRRCs and through a CBO in Lompoc.
 - ❖ **Detoxification:** The program is a 14-day, social model residential detox. Clients attend daily 12-Step meetings, participate in two (2) early recovery groups, and receive individual counseling and discharge planning.

- ❖ **Employment Readiness:** The Employment Readiness Classes at the PRRCs provide job preparedness training and assist clients in their attempts to secure employment. Clients receive training in résumé completion, how to dress for an interview, completing an application, test taking tips, and follow-up to interviews. The classes promote the development of good work habits, ethics training, and conflict resolution.
- ❖ **Work and Gain Economic Self Sufficiency (WAGE\$\$):** WAGE\$\$ is a bi-weekly program designed to assist unemployed or under-employed clients. WAGE\$\$ is a brief job search training program that focuses on how to answer difficult questions regarding a client's felony conviction. Clients learn interviewing techniques, how to dress for interviews, and the optimum locations to look for employment. Additionally, the program assists clients with the completion of their résumés.
- ❖ **Recovery-Oriented System of Care (ROSC):** ROSC is a secular, peer-driven support group provided at the PRRCs that is similar to a 12-Step program for those offenders with substance abuse issues.
- ❖ **Sex Offender Treatment:** An interdisciplinary offender management model known as "The Containment Model Approach" is utilized. This approach reflects a specific, case-by-case strategy that includes a consistent multi-agency philosophy focused on community and victim safety, and a coordinated individualized case management and control plan. Case management consists of three (3) inter-related, mutually enhancing activities. These include: community supervision approaches that are specific to each offender's individual "offending behaviors", specialized sex offender treatment, and polygraph examinations to determine pre-conviction sexual behaviors and compliance with terms and conditions of probation.
- ❖ **Parenting Wisely:** This evidence-based program assists offenders who have young children, or who are soon-to-be parents, in developing a healthy, well-balanced approach to raising children. Instruction includes methods of reducing children's disruptive behavior through improved supervision and appropriate disciplinary techniques, as well as ways to enhance family communication and unity. Parenting Wisely provides excellent tools for parents who may have been away from their children, or for those parents seeking to gain further skills.
- ❖ **Literacy Programming:** Literacy assistance and coordination is available to assess offenders' reading levels, create reading improvement plans, train participants on computer and program use, regularly review participant progress, and provide mentoring.

Rudolfo participated in the Reading Plus program at the PRRC. Although initially apprehensive, he ultimately improved his literacy earning an award for achieving a score of 80-90% on two (2) consecutive lessons. He reported that he is "learning a lot" and feels "more confident" with his reading skills. Rudolfo, age 52 - Santa Maria, CA





Following release from jail, Mike was having a difficult time obtaining employment due to his criminal history. He enrolled in the WAGE\$\$ class at PRRC and after he completed the three (3) day course, he interviewed at a local limo company. He came back to PRRC with a big smile and stated he got the position as a limo driver. "If it hadn't been for the PRRC and WAGE\$\$ classes, I would not have done well at the interview". He has been working as a limo driver since June 2013. Mike, age 32 - Santa Barbara, CA

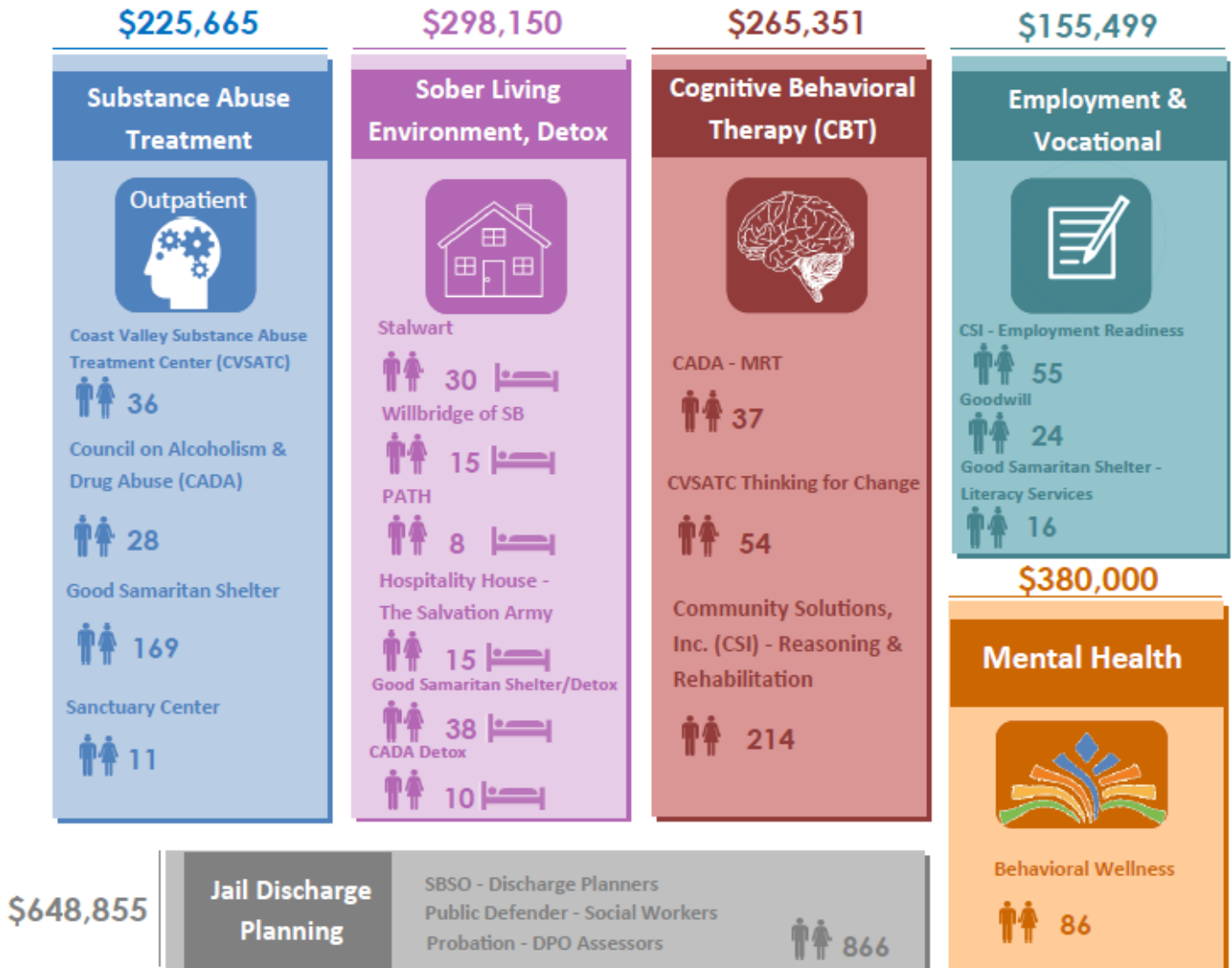
- ❖ **Batterer's Intervention Program:** This 52-week treatment program is mandated by California state law for individuals convicted of acts constituting domestic violence. The focus of the program is preventing physical, sexual, and psychologically violent behaviors and offenders are assisted in developing more adaptive ways to solve conflict, communicate and manage stress.
- ❖ **Secure Continuous Remote Alcohol Monitoring (SCRAM):** SCRAM provides continuous alcohol monitoring for Realigned offenders that are ordered to abstain from the use of alcohol as a condition of supervision. SCRAM can also provide a viable alternative solution to jail.
- ❖ **Drop-in-Education:** Clients get information on obtaining their General Educational Development (GED) certification or high school diploma and college enrollment. Participants can use computers for online enrollment and to view class schedules. One-on-one tutoring is also available to clients who desire additional assistance with course work, reading and writing skills, English, computer skills, etc.
- ❖ **Drop-in-Employment:** Clients can use computers for online job searches, to check posted classifieds, and to get assistance completing and sending job applications and résumés. Assistance with completing application forms for benefits such as Social Security Insurance and a California Driver's License is also available. In Lompoc, a range of employment services is provided through a CBO, including employment readiness, job placement assistance, and case management follow-up.
- ❖ **First Aid and Cardiopulmonary Resuscitation (FA/CPR):** This class offers certification in FA/CPR to individuals interested in acquiring this skill. Clients receive a FA/CPR certification card at the end of the class and can list the training on a résumé increasing their earning power and employability. This new skill also makes their life and the lives of their families safer.

After release from prison, Ramiro entered subsidized Clean & Sober housing, where he resided for two (2) months before transitioning into independent living. He completed drug treatment and entered the Goodwill employment program, where upon completion he secured employment with Goodwill as a truck driver. "Without the Bridgehouse, I wouldn't be where I'm at now. Probation officers should look into people's eyes and see they are serious about changing, and help them out. I was given resources, and guidance, but every probation officer I had let me breathe. They weren't breathing down my neck." Ramiro, age 29 - Lompoc, CA



REALIGNMENT FUNDED TREATMENT & SUPPORTIVE SERVICES

*The numbers below represent fiscal year end projections based on monthly actuals to date.
(As of 3-1-16)*



OTHER SERVICES PAID FOR WITH REALIGNMENT FUNDING

\$476,669
Probation Report & Resource Centers

Facility costs, case management services, WAGE\$\$, drop-in employment, offender support funds, and parenting classes at the PRRCs.

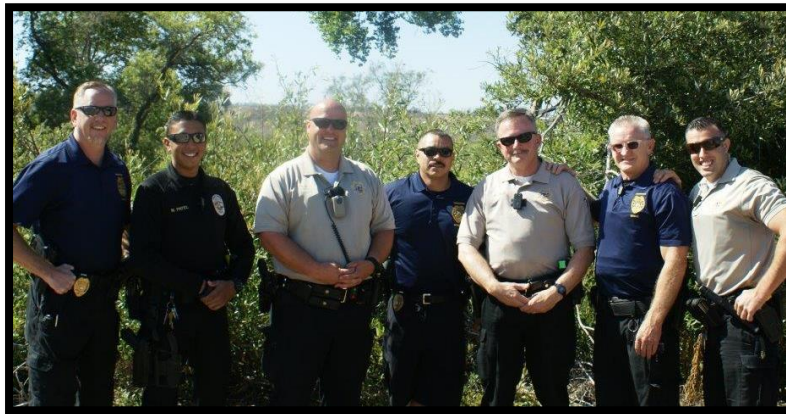
\$46,000
Additional Services

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

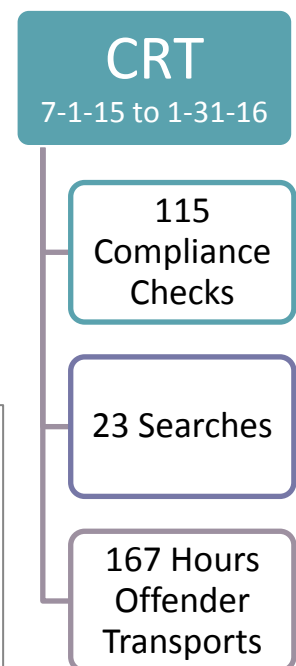
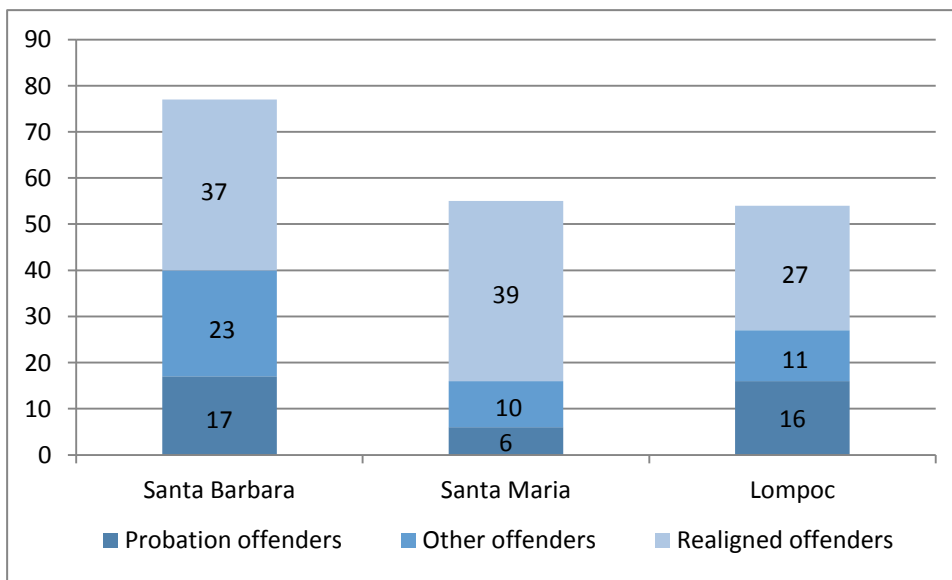
The informational graph above is provided for a generalized overview. It is not all-inclusive but representative of the most frequently used interventions. For specific budget allocations, see Spending Plan Section XII for further details.

I. Compliance Response Teams (CRT)

Two (2) countywide CRTs began operation in December 2012; one (1) located in the northern region of the County and the other in the south. A third CRT team, which is funded through a state grant for front line law enforcement activities, was added in the mid-County region in September 2013. Each team consists of a Deputy Sheriff or a Police Officer and a Senior DPO. These Officers provide compliance checks with random home visits and searches, coordinate warrant apprehension, respond to high level GPS alerts, and assist local law enforcement with operations related to the Realigned population. Additionally this team provides support for gang and warrant sweeps, various large community events, and multi-agency arrest or suppression operations. In July 2014, a Sergeant position was added to lead day-to-day field supervision and overall coordination of tactical field operations.



CRT Arrests July 1, 2015 – Jan. 31, 2016



J. Collaborative Courts

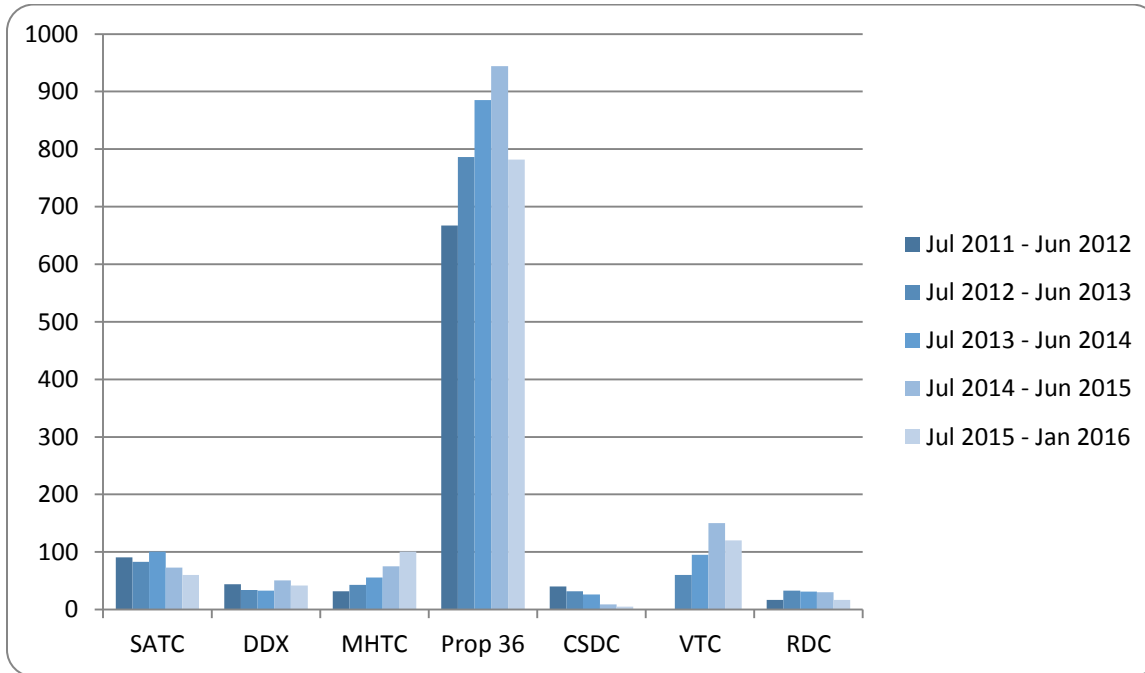
The Collaborative Court (CC) system in Santa Barbara County is a joint venture between the Superior Court, Behavioral Wellness, the Offices of the DA and the Public Defender, the Probation Department, the SBSO, UCSB, and local CBOs. Within the adult criminal justice system there are currently five (5) unique programs targeting specific offender populations; the SATC, the Dual Diagnosis Court, the Re-entry Drug Court, the MHTC, and the Veterans Treatment Court. The CCs continue to focus on a collaborative and holistic effort to reduce crime while preserving jail resources. Populations served and enrollment trends can be seen in attachment #3. Realignment funds currently provide full-time DA staffing of the CCs in the northern and southern regions of the County. 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 offenders 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. Additionally, CCs are especially useful for this population who, because of their addictions, are at a high risk to reoffend. Since FY 2012-2013, 579 felony offenders have successfully exited the CC system instead of joining the §1170(h) PC jail population. Assuming virtually all, with some exceptions, would be Realigned offenders if not successful, a modest 90 jail bed days are saved for each successful exit yielding a total saving of over 52,000 days.

FELONY EXITS FROM COLLABORATIVE COURTS

	FY 12/13		FY 13/14		FY 14/15		FY 15/16 <i>(through 1/31/16)</i>	
	Successful	Unsuccessful	Successful	Unsuccessful	Successful	Unsuccessful	Successful	Unsuccessful
RDC	2	8	12	4	2	9	7	8
VTC	2	1	1	1	1	2	4	0
DDX	3	19	9	7	7	9	5	3
PROP. 36	115	53	136	45	140	74	32	36
SATC	19	8	28	8	31	1	10	3
MHTC	2	1	4	2	4	2	3	3
Totals	143	90	190	67	185	97	61	53

As a result of this strategy to work collaboratively with other stakeholders in monitoring and maintaining accountability of offenders who are admitted into these programs, the number of offenders obtaining help in the CCs had remained consistently high until the passage of Prop. 47 in November of 2014. Additional accountability and monitoring of these programs from a prosecutorial perspective during Realignment strives to increase their viability, as Realignment and Prop. 47 place these offenders with various substance abuse issues, addiction, and mental health disorders back into the local community.

This strategy includes identifying and treating the aforementioned issues, striving to boost program efficacy and, in turn, reduce recidivism while protecting public safety and achieving just criminal outcomes. In an effort to address the effects of Prop. 47 on the population of offenders who may be reluctant to participate in the CC process, the need for new eligibility criteria and programming requirements is being considered with the other CC stakeholders.



Note: Clean and Sober Drug Court (CSDC) was a grant funded program in Santa Barbara that is no longer operating. The types of offenders previously served in CSDC are now being served in the Dual Diagnosis (DDX) Court.

VI. Community Recidivism and Crime Reduction Services Grant

The Budget Act of 2014 (Chapter 25, Statutes of 2014) allocated money to the Board of State and Community Corrections for the Community Recidivism and Crime Reduction Services Grant described in §1233.10 PC. Counties were eligible to receive funds if the Board of Supervisors, in collaboration with the county’s Community Corrections Partnership, agreed to develop a competitive grant program intended to fund community recidivism and crime reduction services. The Santa Barbara County Board of Supervisors and the CCP established guidelines to focus local efforts within the statutory requirements while focusing on local gaps in the Realignment Plan. Initially, four (4) programs were selected, and following an additional allocation for FY 2015-2016, two (2) additional programs were funded.

	<p>Coast Valley Substance Abuse Treatment Center</p> <ul style="list-style-type: none"> • Parenting Classes • Trauma Focused groups - "Seeking Safety" • Anger management
	<p>Anger Management Specialists</p> <ul style="list-style-type: none"> • "Personal Mastery Program" • Stress Management/Decision Making
	<p>Council on Alcoholism & Drug Abuse</p> <ul style="list-style-type: none"> • Intensive Individual Alcohol & Drug Counseling • Gender Specific Trauma Focused groups - "Seeking Safety"
	<p>Santa Barbara Rape Crisis Center</p> <ul style="list-style-type: none"> • Individual Crisis Intervention Counseling • Psycho-educational groups
	<p>Good Samaritan Shelter Services</p> <ul style="list-style-type: none"> • Enhanced Case Management Services for offenders in subsidized housing • Literacy Services at Shelter and Sober Living homes
	<p>Community Solutions Inc.</p> <ul style="list-style-type: none"> • Individualized Intensive Employment Services • Utilization of ACT WorkKeys assessments and employment readiness tools

The services under each CBO listed have varied start dates; thus, have progressed in very distinct timeframes. The Council on Alcoholism and Drug Abuse (CADA) and Anger Management Specialists (AMS) have both fully expended their funds. It is anticipated that CADA's enhanced services will be incorporated into their ongoing contract, whereas AMS programming experienced a retention issue that needs to be addressed prior to exploring additional funding. The remaining CBOs have not yet expended their full allocations and issues of sustainability will be explored as they come closer to exhausting their funds. These grants have allowed for an expansion of CBO-driven services through pilot efforts and have been seen as a benefit to the goals and objectives of the Implementation Plan.

"As the class progressed from week to week (Anger Management Specialists' Personal Mastery Program), I began finding myself thinking more clearly and being less stressful...I began finding myself. My worth [sic]. And with being provided the tools I have accomplished many goals in my life." Adam, 32 years old – Santa Barbara, CA



VII. Plan Revisions

This FY 2016-2017 Realignment Plan continues the balanced approach of investment in jail population management and evidence-based supervision and treatment strategies aligned to the population’s needs. The budget summary below demonstrates this balance.

FY 2016-2017 Base Allocation: \$10,438,529
(Budgeted)

<u>Component</u>	<u>Component Allocation</u>	<u>% of Base Allocation</u>
Custody / Alt Detention	\$ 3,200,901	30.7%
Supervision / Case Mgmt	\$ 2,823,890	27.1%
Treatment	\$ 2,919,329	28.0%
Collab Efforts	\$ 964,041	9.2%
Eval / Data Analysis	\$ 114,469	1.0%
Victim Services	\$ 49,074	0.5%
Admin	\$ 366,825	3.5%
Total:	\$10,438,529	100.0%

This latest plan also maintains the supervision and service provision that has been consistently refined since the start of Realignment. This year is no exception and some of the anticipated refinements include:

- A. The assessors placed at the jail will be utilized to assist in a pilot effort to assess the mental health needs of the highest need jail inmates and in the coordination of their discharge plans.
- B. An effort that was piloted in Santa Maria designed to improve communication and coordination between the Collaborative Courts and the jail will be expanded to include southern region of the County. A DPO assigned to Realignment serves as an additional liaison and is able to bridge some of the difficulties with offenders in custody by meeting with them in the jail and coordinating the sharing of information between the offender, clinicians and custody staff at the jail, and the Court team.
- C. The use of incentives to acknowledge and encourage continued progress toward case plan milestones and goals will be expanded countywide.
- D. Flash incarceration and revocation protocols will be re-examined to ensure they are as effective as possible.
- E. The substance abuse treatment curriculum at the PRRCs will be updated to ensure that it is consistent with the latest research and cost-benefit analysis of what works with a criminal justice population.

In addition to these refinements, there are two (2) primary revisions that are reflected in the budget. The funds allocated to the DA's Office for a part-time Victim Witness Advocate will continue; however, these activities will be shifted to focus on victim contacts which will occur prior to arraignment. It is anticipated that this change will assist in the County's effort to enhance Pre-Trial Services and ensure that appropriate offenders can be released from the jail as early as possible while still addressing concerns raised by the victims.

Funding to the Public Defender's Office has been augmented as part of the discharge planning effort. The Public Defender's Office has filled a void the last couple of years related to transportation. They have consistently offered a transportation alternative to offenders being released from jail who require assistance getting to treatment programs, residential programs, or sober living environments. These services will be substantially increased in FY 2016-2017.

VIII. Data Collection, Evaluation, and Results

Data collection is integral to any data-driven system, as well as being the foundation of a quality evaluation. Santa Barbara County has been committed to meaningful data that could be utilized to support outcomes, as well as ensure an independent evaluation was in place. Unfortunately, efforts to integrate and automate data collection have not moved forward as anticipated.

An interagency data committee was recently re-launched in an effort to explore and ultimately overcome the obstacles that have prevented criminal justice data efforts from moving forward. Although some of the obstacles will undoubtedly pertain to financial resources, preliminarily it appears that other priorities and competing interests are also issues that had negative impacts on the group's ability to achieve their goals. Fortunately, there is renewed interest and commitment to re-examining the issues. It is believed that with a collaborative approach many of the concerns can be addressed through interagency sharing of resources.

Despite these challenges, the evaluation has moved forward. Although at times it does not encompass all of the factors due to a lack of quality data, the UCSB research team has made excellent use of the data that is available. Realignment funding continues to support an outcome evaluation focused on the Realigned population, as well as two (2) process evaluations related to the Collaborative Courts. The summary results of process evaluations conducted in FY 2014-2015 are included as attachment #4 and the full reports can be viewed on the Probation Department's website ([Santa Barbara SATC Evaluation](#) and [Santa Maria SATC Evaluation](#)). The CCP has not only funded these evaluations, but they regularly support the Collaborative Courts through training opportunities. In FY 2015-2016 process evaluations of the SATC continued, as significant changes in staffing and judicial oversight occurred. The Santa Maria SATC has become relatively stable after implementing many of the recommended best practices, so an additional process evaluation was not warranted at this time; thus, the region's

latest process evaluation focuses on MHTC. It is anticipated that the results of this evaluation will serve as a roadmap for improvements related to MHTC.

UCSB has now released three (3) full outcome reports related to Realigned offenders. The Executive Summary for the most recent report is included as attachment #5. The latest report, which can be viewed on the Probation Department's website ([Realignment Report Oct. 2011 - Dec. 2014](#)) aggregates data since Realignment commenced and is able to draw more significant conclusions than the prior reports, although caution is still encouraged when interpreting the results.

Analyses of the data were conducted on numerous types of outcomes and variables with the majority of the data focused on offenders who have completed their supervision periods. The analyses continue to confirm that the majority of the population is high risk for both recidivism and violent behavior. The data related to the PRCS offenders reveals that 89% are male, with a breakdown of 56% Hispanic, 34% White, 8% Black, and 1% other. On average, they are 38 years old. Only 4% have some type of sex offender status, whereas 25% have prior or current gang affiliation. Sixteen percent (16%) were identified with some type of mental health need while in prison. Approximately 68% of them completed their supervision period successfully and 24% received a new local misdemeanor or felony conviction during their supervision period.

When analyzing their supervision and treatment, it was discovered those that had positive improvements in residential stability were 3.8 times less likely to recidivate. Furthermore, those PRCS offenders who experienced positive change in criminal thinking were 5.9 times less likely to recidivate than those who did not make any improvements in criminal thinking.

The data for offenders sentenced under §1170(h) PC found that 73% of them were male, with 49% Hispanic, 42% White, 7% Black, and 2% other. On average they are 35 years old. This population is also sub-divided into those that received a jail only sentence comprising 44.2% and the remaining 55.8% receiving a split sentence of jail time followed by a period of mandatory supervision. A recidivism comparison of the two (2) subgroups shows a marked improvement for the split sentences with 27% recidivating as compared to the jail only offenders with 41.4% recidivating in the one (1) year following release from jail. This is compelling support for re-entry supervision and services versus incarceration alone.

The opportunities for continued learning and improvement in supervision and treatment protocols are numerous. The UCSB research team is incredibly well situated to aid the County in effective Realignment implementation, but their work is also assisting other areas of the criminal justice system adapt and benefit from their research.

IX. Results First Approach

The County's partnership with the Pew-MacArthur Results First Initiative continues to allow local stakeholders to utilize a cutting-edge approach to better analyze the "cost-benefit" aspect to allocating limited resources. Santa Barbara County is one (1) of four (4) California counties implementing Results First and working with a highly qualified technical assistance team in adapting what has previously been a state model to a county environment.

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. It allows for comparisons of program options in order to identify those that most effectively achieve outcomes with the best value for taxpayers. Results First uses sophisticated econometric model that analyzes the costs and benefits of potential investments in criminal justice programs. The model relies on the best available rigorous research in program effectiveness to predict the public safety and fiscal outcomes of each program in the County, based on local unique population characteristics and the cost to provide these programs locally. For each potential investment, the model produces separate projections for benefits that would accrue to program participants, non-participants, and taxpayers. These are combined to produce a total bottom line benefit. The model then calculates the cost of producing these outcomes and the return on investment that Santa Barbara County would achieve if it chose to fund each program.

Initial Results

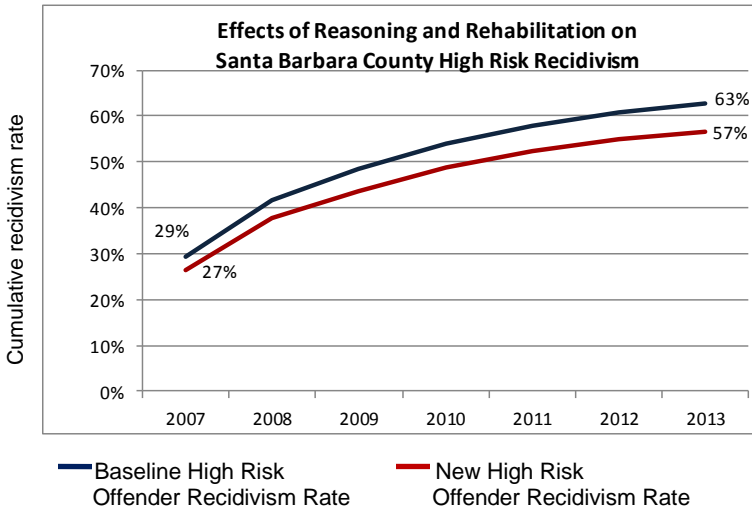
Choosing cost-effective programs with proven results.

R&R is an evidence-based CBT program that is used to alter maladaptive thought patterns and is known to reduce recidivism. In Santa Barbara County, this program is projected to reduce recidivism by almost 10% over the long-term. Based on County data, this program is cost-beneficial; every dollar invested generates approximately \$19 in benefits to taxpayers and victims.

The Results First model is able to complement the UCSB evaluation by monetizing the programs that are found most successful. For example, as previously noted, those PRCS offenders who showed improvements in the area of criminal thinking were 5.9 times less likely to recidivate. R&R is an evidence-based program designed specifically to assist in addressing criminal thinking. Utilizing the

Results First model and local cost data, the cost-benefits of this program are calculated and demonstrate that every dollar invested in R&R locally generates approximately \$19 in benefits to taxpayers and potential 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	
Benefits per dollar of cost	\$20.87	
Annual Recidivism Reduction: -10.4 %		

Through the Results First Initiative, local stakeholders have identified the need for improved substance abuse programming for the criminal justice population. Over the last year, a pilot project utilizing MRT has allowed a local provider to explore this option and confirm it as an appropriate alternative. Offenders receiving MRT have been found responsive to the intervention and it is anticipated that the program will be implemented at both PRRCs in FY 2016-2017.

Although the County has only begun to explore the many opportunities and applications for Results First, it is clear that it is a powerful tool that will aid practitioners as well as policymakers. In partnership with California State Association of Counties (CSAC) and the national Results First Technical Assistance Team, a local protocol for the model's use at County level is currently being developed. Utilization of the model has the opportunity to assist the County in rapid progress in implementing the most cost-effective programs throughout the criminal justice system and serve as a resource to both the County and local CBOs.

X. Strategic Planning

The County Executive Office and Supervisor Janet Wolf's office proposed, and the CCP agreed, to fund an independent consultant to conduct a study examining the first five (5) years of Realignment funding and programs, and a review of the County's strategies to ensure the Plan is adequately achieving the goals of "justice reinvestment" outlined in §3450(b)(7) PC. A Request for Proposals has been released and it is anticipated the study will begin in the summer/fall, allowing it to inform the FY 2017-2018 planning process. This project is funded through Realignment planning funds.

Ultimately, the study will provide a strategic plan for future Realignment Plan features and funding. The study is designed to identify gaps in services/programming and identify opportunities and practices, focusing on the "Results First" evidence-based strategies with the goal of increasing public safety while holding offenders accountable, whether in CBO programs or in custody; examining data gathering needs and strategies to enhance Realignment goals; and better integrating mental health treatment strategies into current practices. Additionally, since implementation of the Affordable Care Act (ACA) in January 2014 the Department of Behavioral Wellness reports having experienced an increase in voluntary admissions to outpatient substance abuse treatment programs. The relationship between the effect of ACA and changes occurring within the criminal justice system subsequent to the passing of Proposition 47, will be explored as part of the strategic planning process. The planning process will also further provide both analyses and recommendations regarding enhancing community awareness of and involvement in the CCP process, including but not limited to better means of incorporating community and stakeholder input and recommendations.

The CCP is also supporting the use of an independent consultant to assist planning efforts related to Pre-Trial Services (PTS) through the use of up to \$20,000 in planning funds. PTS has been identified as an area for potential expansion and modification throughout the state and nation. The CCP has noted an interest locally in this area each year during the Realignment planning process. By supporting an independent consultant to work with the Superior Court and the local criminal justice stakeholders, it is anticipated that some significant progress could be made more quickly while ensuring a collaborative decision making process. The Court has also received other state funds to support this effort and will be receiving technical assistance through the National Institute of Corrections (NIC) as well.

XI. Funding

Realignment implementing legislation did not establish a long-term formula or "base funding" for allocation to the counties. To establish a long-term formula, a Realignment Allocation Committee (RAC) was established under the direction of CSAC. The RAC's recommendations were ultimately presented to and adopted by the Department of Finance.

The RAC utilized a programmatic allocation to differentiate from growth funds in FY 2014-2015 and then identified base allocations commencing with FY 2015-2016. The programmatic allocations used for FY 2014-2015 established a “blended rate,” which combined each county’s share of FY 2013-2014 programmatic funds and its share of FY 2012-2013 growth funds. The blended rate applied to FY 2014-2015 base amount of \$934.1 million. **Santa Barbara County received \$8,657,369 in programmatic funds in FY 2014-2015.**

The FY 2013-2014 growth funds were allocated based two-thirds on a performance factor (Senate Bill 678 [SB678] success, as used in the previous allocation formula) and one-third on the “base share” established in a new formula which was applied to base allocations beginning in FY 2015-2016. This allocation was intended to both reward performance and begin to transition counties to their new FY 2015-2016 base allocations. **Santa Barbara County received \$978,303 in FY 2013-2014 growth funds.**

Commencing in FY 2015-2016, each county’s share of the base is defined by a formula which contains factors in three (3) categories, weighted as follows:

- Caseload: 45%
- Crime and Population: 45%
- Special Factors: 10% (This category includes poverty, small county minimums, and impacts of state prison on host counties.)

Santa Barbara County received \$11,078,836 in programmatic or base funds in FY 2015-2016 and is estimated to receive \$11,864,129 in base funds for FY 2016-2017.

To assist in stabilizing any potential service disruptions created by changing to a new formula, FY 2014-2015 growth funds were allocated differently than the formula established for future years. The following formula was utilized:

- Transition payments (35% of growth)
- From the remainder of growth:
 - 65% to performance (as per the FY 2015-2016 growth formula below)
 - 35% to stabilization payments (using each counties’ newly established base share)

Santa Barbara County received \$1,118,182 in FY 2014-2015 growth funds.

The RAC established a growth funds formula for FY 2015-2016 and beyond that is tied to performance using the following factors:

- SB678 Success – 80%
 - SB678 success rate (60%) – all counties
 - SB678 year-over-year improvement (20%) – only those counties showing improvement

Note: SB678 refers to the California Community Corrections Performance Incentive Act of 2009, which created an innovative partnership between the state and Probation to reduce

prison admission rates through improved outcomes among felons supervised by Probation. Allocations are based on a county's ability to maintain a probation failure rate below the state's historical rate and they can receive a bonus allocation for improvements over their own prior year's rate.

- Incarceration rates – 20%
 - County's reduction year-over-year in second strike admissions (fixed dollar amount per reduction)
 - County's reduction year-over-year in overall new prison admissions (10%)
 - County's success measured by per-capita rate of prison admissions (10%)

The RAC proposed to maintain this structure for growth distribution for the next several years and revisit with an expectation that a final formula, which would incorporate incentives, would be in place within five (5) years.

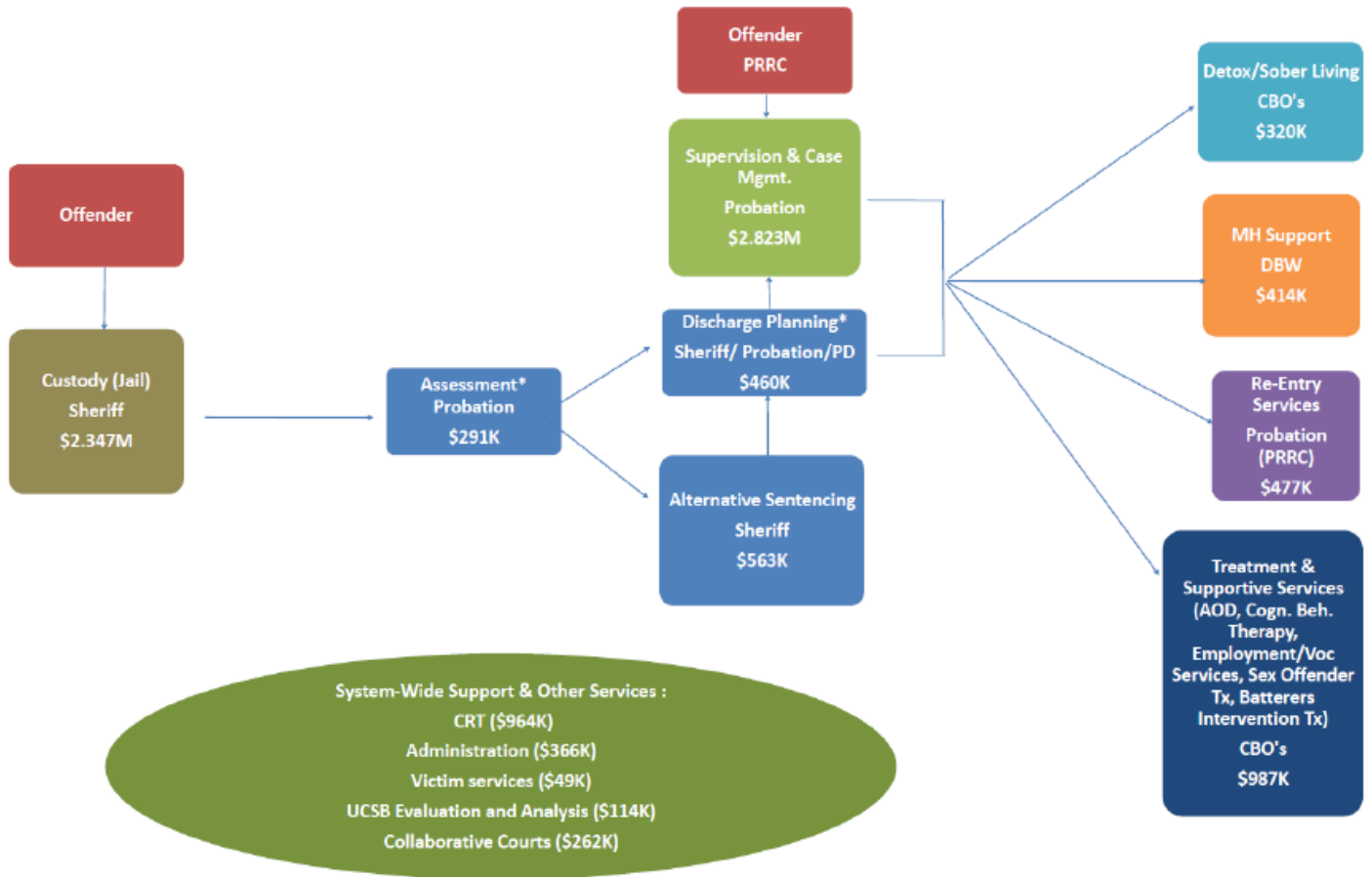
An estimate of Santa Barbara County's share of the FY 2015-2016 growth funds is not yet available.

XII. Spending Plan

The proposed FY 2016-2017 budget of over \$10.4 million continues to be aligned with key efforts focused on jail population management, alternative sentencing, case management, and supervision, as well as treatment and support for Realigned offenders. Victim services and the Collaborative Courts serve as examples of other funded projects that reinforce evidence-based practices in the criminal justice system. Santa Barbara County's Realignment strategies and projects are multifaceted and the relationships between the populations and the funding can be difficult to demonstrate in a budget format. The flow chart on the following page attempts to provide a visual overview of how the funding corresponds to staffing and services and the connections to the populations. It is a representation of the proposed FY 2016-2017 budget that outlines the funding by service type rather than a more traditional line item budget.

A. Public Safety Realignment Services Flow Chart

Proposed FY 2016-2017 Budget \$10.44M



*Services are not exclusive to AB109 offenders. Services are to the entire population in line with realignment objective to reduce recidivism.

Public Safety Realignment Act Flow Chart Allocations		Continued	
Jail-Custody Community	\$ 2,346,974	Re-Entry Services (PRRC)	
Assessment		DPO Sr-PRRC (1.0 FTE)	155,032
DPO Assessor	290,613	DPO-PRRC (1.0 FTE)	164,366
Alternative Sentencing	563,314	AOP-PRRC (1.0 FTE)	93,177
Discharge Planning		Admin	64,094
Social Workers-Public Defender	203,376	Other Support	
Community Release Specialist	93,004	Treatment and Re-entry Services	987,198
Contract Discharge Planner	79,137	Other Services	
LOP PD (1.5 FTE)	50,107	CRT	
Travel Expenses	32,045	DPO Sr (2.0FTE)	310,837
Services and Supplies	2,420	DSO (2.0 FTE)	360,230
Case Supervision and Support	2,823,890	Deputy Sgt (1.0 FTE)	214,554
Detox Living(Subsidized SLE Detox)	320,000	Services and Supplies	3,420
Mental Health		Vehicle Costs	70,000
Psychiatrist	178,800	Regional Realignment	5,000
Psychiatric Technician	95,001		964,041
Additional MH Services	120,000	Administration	366,825
Pharmaceuticals	20,000	Victim Services	49,074
	413,801	UCSB Evaluation and Analysis	114,469
		Collaborative Courts	261,572
		Total AB109 Allocation	\$ 10,438,529

B. Public Safety Realignment Act Budget Narrative

<u>JAIL CUSTODY</u>	<u>FY 2016-2017</u>
Jail Staff	\$2,016,974
Parolee Custody	275,000
Services and Supplies	55,000
Total Jail Custody:	<u>\$2,346,974</u>

To address public safety and guarantee that those offenders 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 offenders represents approximately 10% of the jail’s population.

State Realignment brings a significant impact to local detention facilities. Prior to the implementation of the Realignment Act, the 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 offenders that would have previously gone to the state are now held in the county jail. The current funding for custody operations provided through Realignment funds, when computed on a per bed basis, is consistent with the rate paid by the state prior to Realignment.

<u>DETENTION ALTERNATIVES</u>	<u>FY 2016-2017</u>
DPO Assessor (2.0 FTE)	\$290,613
Alternative Sentencing Staff	483,314
GPS Units	75,000
Services and Supplies	5,000
Total Detention Alternatives:	<u>\$853,927</u>

The jail has incorporated evidence-based assessment tools in the identification of inmates eligible for alternative detention and the STP. Probation staff conduct these assessments for inmates under probation supervision and have expanded services to include all inmates who remain in custody for two (2) weeks or more.

In order to mitigate the need for increased jail bed days, additional GPS units and Alternative Detention Service staff are required. The GPS budget line item also funds units used by DPOs.

COMMUNITY SUPERVISION AND CASE MANAGEMENT

Supervision and Support

	<u>FY 2016-2017</u>
Probation Manager (0.5 FTE)	\$96,459
SPO (2.0 FTE)	340,043
AOP (2.0 FTE)	177,182
<i>Subtotal Supervision and Support:</i>	<u>\$613,683</u>

PRCS and PSS

DPO Sr. (1 FTE)	\$153,740
DPO (14.0 FTE)	1,967,367
<i>Subtotal PRCS and PSS:</i>	<u>\$2,121,107</u>

Operating Expenses

Vehicle Costs and Travel Expenses	\$46,100
Services and Supplies	33,000
<i>Subtotal Operating Expenses:</i>	<u>\$79,100</u>

Urinalysis

Urinalysis	\$10,000
<i>Subtotal Urinalysis:</i>	<u>\$10,000</u>
Total Community Supervision and Case Management:	<u>\$2,823,890</u>

Additional Probation workload is associated with the supervision, programming and related violations, and Court actions for Realigned offenders. To provide the appropriate level of supervision for these predominantly high-risk/high-need offenders, Probation will provide caseloads of 40 offenders per DPO, as well as dedicated GPS DPOs based on the population needs.

COLLABORATIVE EFFORTS

Compliance Response Teams

FY 2016-2017

DPO Sr. (2.0 FTE)	\$310,837
Deputy Sheriff (2.0 FTE)	360,230
Sheriff Sgt. (1.0 FTE)	214,554
Services and Supplies - SBSO	3,420
Vehicles Costs - SBSO	70,000
<i>Subtotal Compliance Response Teams:</i>	<u>\$959,041</u>

Regional Realignment Response Activity Fund

Regional Realign. Resp. Activity Fund	\$5,000
<i>Subtotal Reg. Realign. Resp. Activity Fund:</i>	<u>\$5,000</u>
Total Collaborative Efforts:	<u>\$964,041</u>

CRTs

Two (2) of the County’s three (3) CRTs are funded via Realignment. Each team is made up 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 will provide enhanced monitoring for offenders on the PRCS and PSS caseloads, as well as for offenders on alternative detention from the jail. The teams will also support local law enforcement in incidents involving the Realigned population and will be deployed as needed on a countywide basis.

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.

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 offender population 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, AOD, RELATED TREATMENT, SUPPORTIVE SERVICES

	<u>FY 2016-2017</u>
Psychiatrist - (0.5 FTE)*	\$178,800
Psychiatric Technician - (1.0 FTE)*	95,001
Additional MH Services*	120,000
Pharmaceuticals	20,000
DPO Sr. - PRRC (1.0 FTE)	155,032
DPO - PRRC (1.0 FTE)	164,366
AOP - PRRC (1.0 FTE)	93,177
Comm. Release Specialist - SBSO (1.0 FTE)	93,004
Contract Discharge Planner - SBSO (1.0 FTE)	79,137
Services and Supplies - SBSO	2,420
Collab. Courts - District Attorney (1.0 FTE)	261,572
Social Workers - Public Defender (2.0 FTE)	203,376
LOP - Public Defender (1.5 FTE)	50,107
Travel Expenses - Public Defender	32,045
Treatment and Re-Entry Services	<u>1,051,292</u>
Total Mental Health, AOD, Related Treatment, Supportive Services:	<u>\$2,599,329</u>

**NOTE: The recommended budget includes total Behavioral Wellness expenditures of \$445,822. It is anticipated that Medi-Cal eligible services will be provided to Medi-Cal eligible Realigned offenders allowing Behavioral Wellness to draw down Medi-Cal funding (estimated to be \$60,000 in FY 2016-2017). It is anticipated that the actual Realignment funding net of Medi-Cal reimbursement will be less than \$445,822.*

Psychiatric care and medications are budgeted, as up to 20% of PRCS clients have required psychiatric services with up to 10% requiring more intensive services. Behavioral Wellness has in place a dedicated Realignment Clinic to accommodate the immediate and unique needs of this clientele. A psychiatrist and 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. Some clients have needed access to inpatient services, medications, and high intensity services such as Assertive Community Care. The dedicated funding is inclusive of all levels of care.

In conjunction with the DPOs, several CBOs are located at the PRRCs and continue to provide re-entry services that are evidence-based with a focus on cognitive behavioral interventions, employment services, substance abuse education and treatment, and other offender supports such as transportation and employment certification or equipment needs.

A wide array of treatment services are provided to Realigned offenders based on their risk and needs assessments, as well as any statutorily-required programs. Treatment services are provided primarily at the PRRCs. Funding supports the operating costs of the PRRCs, as well as contracts with numerous CBOs. Treatment options include: alcohol and other drug (AOD) treatment, dual diagnosis services, batterers' intervention programs, sex offender treatment and polygraph examinations, job development, CBT, transportation, SCRAM, and offender supports.

The SBSO also will employ two (2) Pre-Release Coordinators who will be assigned to the jail and serve on the Discharge Planning Team.

Collaborative Courts (CC)

Realignment funds currently augment DA staffing in the CC’s 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 ensures a more successful and intensive effort at rehabilitating offenders who will likely qualify for sentencing under Realignment.

Rehabilitation Service Coordinators (RSC)

The Public Defender’s Office employs two (2) RSCs; one (1) is assigned to the Santa Barbara region and the other to the Santa Maria/Lompoc region. The RSCs prepare treatment plans for offenders, identifying treatment needs and matching them with available treatment programs. They also collaborate with the jail and Probation staff on the Discharge Planning Team. A 0.5 FTE Legal Office Professional (LOP) is also funded to assist with transportation of offenders to programs. This addition will expand abilities to offer transportation alternatives to offenders being released from jail who require assistance getting to treatment programs, residential programs, or sober living environments.

<u>VICTIM SERVICES</u>	<u>FY 2016-2017</u>
Victim Witness Advocate (0.5 FTE)	\$49,074
Total Victim Services:	\$49,074

The DA’s Office will employ a 0.5 FTE Victim Witness Advocate to be available on-call to provide early victim contact within 24 hours of the offense. The Advocate will serve countywide victims of crime. This new strategy is centered on the belief that early victim contact will improve overall criminal justice efficiencies including a reduction in SBSO transportation costs, personnel impacts, and Court and staff time minimizing negative impacts on the system and the victim.

<u>SUBSIDIZED SLE, DETOX</u>	<u>FY 2016-2017</u>
Subsidized SLE, Detox	\$320,000
Total Subsidized SLE, Detox:	\$320,000

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 offenders. Unfortunately, local capacity for many of these options is extremely limited. In addition to continuing current partnerships, collaborative efforts have been made to engage the housing community in seeking affordable options and expanding capacity for this population.

<u>EVALUATION & DATA ANALYSIS</u>	<u>FY 2016-2017</u>
UCSB	\$68,796
FOP (0.5 FTE)	45,673
Total Evaluation & Data Analysis:	<u>\$114,469</u>

Evaluation of the outcomes attained by the strategies propositioned herein will be critical in order to guide future discussions and decisions in the investment of subsequent Realignment funds. Consequently, it is important to dedicate funding to support formal data analysis and outcome measurement assessment. UCSB provides an outcome evaluation for Realignment as well as two (2) process evaluations related to the CCs.

<u>ADMINISTRATION</u>	<u>FY 2016-2017</u>
Probation Admin (3.0%)	\$173,835
Sheriff Admin (3.0%)	72,725
Behavioral Wellness (19.0%)	52,021
District Attorney Admin (3.0%)	9,319
Public Defender Admin (3.0%)	8,566
Auditor-Controller Admin (0.5%)	50,359
Total Administration:	<u>\$366,825</u>

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 Behavioral Wellness, whereas it will receive an adequate percentage of 19%. Realignment also requires Auditor-Controller resources resulting in the dedication of 0.5% of countywide direct Realignment expenditures to fund such requirements.

TOTAL FY 2016-2017 BUDGET: \$10,438,529

C. Public Safety Realignment Act Budget

	<u>FY 2016-2017</u>
JAIL CUSTODY	
Jail Staff	2,016,974
Parolee Custody	275,000
Services and Supplies	55,000
Total Jail Custody:	<u>\$2,346,974</u>
DETENTION ALTERNATIVES	
DPO Assessor (2.0 FTE)	290,613
Alternative Sentencing Staff	483,314
GPS Units	75,000
Services and Supplies	5,000
Total Detention Alternatives:	<u>\$853,927</u>
COMMUNITY SUPERVISION AND CASE MANAGEMENT	
<u>Supervision & Support</u>	
Probation Manager (0.5 FTE)	96,459
SPO (2.0 FTE)	340,043
AOP (2.0 FTE)	177,182
<i>Subtotal Supervision & Support:</i>	613,683
<u>PRCS & PSS</u>	
DPO Sr (1.0 FTE)	153,740
DPO (14.0 FTE)	1,967,367
<i>Subtotal PRCS & PSS:</i>	2,121,107
<u>Operating Expenses</u>	
Vehicle Costs and Travel Expenses	46,100
Services and Supplies	33,000
<i>Total Operating Expense:</i>	79,100
Urinalysis	10,000
Total Community Supervision & Case Management:	<u>\$2,823,890</u>
COLLABORATIVE EFFORTS	
<u>Regional Response Teams</u>	
DPO Sr (2.0 FTE)	310,837
DSO (2.0 FTE)	360,230
Deputy SGT (1.0 FTE)	214,554
Services and Supplies - Sheriff	3,420
Vehicle Costs - Sheriff	70,000
<i>Subtotal Regional Response Teams:</i>	959,041
Regional Realignment Response Activity Fund (Guadalupe PD)	5,000
Total Collaborative Efforts:	<u>\$964,041</u>
MENTAL HEALTH, AOD, RELATED TREATMENT, SUPPORTIVE SERVICES	
Psychiatrist (0.5 FTE)	178,800
Psychiatric Technician (1.0 FTE)	95,001

	<u>FY 2016-2017</u>
MENTAL HEALTH, AOD, RELATED TREATMENT, SUPPORTIVE SERVICES	
<i>(Continued from previous page)</i>	
Additional MH Services	120,000
Pharmaceuticals	20,000
DPO Sr - PRRC (1.0 FTE)	155,032
DPO - PRRC (1.0 FTE)	164,366
AOP - PRRC (1.0 FTE)	93,177
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)	261,572
Social Workers - Public Defender (2.0 FTE)	203,376
LOP - Public Defender (1.5 FTE)	50,107
Travel Expenses - Public Defender	32,045
Treatment and Re-Entry Services	1,051,292
Total Mental Health, AOD, Related Treatment, Supportive Services:	<u>2,599,329</u>
VICTIM SERVICES	
Victim Witness Advocate (PTS) (0.5 FTE)	49,074
Total Victim Services	<u>\$49,074</u>
SUBSIDIZED SLE, DETOX	
	<u>\$320,000</u>
EVALUATION AND DATA ANALYSIS	
UCSB	68,796
FOP (0.5 FTE)	45,673
Total Evaluation and Data Analysis:	<u>\$114,469</u>
ADMINISTRATION	
Probation Admin (3.0%)	173,835
Sheriff Admin (3.0%)	72,725
Behavioral Wellness (19.0%)	52,021
District Attorney (3.0%)	9,319
Public Defender (3.0%)	8,566
Auditor-Controller (0.5%)	50,359
Total Administration:	<u>\$366,825</u>
TOTAL FY 2016-2017 Budget:	<u>\$10,438,529</u>
<u>FINANCING</u>	
Realignment Allocation	\$10,438,529
Use of Rollover Funds	-
Total Financing:	<u>\$10,438,529</u>

**D. Public Safety Realignment Act
Use/Source of Funds Trends Summary**

	<u>FY 2013-2014</u> <u>Actual</u>	<u>FY 2014-2015</u> <u>Actual</u>	<u>FY 2015-2016</u> <u>Adop Budget</u>	<u>FY 2015-2016</u> <u>FYE Estimate</u>	<u>FY 2016-2017</u> <u>Adop Budget</u>
Use of Funds					
<u>Component Expenditures</u>					
Jail Custody	2,367,675	2,249,830	2,307,425	2,300,000	2,346,974
Detention Alternatives	878,754	767,083	850,983	823,146	853,927
Community Supervision	2,580,426	2,482,770	2,801,062	2,607,940	2,823,890
Collaborative Efforts	742,148	846,399	944,117	903,674	964,041
MH, AOD, Tx	1,733,912	1,717,867	2,472,470	1,892,968	2,599,329
Victim Services	-	37,212	49,504	47,560	49,074
Subsidized SLE, Detox	275,161	199,106	320,000	196,269	320,000
Evaluation and Data Analysis	125,811	104,595	108,164	108,164	114,469
Administration	386,671	284,827	328,380	298,229	366,825
Total Component Expenditures:	<u>9,090,558</u>	<u>8,689,688</u>	<u>10,182,104</u>	<u>9,177,949</u>	<u>10,438,529</u>
<u>Other Expenditures</u>					
Consultant for JMS - Sheriff	-	25,000	-	-	-
Consultant for Strategic Plan-CEO	-	-	-	100,000	-
Consultant for PTS - Courts	-	-	-	20,000	-
Total Other Expenditures:	<u>-</u>	<u>25,000</u>	<u>-</u>	<u>120,000</u>	<u>-</u>
<u>Increase To AB109 RFB</u>					
Unspent Allocation	565,326	274,487	-	1,900,887	-
PFY Addl AB109 Allocation	-	-	-	417,798	-
PFY Growth Funds	615,423	978,303	-	700,385	-
Planning Funds	150,000	150,000	-	150,000	-
Unanticipated Sales Tax Adj	-	21,062	-	-	-
Total Increase To AB109 RFB:	<u>1,330,748</u>	<u>1,423,852</u>	<u>-</u>	<u>3,169,069</u>	<u>-</u>
Total Use of Funds:	<u>10,421,307</u>	<u>10,138,540</u>	<u>10,182,104</u>	<u>12,467,018</u>	<u>10,438,529</u>
Source of Funds					
<u>State Revenue</u>					
AB109 Allocation	9,446,597	8,657,369	10,182,104	11,078,836	10,438,529
PFY Addl AB109 Allocation	-	-	-	417,798	-
PFY Growth Funds	615,423	978,303	-	700,385	-
Planning Funds	150,000	150,000	-	150,000	-
Unanticipated Sales Tax Adj	-	21,062	-	-	-
Total State Revenue:	<u>10,212,020</u>	<u>9,806,734</u>	<u>10,182,104</u>	<u>12,347,018</u>	<u>10,438,529</u>
<u>Decrease To AB109 RFB</u>					
Use of PFY Unspent Allocation	209,287	306,806	-	-	-
Consultant for JMS - Sheriff	-	25,000	-	-	-
Consultant for Strategic Plan-CEO	-	-	-	100,000	-
Consultant for PTS - Courts	-	-	-	20,000	-
Total Decrease To AB109 RFB:	<u>209,287</u>	<u>331,806</u>	<u>-</u>	<u>120,000</u>	<u>-</u>
Total Source of Funds:	<u>10,421,307</u>	<u>10,138,540</u>	<u>10,182,104</u>	<u>12,467,018</u>	<u>10,438,529</u>

**E. Public Safety Realignment Act
Use/Source of Funds Trends**

	<u>FY 2013-2014</u> <u>Actual</u>	<u>FY 2014-2015</u> <u>Actual</u>	<u>FY 2015-2016</u> <u>Adop Budget</u>	<u>FY 2015-2016</u> <u>FYE Estimate</u>	<u>FY 2016-2017</u> <u>Adop Budget</u>
Use of Funds					
<u>Component Expenditures</u>					
<u>Jail Custody</u>					
Jail Staff	-	-	1,977,425	-	2,016,974
Parolee Custody	-	-	275,000	-	275,000
Services and Supplies	2,367,675	2,249,830	55,000	2,300,000	55,000
Total Jail Custody:	2,367,675	2,249,830	2,307,425	2,300,000	2,346,974
<u>Detention Alternatives</u>					
DPO Assessor (2.0 FTE)	246,000	243,131	257,146	257,146	290,613
Alternative Sentencing Staff	521,386	444,618	473,837	484,500	483,314
GPS Units	110,015	78,633	115,000	80,000	75,000
Services and Supplies	1,353	700	5,000	1,500	5,000
Total Detention Alternatives:	878,754	767,083	850,983	823,146	853,927
<u>Community Supervision and Case Management</u>					
<u>Supervision & Support</u>					
Probation Manager (0.5 FTE)	69,192	78,592	94,411	94,411	96,459
SPO (2.0 FTE)	316,634	313,047	332,010	332,010	340,043
AOP (2.0 FTE)	226,763	149,480	170,278	170,278	177,182
Subtotal Supervision & Support:	612,589	541,119	596,699	596,699	613,683
<u>PRCS & PSS</u>					
DPO Sr (1.0 FTE)	281,582	159,478	150,388	150,388	153,740
DPO (14.0 FTE)	1,616,085	1,715,030	1,964,874	1,785,315	1,967,367
Subtotal PRCS & PSS:	1,897,668	1,874,508	2,115,262	1,935,703	2,121,107
<u>Operating Expenses</u>					
Vehicle Costs and Travel Expenses	43,483	26,683	46,100	35,878	46,100
Services and Supplies	14,049	33,000	33,000	33,000	33,000
Subtotal Operating Expense:	57,532	59,683	79,100	68,878	79,100
Urinalysis	12,636	7,459	10,000	6,660	10,000
Total Community Supervision & Case Management:	2,580,426	2,482,770	2,801,062	2,607,940	2,823,890
<u>Collaborative Efforts</u>					
<u>Regional Response Teams</u>					
DPO Sr (2.0 FTE)	289,760	291,989	302,895	283,674	310,837
DSO (2.0 FTE)	326,634	327,218	352,096	351,740	360,230
Deputy SGT (1.0 FTE)	-	169,828	211,706	200,840	214,554
Services and Supplies - Sheriff	1,558	2,650	2,420	2,420	3,420
Vehicle Costs - Sheriff	49,514	54,235	70,000	60,000	70,000
Subtotal Regional Response Teams:	667,467	845,920	939,117	898,674	959,041
Regional Realignment Response Activity Fund (Police Depts.)	74,682	479	5,000	5,000	5,000
Total Collaborative Efforts:	742,148	846,399	944,117	903,674	964,041

	<u>FY 2013-2014</u> <u>Actual</u>	<u>FY 2014-2015</u> <u>Actual</u>	<u>FY 2015-2016</u> <u>Adop Budget</u>	<u>FY 2015-2016</u> <u>FYE Estimate</u>	<u>FY 2016-2017</u> <u>Adop Budget</u>
Use of Funds (Continued from previous page)					
<u>Mental Health, AOD, Related Treatment, Supportive Services</u>					
Psychiatrist - DBW (0.5 FTE)	130,805	115,422	152,875	152,875	178,800
Psychiatric Technician - DBW (1.0 FTE)	32,879	78,579	99,380	99,380	95,001
Additional MH Services - DBW	70,327	36,468	101,969	101,969	120,000
Pharmaceuticals	72,198	16,991	60,314	5,000	20,000
DPO Sr - PRRC (1.0 FTE)	140,774	145,455	150,901	150,901	155,032
DPO - PRRC (1.0 FTE)	169,170	151,377	140,503	140,503	164,366
AOP - PRRC (1.0 FTE)	77,685	80,057	89,498	89,498	93,177
Community Release Specialist - Sheriff (1.0 FTE)	100,239	73,744	91,180	25,000	93,004
Contract Discharge Planner - Sheriff (1.0 FTE)	27,679	72,450	77,585	94,000	79,137
Services and Supplies - Sheriff	-	72	2,420	1,000	2,420
Collaborative Courts - District Attorney (1.0 FTE)	174,756	212,040	234,029	234,029	261,572
Social Workers - Public Defender (2.0 FTE)	155,340	176,700	189,494	189,494	203,376
LOP - Public Defender (1.5 FTE)	-	-	16,030	16,030	50,107
Travel Expenses - Public Defender	-	-	15,000	15,000	32,045
Treatment and Re-Entry Services	582,060	558,513	1,051,292	578,289	1,051,292
Total Mental Health, AOD, Related Treatment, Supportive Services:	1,733,912	1,717,867	2,472,470	1,892,968	2,599,329
<u>Victim Services</u>					
Victim Witness Advocate (PTS) (0.5 FTE)	-	37,212	49,504	47,560	49,074
Total Victim Services	-	37,212	49,504	47,560	49,074
Subsidized SLE, Detox	275,161	199,106	320,000	196,269	320,000
<u>Evaluation and Data Analysis</u>					
UCSB	67,326	68,706	68,796	68,796	68,796
FOP (0.5 FTE)	58,485	35,890	39,368	39,368	45,673
Total Evaluation and Data Analysis:	125,811	104,595	108,164	108,164	114,469
<u>Administration</u>					
Probation (3.0%)	147,094	135,986	170,003	144,880	173,835
Sheriff (3.0%)	140,243	67,509	69,237	69,237	72,725
Behavioral Wellness (19.0%)	45,634	27,925	25,776	25,776	52,021
District Attorney (3.0%)	5,243	7,477	8,506	8,478	9,319
Public Defender (3.0%)	4,660	5,301	5,460	5,460	8,566
Auditor-Controller (0.5%)	43,797	40,630	49,398	44,398	50,359
Total Administration:	386,671	284,827	328,380	298,229	366,825
Total Component Expenditures:	9,090,558	8,689,688	10,182,104	9,177,949	10,438,529
<u>Other Expenditures</u>					
Consultant for JMS - Sheriff	-	25,000	-	-	-
Consultant for Strategic Plan-CEO	-	-	-	100,000	-
Consultant for PTS - Courts	-	-	-	20,000	-
Total Other Expenditures:	-	25,000	-	120,000	-

	<u>FY 2013-2014</u> <u>Actual</u>	<u>FY 2014-2015</u> <u>Actual</u>	<u>FY 2015-2016</u> <u>Adop Budget</u>	<u>FY 2015-2016</u> <u>FYE Estimate</u>	<u>FY 2016-2017</u> <u>Adop Budget</u>
Use of Funds <i>(Continued from previous page)</i>					
<u>Increase To RFB</u>					
Unspent Allocation	565,326	274,487	-	1,900,887	-
PFY Addl AB109 Allocation	-	-	-	417,798	-
PFY Growth Funds	615,423	978,303	-	700,385	-
Planning Funds	150,000	150,000	-	150,000	-
Unanticipated Sales Tax Adj	-	21,062	-	-	-
Total Increase To RFB:	<u>1,330,748</u>	<u>1,423,852</u>	<u>-</u>	<u>3,169,069</u>	<u>-</u>
Total Use of Funds:	<u>10,421,307</u>	<u>10,138,540</u>	<u>10,182,104</u>	<u>12,467,018</u>	<u>10,438,529</u>
Source of Funds					
<u>State Revenue</u>					
AB109 Allocation	9,446,597	8,657,369	10,182,104	11,078,836	10,438,529
PFY Addl AB109 Allocation	-	-	-	417,798	-
PFY Growth Funds	615,423	978,303	-	700,385	-
Planning Funds	150,000	150,000	-	150,000	-
Unanticipated Sales Tax Adj	-	21,062	-	-	-
Total State Revenue:	<u>10,212,020</u>	<u>9,806,734</u>	<u>10,182,104</u>	<u>12,347,018</u>	<u>10,438,529</u>
<u>Decrease To RFB</u>					
Use of PFY Unspent Allocation	209,287	306,806	-	-	-
Consultant for JMS - Sheriff	-	25,000	-	-	-
Consultant for Strategic Plan-CEO	-	-	-	100,000	-
Consultant for PTS - Courts	-	-	-	20,000	-
Total Decrease To RFB:	<u>209,287</u>	<u>331,806</u>	<u>-</u>	<u>120,000</u>	<u>-</u>
Total Source of Funds:	<u>10,421,307</u>	<u>10,138,540</u>	<u>10,182,104</u>	<u>12,467,018</u>	<u>10,438,529</u>

F. Public Safety Realignment Act Restricted Fund Balance**Program Restricted Fund Balance**

Fiscal Year (FY)	Beginning Fund			Ending Fund	
	Balance	Increases	Decreases	Balance	
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 Est	\$ 4,284,944	\$ 3,019,069	\$ -	\$ 7,304,013	

Planning Restricted Fund Balance

Fiscal Year (FY)	Beginning Fund			Ending Fund	
	Balance	Increases	Decreases	Balance	
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 Est	\$ 450,000	\$ 150,000	\$ (120,000)	\$ 480,000	

Implementation Restricted Fund Balance

Fiscal Year (FY)	Beginning Fund			Ending Fund	
	Balance	Increases	Decreases	Balance	
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 Est	\$ 45,455	\$ -	\$ -	\$ 45,455	

XIII. Closing

The collective impact of the many agencies implementing the strategies outlined in this Realignment Plan is anticipated to ensure another successful year of services. Additionally, while continuing previously identified successful strategies, there will also be opportunities to further explore new efforts such as piloting in-custody treatment options, expanding pre-trial services, and modifying sanction practices to improve their effectiveness.

The independent consultant study that will be taking place will also ensure that the County is identifying gaps and recognizing opportunities and practices that will allow for even greater integration of treatment into the supervision strategies. Given the success that has already been seen, coupled with the opportunities that the strategic planning study affords, there is every indication that Realignment in Santa Barbara County will continue to serve as a catalyst for advancement. Although the challenges have been many, the commitment to the system improvements continues to propel us forward.

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Attachments

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.

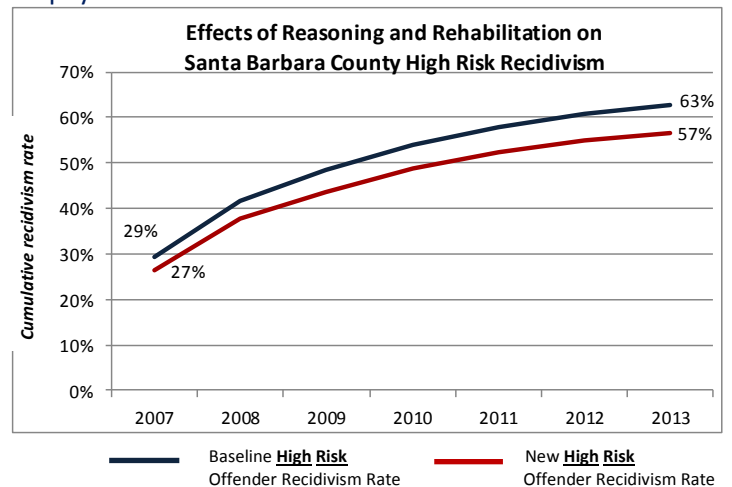
The Solution

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	
Benefits per dollar of cost	\$20.87	
Annual Recidivism Reduction: -10.4 %		

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

Santa Barbara County Preliminary Results: Comparing Costs, Benefits, and Crime Reduction

Cost benefit analysis (CBA) is a standard practice of the private sector. The Results First Model provides CBA by utilizing econometric modeling and simulations to project the fiscal and public safety outcomes for criminal justice interventions. The cost-benefit ratio is a measure of a program's cost effectiveness at reducing recidivism. This ratio shows the total benefits (government and society) realized for each dollar spent on the program. The Results First process provides reasonable expectations of performance for evidence-based interventions and brings the power of research to aid budget and policy decisions.

PROGRAM/PRACTICE NAME	BENEFITS PER PARTICIPANT	COST PER PARTICIPANT	NET BENEFIT PER PARTICIPANT	COST-BENEFIT RATIO	RECIDIVISM REDUCTION
Outpatient Drug/Alcohol Treatment	\$989	-\$1,755	-\$766	\$.56	-1.9%
<i>For drug/alcohol treatment, Santa Barbara County utilizes the Matrix Model, which is an intensive outpatient treatment approach for substance abuse and dependence that was developed through 20 years of experience in real-world treatment settings. The intervention consists of relapse-prevention groups, education groups, social-support groups, individual counseling, and urine and breath testing.</i>					
Electronic Monitoring (in lieu of jail)	\$6,828	-\$1,643	\$5,186	\$4.16	-17.9%
<i>Electronic Monitoring (EM) is provided as an alternative to detention in county jail. EM allows offenders to be supervised at home while being closely tracked and their compliance monitored. Locally, GPS technology is utilized and provides "real time" alerts. *Note: Since there is limited national research regarding the long term criminogenic impact of EM, the recidivism reduction was evaluated for only two years, while other programs use a seven-year term period.</i>					
Reasoning and Rehabilitation	\$4,488	-\$215	\$4,273	\$20.87	-10.4%
<i>Reasoning and Rehabilitation (R&R) is a cognitive-behavioral curriculum that focuses on changing the criminogenic thinking of offenders. It includes cognitive restructuring, social skills enhancement, and the development of problem solving skills. The activities in each session challenge the offender's egocentric thinking and increase thinking, perspective-taking, and reasoning skills.</i>					
Risk – Need – Responsivity	\$8,055	N/A	\$8,055	N/A	-18.7%
<i>The Risk – Need – Responsivity (RNR) Model states that the risk and needs of an offender should determine the strategies appropriate for addressing the individual's criminogenic factors. RNR integrates the science around effective screening, assessment, programs, and treatment matching (responsivity) to improve individual and system outcomes. Locally, RNR strategies are utilized in the supervision and treatment of all high risk offenders. *Note: RNR utilizes traditional Probation resources, but directs the resources based on risk and needs. Because there are no increased costs for this supervision strategy, a cost-benefit ratio cannot be established, however, the RNR strategy is projected to reduce recidivism for participants by 18.7%.</i>					

Attachment 1

*Santa Barbara County Preliminary Results:
Comparing Costs, Benefits, and Crime Reduction, cont.*

PROGRAM/PRACTICE NAME	BENEFITS PER PARTICIPANT	COST PER PARTICIPANT	NET BENEFIT PER PARTICIPANT	COST-BENEFIT RATIO	RECIDIVISM REDUCTION
Day Reporting Center	\$ 10,128	\$2,856	\$7,272	\$3.55	-23.5%
<p><i>Day Reporting Centers (DRC) are non-residential facilities that are used as a form of intermediate sanction for offenders. DRCs have three primary goals: (1) enhance supervision and surveillance of offenders, (2) provide treatment directly or through collaboration with community treatment programs, and (3) reduce jail and prison crowding. DRCs differ in their implementation, but generally require offenders to attend the facility for multiple hours each week for supervision and other programming such as counseling, educational courses, employment training, and referrals for additional services. The DRC programs are typically 3 months in duration and require offenders to report to the center every weekday.</i></p>					
WAGE\$\$	\$2,613	-\$198	\$2,415	\$13.19	-6.0%
<p><i>Work and Gain Economic Self Sufficiency (WAGE\$\$) is designed to assist unemployed or under-employed clients. In addition to receiving direction as to where to seek employment, participants learn job-seeking skills with a focus on how to answer difficult questions regarding a felony conviction. Clients are taught interviewing techniques, how to select suitable interview attire, and how to complete a résumé.</i></p>					

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

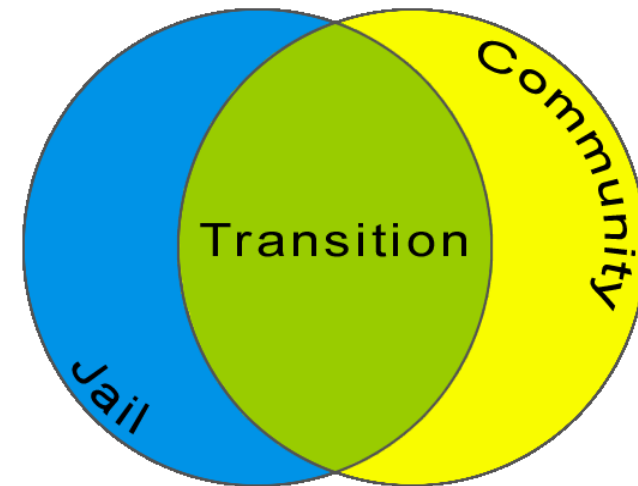
For more information:

www.jailtransition.com

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www.nicic.org/JailTransition

The Transition from Jail to Community Initiative



... to improve public safety and reintegration outcomes

TJC Overview

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

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

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

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.

Attachment 3

**Santa Barbara County Probation Department
Collaborative Courts Enrollment Report
February 16, 2016**

	Santa Barbara	Santa Maria	Lompoc
SATC	18	37	0
Re-Entry Drug Court		12	
DDX	3	33	3
MHTC	63	44	5
Prop. 36	237	321	200
CSDC	4		
VTC*	63 cases 47 people	124 cases 89 people (49 are BJA grant)	0 cases 0 people

*(Veterans Treatment Court [VTC] enrollment data secured from the Santa Barbara County Superior Court/Collaborative Courts reports;
BJA VTC grant participation numbers obtained from Probation staff):

Santa Barbara	Feb 2015	Mar 2015	Apr 2015	May 2015	June 2015	July 2015	Aug 2015	Sept 2015	Oct 2015	Nov 2015	Dec 2015	Jan 2016	Feb 2016
SATC	22	23	24	26	21	21	21	23	22	19	18	18	18
DDX	0	0	0	0	0	0	0	2	3	3	2	2	3
MHTC	37	34	35	36	38	40	43	44	49	50	50	54	63
Prop. 36	343	324	308	288	272	271	258	238	237	235	230	237	237
CSDC	10	9	6	6	6	5	4	4	4	6	6	5	4
VTC*	51 cases	50 cases	46 cases	46 cases	51 cases	52 cases	56 cases	54 cases	54 cases	55 cases	59 cases	59 cases	63 cases

Santa Maria	Feb 2015	Mar 2015	Apr 2015	May 2015	June 2015	July 2015	Aug 2015	Sept 2015	Oct 2015	Nov 2015	Dec 2015	Jan 2016	Feb 2016
SATC	46	36	37	37	32	36	38	44	39	37	42	42	37
RDC	33	28	26	26	25	20	20	20	14	15	15	15	12
DDX	53	48	46	48	43	42	41	39	37	36	35	34	33
MHTC	42	39	40	40	44	50	54	52	52	52	47	48	44
Prop. 36	354	355	349	326	337	337	339	330	333	338	346	326	321
VTC*	106 cases	107 cases	110 cases	101 cases	105 cases	105 cases	106 cases	114 cases	124 cases	122 cases	125 cases	126 cases	124 cases

Lompoc	Feb 2015	Mar 2015	Apr 2015	May 2015	June 2015	July 2015	Aug 2015	Sept 2015	Oct 2015	Nov 2015	Dec 2015	Jan 2016	Feb 2016
SATC	0	0	0	0	0	0	0	0	0	0	0	0	0
DDX	2	2	2	2	2	2	2	2	3	3	3	3	3
MHTC	2	2	2	3	4	3	3	4	3	3	4	5	5
Prop. 36	231	235	224	227	219	203	199	201	200	205	206	203	200
VTC*	3 cases	3 cases	0 cases	0 cases	0 cases	0 cases	0 cases	0 cases	0 cases	0 cases	0 cases	0 cases	0 cases

Santa Barbara County Drug Court Process Evaluation

SANTA BARBARA SUBSTANCE ABUSE TREATMENT COURT (SATC)

2015 Evaluation

SUMMARY

The Santa Barbara County Substance Abuse Treatment Court (SATC) was among the first 200 Drug Courts implemented in the United States. Today, Drug Courts exist nationwide in every U.S. state and territory. The SATC was designed to follow the 10 Key Components established by the National Association of Drug Court Professionals. The purpose of this study was to describe adherence of the Santa Barbara SATC to the 10 Key Components of drug courts, as well as to best practices within the field.

This process evaluation utilized nine sources of information: 1) observations of the team staffing prior to courtroom proceedings for 52 participants over seven days; 2) observations of the corresponding courtroom proceedings; 3) interviews with five SATC team members; 4) survey responses from the team members; 5) a focus group of team members regarding SATC adherence to best practices; 6) a review of SATC administrative documents and data; 7) consumer surveys with 17 SATC participants; 8) interviews with eight counselors at treatment agencies serving SATC clients; and 9) survey responses from the treatment counselors. Each method addressed aspects of the 10 Key Components critical for effective drug court functioning.

There was consistency in the information obtained through these different methods. Support was found for the court's adherence to aspects of all of the **10 Key Components**, with recommendations for future consideration also noted as indicated below:

1: Drug courts integrate alcohol and other drug treatment services with justice system case processing. The SATC engaged in multiple practices that supported adherence to Key Component 1. In line with best practices, SATC team members who attended staff meetings and status review hearings included the judge, attorneys, a treatment representative, and a probation officer. However, only one of the three treatment agencies that were identified as serving drug court clients was represented in drug court proceedings. Additionally, law enforcement and the coordinator were not involved in drug court proceedings. Compliance with Key Component 1 also requires that the stakeholders collaborate and communicate effectively with each other. Stakeholders reported that the collaboration and communication between team members was very strong, effective, and efficient. However, treatment representatives and team members indicated that there were some communication difficulties between the SATC team and treatment.

2: Using a non-adversarial approach, prosecution and defense counsel promote public safety while protecting participants' rehabilitation needs. The SATC engaged in multiple practices that supported their adherence to Key Component 2. In interviews and surveys, all team members reported that the SATC sets aside traditional adversarial roles to work collaboratively in the best interest of the clients and their rehabilitative needs. The defense attorney and probation officer use evidence-based eligibility criteria and risk and needs assessments to determine eligibility and suitability for the SATC. Supervision and treatment needs are also individualized to specific client needs. Decisions regarding sanctions and incentives are generally made by team consensus, with the judge arbitrating as needed.

3: Eligible participants are identified early and promptly placed in the drug court program. The SATC adhered to some practices supporting Key Component 3. For example, the program caseload stayed below the NADCP recommended 125-participant limit. However, stakeholders indicated that the time for entry into the program was not always less than 50 days from time of arrest. Moreover, given the recent passage of Proposition 47 and its subsequent effects on the criminal justice system, the number of participating clients has recently dropped.

4: Drug courts provide access to a continuum of alcohol, drug, and other related treatment and rehabilitation services. The SATC engaged in practices that supported adherence to Key Component 4. The SATC offered a variety of mental health and substance abuse recovery services, including residential treatment, sober living, day treatment, and outpatient services. Treatments were specifically chosen to be evidence-based, individualized to the participant, and delivered by qualified professionals. Treatment dosage and duration adhered to drug court best practices. Areas where this Key Component was not supported included the way support groups function, both in terms of the selection and preparation of participants and as well as administration of groups. In addition, there were three primary treatment agencies with which the SATC worked, which is higher than the recommended one or two agencies. Moreover, there was some disagreement whether educational and vocational services are available to clients.

5: Abstinence is monitored by frequent alcohol and other drug testing. The SATC engaged in practices that supported its adherence to Key Component 5. Team members and counselors agreed that drug test results were quickly communicated to the team. Moreover, during observations, substance use progress and results of drug testing were frequently discussed, indicating that the team prioritized monitoring abstinence.

6: A coordinated strategy governs drug court responses to participants' compliance. Evidence from the present evaluation indicated that the SATC mostly adhered to Key Component 6. Incentives and sanctions were discussed in team meetings for more than half of the cases observed. Incentives were administered in more cases than sanctions. A majority of the responses to participant behavior occurred by way of team consensus; when consensus was not achieved, the judge was the final decision-maker. Observers noted that the treatment liaison appeared to have a great deal of input regarding decisions made by the team.

7: Ongoing judicial interaction with each drug court participant is essential. The SATC adhered to aspects of Key Component 7. Participants were required to attend frequent status review hearings and had an adequate opportunity to be heard. The judge maintained a professional demeanor toward participants when administering incentives and sanctions, and progressive sanctions were utilized. However, there were a few areas where the SATC did not adhere to best practices. For example, only 20% of status review hearings were heard for three or more minutes, and most participants indicated that they neither agreed nor disagreed that they had a good relationship with the judge and the team.

8: Monitoring and evaluation measure the achievement of program goals and gauge effectiveness. The SATC had areas for improvement in Key Component 8. The SATC team members were unsure to what extent data was used to evaluate program effectiveness. In particular, team members did not know of any explicit attempts to ensure equivalency for historically disadvantaged members through the use of continual data monitoring. However, the SATC has made a concerted effort through team meetings, team discussions, and process and outcome evaluations to improve functioning to be in line with best practices.

9: Continuing interdisciplinary education promotes effective drug court planning, implementation, and operations. There is evidence that Key Component 9 has some support, but that this area also needs improvement. While all team members reported at least some informal training on drug courts, many expressed a desire and need for additional training opportunities. Most of the team members are relatively new to the SATC, so this may be a particularly useful time for team trainings. Some team members reported that there were a number of areas of drug court in which they had received little to no training, including community supervision, behavior modification, and evidence-based mental health and substance use treatments. Treatment counselors, on the other hand, reported high levels of formal, informal, and continuing education trainings.

10: Forging partnerships among drug courts, public agencies, and community-based organizations generates local support and enhances drug court effectiveness. There was some support for Key Component 10. Most team members and treatment counselors felt that the community generally supports rehabilitative efforts, but is not aware of the SATC in particular. They did not feel that the drug court has garnered much positive media attention. They stated that there is a need for additional funding and publicity for the drug court. Treatment counselors provided some suggestions for ways this could be accomplished.

RECOMMENDATIONS

- 1) Team members reported both a need and a desire for more training regarding best practices in drug courts. While all team members are trained in their own particular fields, they reported less knowledge in areas outside of their traditional areas of expertise. There was a large number of new team members, many of whom had not received any formal training in drug courts. It would be beneficial to consider providing regular team trainings for all team members. Trainings could include brief informational sessions prior to team meetings in addition to attendance at a formal drug court conference.
- 2) There appeared to be some difficulty communicating between treatment and team members. It is essential that treatment counselors and the drug court team work openly and collaboratively to ensure participant success. Currently, there is only one agency with a treatment representative serving as a member of the drug court team. Having all treatment agencies represented at team meetings and court hearings would facilitate more direct and open communication. Moreover, it might be helpful for the team members to visit the treatment facilities to aid interagency understanding.
- 3) Treatment counselors reported minimal training regarding working specifically with drug court populations. Moreover, counselors frequently indicated in interviews and surveys that they were somewhat unfamiliar with certain drug court roles, procedures, or policies. Informational sessions for counselors might be beneficial to promote increased awareness of drug court policies and procedures. This would help increase interagency collaboration.
- 4) One of the foundational principles of drug courts is that consistent judicial interactions are essential for participant success. The literature suggests that a minimum of three minutes of interaction with each client during his or her hearing is necessary to gauge the participant's performance in program, intercede on the participant's behalf, emphasize to the participant the importance of compliance with treatment, or to communicate that the client's hard work and progress is valued by the team (National Association of Drug Court Professionals, 2013). Currently, the team spends an average of about two minutes with drug court clients during their hearings. It is recommended that the team continue to strive to increase the average amount of time spent on each hearing.
- 5) One finding that emerged from analyses was that participants often had different perspectives than team members and observers regarding the functioning of the drug court and the nature of their interactions with the team. How participants feel about their experiences in drug court could influence their progress. The SATC should continue to assess consumer perspectives, be aware of discrepancies, and take action as needed.
- 6) According to best practices, drug courts should place as much emphasis on incentivizing productive behaviors as it does on decreasing substance use, criminal activity, and other violations (National Association of Drug Court Professionals, 2013). The National Association of Drug Court Professionals, for example, suggests that criteria for phase promotion should include evidence that clients are participating in productive activities, such as employment, education, or peer support groups. In drug court hearings, team members should recognize individuals engaged in these types of activities and allow them opportunities to speak about these successes. Moreover, the SATC could consider including productive behaviors within their phase advancement criteria. Participants should also be given an opportunity to build these skills through involvement in vocational or educational services.

Santa Barbara County Drug Court Process Evaluation

SANTA BARBARA SUBSTANCE ABUSE TREATMENT COURT (SATC)

2014 Evaluation

SUMMARY

The Santa Barbara County Substance Abuse Treatment Court (SATC) was among the first 200 Drug Courts implemented in the United States, and has served over 1,000 participants since its inception in 1993. The SATC was designed to follow the 10 Key Components established by the National Association of Drug Court Professionals. The purpose of this study was to describe adherence of the Santa Maria SATC to the 10 Key Components of drug courts, as well as to best practices within the field.

This process evaluation utilized eight sources of information: 1) observations of the team staffing prior to courtroom proceedings for 69 participants over two days; 2) observations of the corresponding courtroom proceedings; 3) interviews with 13 SATC team members; 4) survey responses from the team members; 5) a focus group of team members regarding SATC adherence to best practices; 6) a review of SATC administrative documents and data; 7) consumer surveys with SATC participants; 8) interviews with counselors at treatment agencies serving SATC clients; and 9) survey responses from the treatment counselors. Each method addressed aspects of the 10 Key Components critical for effective drug court functioning.

There was consistency in the information obtained through these different methods. Support was found for the court's adherence to aspects of all of the **10 Key Components**, with recommendations for future consideration also noted as indicated below:

1: Drug courts integrate alcohol and other drug treatment services with justice system case processing. The SATC engaged in multiple practices that supported adherence to Key Component 1. In line with best practices, SATC team members who attended staff meetings and status review hearings included the judge, attorneys, treatment representatives, and probation officers. The bailiff was also in attendance; however, a designated law enforcement representative and the coordinator did not attend. Compliance with Key Component 1 requires that the stakeholders collaborate and communicate effectively with each other. Most team members reported that collaboration had improved significantly from the year before. They described the atmosphere as one characterized by positivity and open communication. A few stakeholders indicated that when collaboration breaks down, it is due to team members not listening to one another and being unwilling to compromise.

2: Using a non-adversarial approach, prosecution and defense counsel promote public safety while protecting participants' rehabilitation needs. The SATC engaged in multiple practices that supported their adherence to Key Component 2. In line with best practices, the SATC allowed participants with non-drug charges, participants with mental health issues, participants with medical conditions, and participants taking anti-addiction or psychotropic medications to be admitted. The SATC currently targets high risk and high need offenders, which had not always been the case. The team used empirically validated assessment tools to determine risk and need status of clients. Finally, the SATC demonstrated equivalent access, retention, treatment, incentives, sanctions, and dispositions across historically marginalized populations.

3: Eligible participants are identified early and promptly placed in the drug court program. The SATC adhered to practices supporting Key Component 3. The stakeholders indicated that the time for entry into the program was generally less than 50 days from time of arrest. In addition, the program caseload stayed below the NADCP recommended 125-participant limit. However, the team indicated that lack of funding had caused some hurdles in terms of providing services. Additionally, some team members had concerns that the mental health system and residential living programs did not have enough space to accommodate everyone with needs.

Attachment 4

4: Drug courts provide access to a continuum of alcohol, drug, and other related treatment and rehabilitation services. The SATC engaged in practices that supported adherence to Key Component 4. The SATC offered a variety of mental health and substance recovery services. While the SATC works with more than the recommended two treatment agencies, doing so allowed for specialized treatment for perinatal women and for those with co-occurring disorders. The treatment agencies and SATC team were in frequent contact with one another regarding participant progress. In addition, the SATC coordinator ensured that the treatment agencies were functioning according to drug court guidelines. Areas in which this Key Component was not supported included that participants were sometimes incarcerated until residential placements became available, and that approaches to participant treatment were not highly individualized. Additionally, some treatment providers reported that aftercare was not consistently provided to program participants.

5: Abstinence is monitored by frequent alcohol and other drug testing. The SATC engaged in practices that supported its adherence to Key Component 5. Drug test results were generally reported to the team quickly. In addition, drug testing and client substance use were frequent topics of conversation in team meetings and court sessions, indicating that the SATC team was monitoring participant abstinence closely.

6: A coordinated strategy governs drug court responses to participants' compliance. Evidence from the present evaluation indicated that the SATC adhered to Key Component 6. Incentives and sanctions were discussed in a majority of cases. There were a variety of noncompliant behaviors observed, and a variety of sanctions administered as a result. The Drug Court team had a list of guidelines indicating what sanctions would be appropriate for different types of noncompliance. A majority of the responses to participant behavior were determined by team consensus, demonstrating that the SATC team responded to participants with a coordinated team strategy. In addition, participant recognition and incentives were administered when knowledge of positive participant behavior was known. However, there was some evidence jail sanctions were sometimes of an indefinite duration and exceeded the suggested three to five day limit.

7: Ongoing judicial interaction with each drug court participant is essential. The SATC largely adhered to Key Component 7. Participants were required to attend frequent status review hearings and had an adequate opportunity to be heard during these hearings. The judge maintained a professional demeanor toward participants when administering incentives and sanctions, and progressive sanctions were utilized. Client feedback indicated that they generally felt respected and supported by the judge and the rest of the drug court team. Phase promotion, jail sanctions, and participant termination occurred in line with best practices. However, there were a few areas where the SATC did not adhere to best practices. In particular, most participants' hearings lasted less than the best practice guideline of at least three minutes.

8: Monitoring and evaluation measure the achievement of program goals and gauge effectiveness. The SATC adhered to Key Component 8. The SATC has used data to evaluate program effectiveness and modify operations based on that feedback since its inception. There are some areas that the SATC has not explicitly evaluated that may be of benefit to address in future reports. However, the SATC has made a concerted effort through process and outcome evaluations to improve functioning in line with best practices.

9: Continuing interdisciplinary education promotes effective drug court planning, implementation, and operations. There was mixed evidence in support of the SATC's adherence to Key Component 9. Treatment counselors reported that they attend frequent trainings, especially in the domain of cultural sensitivity. Team members had varying level of training. Still, most members indicated that they had attended drug court conferences and other types of informal trainings to learn about the various practices of drug courts and local community resources. Additionally, a few members reported that the judge had organized trainings to familiarize new members with local resources. Recently, efforts have been made to develop a manual describing the roles of the members of the drug court team to help ease the transition of new team members. A few members suggested that more trainings in the future, particularly in regard to cultural sensitivity, may be helpful.

10: Forging partnerships among drug courts, public agencies, and community-based organizations generates local support and enhances drug court effectiveness. There was some support for Key Component 10. Team

Attachment 4

members indicated that the SATC had forged partnerships with a variety of agencies. However, most team members stated that more could be done in this domain. Specifically, team members reported that in recent years there had been less publicity on the SATC and the work that is being done. There was some confusion over whose responsibility it would be to increase community awareness on the SATC. Numerous suggestions were made for improvements, including involving more alumni, increasing media attention, and increasing the number of partnerships with other community organizations.

RECOMMENDATIONS

- 1) A number of individuals, both members of the core team and counselors who work at the treatment facilities, expressed concern that there was not enough community outreach occurring for the drug court. Additionally, there was some confusion over whose responsibility this would be. The drug court may consider creating a plan for increasing publicity and community partnerships. Hosting events, such as panels, to increase community awareness of the SATC and the outcomes of its participants, could help promote public approval. Additionally, the court could consider using the media more effectively to advertise the drug court. Alumni groups and activities could also help with this effort.
- 2) Judicial interactions with participants during court hearings, on average, are of a shorter duration than the recommended minimum of three minutes. In addition the average time spent with participants decreased since last year. Increasing the time spent with each client would give the team more opportunities to praise pro-social activities, check in with participants about their progress, and remind clients of the importance of complying with program requirements. This may be accomplished by spending less time on staffing client cases. Having clear guidelines for how to handle difficult situations that commonly arise may help create a more streamlined and efficient staffing process. A specific recommendation of a time breakdown will be provided to the team (see Appendix 1).
- 3) At times, access to beds in residential facilities appears to be a problem. Sometimes incarceration is used to house participants until beds at residential facilities become available. Keeping clients incarcerated until residential treatment is available is not aligned with best practices for drug courts. The team should investigate alternative solutions to this problem. For example, if a client cannot attain residential treatment, the team could require that he or she has a heavier treatment load at an outpatient agency, support groups, or a combination of the two until residential treatment can be attained.
- 4) According to some sources, the treatment protocol did not vary much across participants. Given the heterogeneity of participants who enter the SATC, more individualization of treatment plans could result in more effective treatment for a wider range of participants.
- 5) Some treatment providers expressed apprehension that they had been informed that Medi-Cal might not provide funding for prolonged treatments. The team should investigate this concern and research alternative funding options if it is the case.
- 6) There is a need to keep up on the latest research findings as our knowledge of effective drug court practices grows. Team members should participate in trainings regarding best practices in drug courts (e.g., cultural biases, addressing discrepancies in drug court processing across populations). Participating in trainings together can also help the team collaborate more effectively.

Executive Summary

The Public Safety Realignment Act (PSRA) was signed into California law in 2011, as part of a statewide effort to reduce overcrowding in the prisons while simultaneously addressing the state's troubling financial situation. As part of this effort, the PSRA rerouted the pathways for two types of criminal justice offenders to now be served at the local level versus the state level. The first group includes offenders who have been released from prison after serving their full prison sentence for eligible offenses, and who will now be supervised by their local county agency instead of by state parole. This group is referred to as Post-Release Community Supervision (PRCS) offenders. The second group of offenders represent individuals who have been convicted of an eligible felony that would previously have mandated a prison sentence, that will now be served locally in the community through the local jail or a combination of a local jail and local supervision sentence. This latter group is referred to as 1170(h), or NX3 (non-violent, non-sexual, non-serious) offenders.

One of the main focuses within the PRCS and 1170(h) populations is to link offenders with appropriate and effective treatments and interventions, in order to assist them in accessing resources that can help them to become successful while out in the community. One underlying strategy is to help treat the underlying causes of the offenders' recidivism, which is often substance-related for the PSRA populations. Doing so has been hypothesized to facilitate a reduction in the recidivism rates of the treated offenders. Thus, the focus of evaluating PSRA outcomes primarily rests on treatment and recidivism data. However, due to the short amount of time that has elapsed from implementation of the PSRA (October 2011) until the end of the current evaluation period (December 2014), outcomes are difficult to accurately understand at this time. More extensive data analyses are planned for in future years when more clients move through the system.

Preliminary analyses of the PSRA data were conducted on numerous types of outcomes and variables. Data were only reported on offenders who had completed either their PRCS or 1170(h) terms, and not on offenders currently in the midst of completing the terms of their supervision or custody. For the PRCS offenders, data were reported on: demographics, COMPAS variables, mental health variables, treatment services received, GPS monitoring, supervision violations, new charge convictions, and completion status. Advanced analyses were also conducted on the variables examined. For the 1170(h) population, data were reported on: demographics, COMPAS variables, treatment services received (not including mental health), supervision violations, new charge convictions, and completion status (for offenders with a supervision component to their sentence).

Analyses revealed that the majority of both PRCS and 1170(h) offenders fell within a high-risk category for risk of recidivism and violent behavior. Offenders who were identified as "low" or "medium" levels on these two risk assessment categories had better outcomes than offenders in any of the "high" categories. Two additional COMPAS scales, Criminal Thinking and Residential Instability, which measure offender needs, were included in analyses. The Criminal Thinking and Residential Instability scales were more evenly distributed across score levels than was the case with the Recidivism Risk and Violence Risk scores.

The majority of PRCS offenders were male and Hispanic. Approximately a quarter of PRCS offenders were identified as being gang affiliated. Three-quarters of PRCS offenders received some form of treatment, though no differences were found between offenders who received treatment and those who did not. Differences in outcomes based on the type of treatment received were not found; however, preliminary evidence suggests that the program R&R demonstrates promising results for positive offender outcomes. Use of GPS with the PRCS population was extremely preliminary; only a small portion of PRCS offenders received GPS during their supervision. There did not appear to be any differences based on if GPS was used as an intervention versus a prevention method. More than a third of PRCS offenders exhibited noncompliant behaviors that resulted in a supervision violation during their PRCS term, with the majority of violations resulting in flash incarcerations, and the most common cause of offender violations being substance-related. Being male and gang affiliated significantly predicted if offenders would acquire one or more supervision violations. Offenders who did not receive any violations were more likely to successfully complete their supervision terms than those that did receive violations. Approximately a third of offenders also committed and were convicted of a new criminal charge during their PRCS supervision. Of these, the highest number of new convictions

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was for drug or substance-related crimes. PRCS offenders who had any supervision violations were also more likely to be convicted of subsequent crimes. Advanced analyses revealed that gang membership and acquiring one or more violations may be predictors for reoffending, though this finding is to be interpreted with caution due to the preliminary nature of the data and the low number of gang-identified offenders in the PRCS population. Follow-up analyses with the gang versus non-gang related populations did not reveal any significant difference between the populations based on any of the information available.

Of the 1170(h) offenders, those completing their jail only sentences (versus a split jail and supervision sentence) disproportionately represented the 1170(h) completed offenders; time for credit served in the jails sometimes equates to offenders with jail only sentences completing their sentence quicker. The 1170(h) offenders were predominately male, Hispanic or White, and between 24 to 44 years old. The majority of offenders entered 1170(h) on primarily substance-related or property offenses. There was a small portion of 1170(h) offenders who received multiple entries into 1170(h), though results for this small group were too preliminary to report on. Less than a third of offenders with a split sentence violated their supervision terms, mostly for substance-related reasons. Of those completing their supervision terms, the majority completed the terms successfully. Around half of the offenders who had a split sentence participated in non-mental health related treatment. Of all 1170(h) offenders, only a small percentage had additional bookings or new convictions; these were mostly represented by offenders with high risk scores and a higher number of convictions at program entry.

Future directions in analysis of the PSRA data include gathering more data on offenders and working to better understand the impact of treatment on recidivism, such as consumer survey data and pre- and post-test treatment data. In addition, we intend to conduct more sophisticated analyses once enough data are available for a large enough group of clients to allow the necessary statistical power to identify meaningful differences.

For additional details in summary, see pages 8, 60-64, and 93-94.

Preliminary Conclusions of 1170(h)

Due to the structure of PC§1170(h) sentences, there are still relatively low numbers of individuals who are least one year post-completion of their sentences. For this reason, it is still too early to capture the complete picture of the impact of PSRA on public safety. Preliminary data findings may disproportionality represent: (1) unsuccessful offenders who reoffend quickly, (2) offenders receiving PC§1170(h)(a) sentences due to their ability to obtain accelerated time credits while incarcerated, and (3) 1170(h) offenders who were determined to be lower risk and who had fewer charge convictions at entry and, therefore, received shorter sentence lengths.

Though definitive conclusions cannot yet be drawn from the 1170(h) data, a few preliminary findings can be discussed. Between October 2011 and December 2014, a total of 650 individuals were sentenced pursuant to PC§1170(h). Of those, 52 offenders incurred additional 1170(h) sentences either during or after their original sentence. The number of offenders sentenced pursuant to PC§1170(h) decreased in 2014, with the sharpest decreases observed in November and December after the passage of Proposition 47. As is consistent with the intent the Legislature, almost half of the crimes fell under a range of substance-related offenses. A number of other non-drug related charges were also present, property offenses being the most prevalent.

Demographic information revealed that 1170(h) offenders were primarily male (73.8%), Hispanic (48.6%) or White (42.2%), and had an average age of 35.8 years (with a range of 19 to 71 years) at age of entry. In gender, demographic variables did not differentiate between offenders in terms of risks or outcomes. However, offenders between the ages of 35-54 were the most likely to gain residential stability and permanent ties to the community during their time on supervision.

Over half of offenders that have exited 1170(h)(b) so far (N=161) received a Successful completion status (58%). Offenders who gained stable residences and who did not have violations during supervision were the most likely to successfully complete supervision. Although treatment in general did not predict successful completion of supervision, participation in either CBT programs or transitional services was associated with successful completion. Specific programs associated with higher rates of successful completion included Re-Entry, Drop-in-Education, and Reasoning and Rehabilitation.

109 (68%) offenders who completed supervision participated in some form of treatment during their term. Individuals participated in 25 different types of treatment services, most of which fit into the following four categories: substance-related services, employment/education services, Cognitive-Behavioral Therapies (CBTs), and transitional services. In general, treatment did not appear to be related to recidivism; however, the sample size was too small to determine whether specific treatment services were effective at preventing recidivism or whether treatment services were successful for specific subpopulations.

One important finding that emerged was that offenders who were low in Recidivism Risk and Violence Risk were more likely to receive treatment services than those rated high on these scales. One of the primary principles of the Risk-Need-Responsivity Model of the assessment and treatment of offenders is that treatment of offenders should focus on the higher risk offenders. In the literature, programs that focused on high-risk offenders were found to be 5 times more effective than programs that focused on low-risk offenders.¹⁸² For example, in a study on the effectiveness of drug courts, Lowenkamp and colleagues (2003) found that drug court programs reduced recidivism by about 7.5%; however, when these programs served high-risk populations, the effects increased to 10%, and when they served low-risk populations it decreased to 5%.¹⁸³ In order to maximize the efficacy of treatment programs, services should be targeting the offenders who are labeled higher risk according to the COMPAS.

GPS monitoring was utilized for 19 of the 43 exited 1170(h)(b) offenders. Only nine of those offenders successfully completed GPS. It appeared that GPS was reserved for higher risk offenders as 84% of those on GPS also had at least one violation prior to being placed on GPS. Offenders who participated in GPS had more violations than offenders who were not placed on GPS.

¹⁸² Andrews, D. A., & Bonta, J. (2006). *The psychology of criminal conduct* (4th ed.). Newark, NJ: LexisNexis.

¹⁸³ Lowenkamp, C., Holsinger, A. M., & Latessa, E. J. (2003). *Are drug courts effective? A meta-analytic review*. Unpublished manuscript. Cincinnati, OH University of Cincinnati.

Ninety-nine (61%) offenders violated the terms of their supervision. Offenders with violations had anywhere from 1 to 16 violations while on supervision. The most prevalent type of violation was substance-related (32%) followed by absconding (23%) and failure to report (FTR; 16%). This is not surprising, given that many 1170(h) offenders are sentenced pursuant to PC§1170(h) for a substance-related crime. However, this does highlight the importance of offenders receiving treatment for substance use while on community supervision.

Of the 43 clients who exited 1170(h)(b) (i.e., Split Sentence), a total of 24 offenders (56%) were convicted of new crimes. A total of 22 different charge descriptions were among the 61 new convictions, indicating that there was not a prevalent pattern of new convictions among the recidivating offenders. Over half of offenders ($n=13$) who were convicted of new crimes obtained their first new conviction during their supervision sentence. At this point in time, it is too early to tell whether GPS or any particular treatment service could be used to prevent new convictions during supervision. In the future, investigations should consider whether any given measures are effective at preventing new convictions during offenders' Split Sentences.

The majority of offenders who have completed supervision were identified as within the "high" category for Recidivism Risk, Violence Risk, and Residential Instability. On the other hand, offenders generally scored in the "low" category for Criminal Thinking. These risk and needs levels were significant predictors of recidivism. Offenders who were rated high for Recidivism Risk and Violence Risk were more likely to be convicted of a new crime. Offenders who experienced a positive change in Criminal Thinking during supervision were less likely to have new convictions compared to offenders with negative or no changes. Logistic regression revealed that when all available factors are taken into account, the greatest predictor of recidivism is Recidivism Risk as measured by the COMPAS. Conversely, demographic factors, violations, and treatment do not predict a different likelihood of reoffending. When more data are available we will be able to differentiate between specific treatment services to determine whether any particular treatments are effective at preventing recidivism or if services are differentially effective for different subpopulations.

Of the 176 individuals that had been released for at least a year from their Jail Only sentence, 73 (41.4%) acquired at least one new conviction. Approximately half of all offenders with new convictions were convicted of their first new crime within 270 days post-release from jail. Recidivism rates did not statistically significantly differ for offenders who had received a Jail Only sentence versus those who had received a Split Sentence. Offenders with Split Sentences, however, may have been higher risk, as they had a larger average number of charges at intake. Moreover, offenders with Split Sentences also have the opportunity to commit new crimes during their sentences. Thus, the lack of significant differences between these two groups may indicate that supervision is generally successful at preventing criminal activity within this group of high-risk offenders. As more offenders are released from their sentences, there will be greater statistical power to differentiate between these groups of offenders.

Preliminary Conclusions of PRCS

Although definitive conclusions cannot yet be drawn from the PRCS data, a few preliminary interpretations of the data can be suggested.

Between October 2011 and December 2014, a total of 798 offenders were placed on PRCS in Santa Barbara County upon their release from prison. Fifteen of these offenders were released onto PRCS twice. Demographic information revealed that PRCS offender demographics were consistent with those of the overall PSRA population in Santa Barbara County (i.e., 1170(h) and PRCS overall). It is worth noting that a quarter of the PRCS population was identified as gang affiliated. This is not surprising, given the large number of individuals within incarcerated populations who are identified as gang affiliated. However, this is a larger proportion of individuals who are gang affiliated than are usually found within the community population. The evaluation revealed that gang affiliation could at times also be associated with negative outcomes, such as acquiring more official supervision violations than clients who are not gang-affiliated. Thus, targeted interventions with these populations may be a need, as they transition from prison back into the community.

The majority of offenders who have exited PRCS so far with valid completion statuses (N=355) received a Successful Early Termination status (68%). This does not assume that offenders have a “perfect record” upon release from prison, but rather that they were able to sustain a period of at least one year of good behavior in order to be released from the terms of their supervision prior to the three year expiration of their supervision terms. Some advances in data collection were made since the prior report in order to better determine if there are specific predictors of completion status and recidivism, however further advances are still required in order to better isolate potential influences on these outcomes (see “Future Directions” at the end of the report).

Findings regarding Recidivism Risk and Violence Risk remain salient from the prior evaluation. Overall, the majority of completed PRCS offenders were identified as within the “high” category for Recidivism Risk and Violence Risk. In particular, having a low-risk status for both Violence Risk and Recidivism Risk was associated with an increased likelihood of achieving a Successful Early Termination exit status. This is also an intuitive point; individuals without a substantial criminal or violent background would seem inherently less likely to recidivate than those with a significant criminal or violent background. These low-risk offenders were also less likely to recidivate than those in the high-risk groups, committed fewer new convictions, and had fewer supervision violations. This may indicate a difference in needs within these populations; high-risk offenders may need specific services or targeted treatments to help them be successful upon re-entering the community. Since the last report, Santa Barbara County Probation has attempted to address this point by offering more targeted evidence-based services (e.g., MRT) to PSRA offenders. At the time of this report, not enough time has elapsed since service provisions began to evaluate each of these services individually.

The present evaluation reported information on two additional COMPAS scales: Criminal Thinking and Residential Instability. Findings regarding these two scales were extremely divergent than those found for the Recidivism Risk and Violence Risk scales throughout the PRCS reporting section. This is likely due to the ability of the Criminal Thinking and Residential Instability scales to fluctuate freely based on offender responses, while the Recidivism Risk and Violence Risk scales are likely to remain relatively stable over short durations of time (e.g., their supervision period); the latter two scores are derived from the accumulation of offenders’ prior crimes and history while accounting for offender age, which only change gradually over time. The addition of the Criminal Thinking and Residential Instability scales provided more insight into offender personality and living conditions, which were aspects sought for exploration since the last report, and also provided support for examining supplementary offender needs in future reports.

In particular, the present evaluation found that offenders’ initial scores on the Criminal Thinking and Residential Instability scales were more evenly distributed across needs levels than was the case with the Recidivism Risk and Violence Risk scores; offenders were most likely to fall within the low needs level on the Criminal Thinking scale and within the high-needs level on the Residential Instability scale, though both of these distributions fell below half of the overall percentage. Criminal Thinking and Residential Instability levels were not significantly associated with exit status, but there were differences in mean number of violations committed. In particular, offenders in the high Criminal Thinking category exhibited a significantly larger average number of violations than those in the low

category, while there were not any significant differences found for offender needs categories of Residential Instability. This may suggest that offenders who have high initial Criminal Thinking scores should be more heavily targeted for intervention than those in the low category, including for services specific to addressing offender maladaptive thought processes (e.g., MRT).

Criminal Thinking and Residential Instability scores differed significantly based on area of supervision, which was an unexpected finding. In particular, offenders in Lompoc exhibited lower initial Criminal Thinking scores and offenders in Santa Barbara exhibited higher Residential Instability scores. This may be a function of the resources available specific to those respective areas; upon release from prison, offenders may be able to access CBT-type services quicker and easier in Lompoc (where Criminal Thinking scores may have been more immediately impacted), and may be able to access housing resources to a lesser extent in Santa Barbara than in other areas (which would impact their Residential Instability scores). These findings could also be spurious; these scores will continue to be monitored based on location to determine the validity of this finding.

Unique to the Criminal Thinking and Residential Instability scales was the ability to analyze changes in offender scores on these scales over time. These changes proved to be predictive of various recidivism outcomes. Changes were described as Positive Change (scores became indicative of 'better' offender scores), No Change, Negative Change (scores became indicative of 'worse' offender scores), or Resolved/Stable. Offenders with a final observed change of Negative Change in either score were more likely to receive an Unsuccessful completion status from PRCS, and offenders who had never reported a Negative Change, who had ever reported a Positive Change, or had ever reported a Resolution in either of these scores were more likely to achieve a Successful completion status than their counterpart categories. These findings suggest that offender scores on these two COMPAS scales should be closely monitored for changes in the above-specified directions, in order to determine if offenders are in danger of recidivating, and if additional services can be provided to intervene at a critical point for those offenders.

Of the 355 PRCS offenders that exited the program, a total of 64 (18%) offenders entered the PRCS program with identified mental health needs from their prison record. This meant that they either received medication or special housing in prison for their identified mental health needs. This represents a population with high mental health needs exiting prison. The majority of these individuals (97%) received treatment either from ADMHS or an outside agency within the County, suggesting that most of these individuals continued to receive treatment upon release from prison. Considering the probable continuing high needs of these individuals, this is a positive outcome. Additionally, there were not any factors related to recidivism in association with having received mental health services in prison, which may partially be due to this continuation of services; however, due to the low number of individuals within this population that did not receive services after release from prison, associations and implications of engaging in treatment are unable to be drawn.

Of the 291 individuals exiting PRCS without identified mental health needs from prison, 226 (78%) also participated in treatment or services within the county upon release from prison. Compared to exited PRCS offenders who did not receive any form of treatment services, PRCS offenders who received any treatment services did not appear to differ on exit status. Many of the offenders receiving ADMHS services were those who were identified as having mental health needs from prison, while those without this designation participated in other treatment services at a higher rate. This may be due to the fact that ADMHS often reserves their services for moderate to high need clients, and those without mental health needs may not require or be eligible to receive these levels of services. This is also reflected within the type of services primarily received from ADMHS; 79% of offender receiving ADMHS services received medication-related services, and 71% received therapeutic services. Treatment from other agencies included: educational/vocational training, residential/sober living programs, outpatient programs, and detoxification. There were not any observed differences in exit status based on type of treatment received from either ADMHS or other agencies. These findings are in concert with those observed in the prior report.

New treatment analyses in the report surrounded time to first treatment service received. The average length of time from release from prison to first ADMHS service was around four months (113 days), and to other treatment services was under two months (50 days). The lapse in time from release to prison to first ADMHS service may be due to time lags in the ADMHS assessment process, offenders may be receiving ADMHS referrals from other treatment services (and thus, engage first in other treatment services before engaging in ADMHS services), or both. It may be of interest to investigate the causes of these time lapses; ADMHS serves moderate to severely symptomatic individuals, who are

likely to exhibit higher levels of need than other offenders, and may benefit from more immediate treatment services. Furthermore, there were significant differences between Successful ($M=81$ days) and Expired ($M=217$ days) offenders on time from release from prison to first treatment service (from any agency); the difference between Successful and Unsuccessful ($M=103$ days) offenders did not reach significance. These findings suggest that offenders may benefit from early entry into treatment services upon release from prison, in order to be successful during their time on supervision. Lastly, no significant differences were found on offender exit status based on the longest length of time spent in other treatment services¹¹⁶, suggesting that time to first treatment service received may be of most importance to focus on in terms of time and treatment variables in fostering offender success on supervision. Future research will benefit from more in-depth examinations of treatment-related variables in relation to other report variables; other offender characteristics not captured in the present evaluation may be contributing to offender outcomes (e.g., motivation to engage in treatment, stage of change, stable personality characteristics), above and beyond attendance and time in treatment programs.

GPS monitoring was utilized for 101 of the 355 exited PRCS offenders. Eleven individuals were placed on GPS twice. The first time on GPS was successful for the majority of the individuals placed on GPS, and less successful for the second time of being placed on GPS (less than half); GPS may be most successful when used the first time with offenders in comparison to subsequent occasions. GPS used as a method of prevention (i.e., implemented within seven days of release from prison) appeared to be more successful than when GPS was used as an intervention (i.e., implemented eight or more days after release from prison); although GPS completion status and PRCS exit status were not linked to use of GPS as prevention versus intervention, offenders who were placed on GPS as a prevention method had significantly fewer new convictions and supervision violations as compared to offenders placed on GPS as a method of intervention. However, these discrepancies may be due to offenders being placed on GPS as an intervention due to having a supervision violations, being convicted of new crimes, or due to other unofficial or undocumented events occurring with the offender which might have preceded offenders' time on GPS (and thus, should not be linked to GPS itself). Future research will benefit from clarifying these aspects, to the extent that it is possible.

As part of the offenders' supervision terms, offenders were regularly drug tested through Santa Barbara County Probation office. Almost half of the exited offenders did not have any positive drug tests during their supervision period, suggesting that many offenders were able to remain abstinent during testing periods while on supervision. Analyses suggested that offenders with at least one positive drug test were more likely to be violated on their supervision terms than those who did not have any positive drug tests, though there were not any significant differences in new conviction charges or PRCS exit status, based on whether or not offenders had at least one positive drug test. The findings suggest that the Probation agency may be able to intervene with offenders who test positive on drug tests well enough to prevent subsequent convictions. Because relapse is common among individuals struggling with addiction, the presence of positive drug tests is not unexpected. However, the ability of the supervising agency to interrupt the continuum of events from relapse to convictions of new criminal offenses is important and noteworthy. In interpreting these results, it is also important to be mindful that offenders may have been drug tested at treatment agencies that they attended, for which results were not available and reported within these data. Future analyses would benefit from reporting treatment drug test results, to the extent that this information is available.

160 (45%) offenders violated the terms of their supervision, with a total of 589 official violations across 1,085 total violation types. Of these 589 official violations, 496 resulted in flash incarcerations and 93 resulted in supervision revocations. None of the violations resulted in zero days of jail time; thus, information on the "effect" of flash incarcerations is not possible at this time; there are not any comparison groups to draw from (i.e., those who were violated and did not receive jail time), and so the "effect" could be an effect of having a supervision violation and not of receiving jail time and/or how much jail time. The most common reasons for violations were substance-related (32%), followed by absconding (19%), and FTR (16%), as indicated by the number of offenders having at least one violation within those categories. This is not surprising, given that many PRCS offenders are being released on community supervision due to their eligibility of substance-related crime. However, this does highlight the importance of offenders receiving treatment for substance use while under community supervision. The analyses also suggested that gang-involved offenders were more likely than non-gang involved offenders to engage in non-compliance that resulted in one or more supervision violations. This is also intuitive; being involved in a gang often implies engagement in illegal activity, which would increase offenders' chances of having supervision violations.

¹¹⁶ This particular statistic was available for other treatment services but not to ADMHS services.

Finally, analyses indicated that whether or not offenders had violations differed significantly by PRCS exit status, as well as mean number of days spent in jail due to violations. Offenders with a Successful Early Termination status had significantly fewer violations ($M=1.06$) than those who received an Expiration ($M=3.6$) or an Unsuccessful ($M=2.6$) status; offenders without any violations appeared to have a much higher percentage of Successful completion statuses (85%) than those with one or more violations (47%); and Successful offenders spent significantly less time in jail due to sanctions ($M=29.2$ days), as compared to both Expired ($M=133.3$ days) and Unsuccessful ($M=99.3$ days) offenders. These findings suggest that Expired offenders obtained more violations and spent more time in jail due to sanctions than Successful and Unsuccessful offenders, which may be a function of Expired offenders committing a higher number of crimes of a less serious nature than Unsuccessful offenders; Unsuccessful offenders committing prison-eligible felonies are terminated and sent to prison, limiting their ability to continue to accruing violations and new criminal charges, while Expired offenders who may be continually released back into the community for lower-level offenses. Local agencies across the state should be mindful of this occurrence, and future reports should work to examine specific factors that predict differences between Expired and Successful offenders that remain in the community (versus Unsuccessful offenders, who mostly are sent back to prison).

Of the 355 clients who exited the PRCS program with successful, unsuccessful, or expired PRCS statuses, a total of 86 offenders (24%) were convicted of new charges during their supervision period. These 86 offenders were convicted of a total of 164 different crimes during their supervision period. A more in-depth look was provided for offenders who had at least one year since their exit from supervision at the time of the report; 214 (60%) exited offenders met this criteria. Of these 214 offenders, 72 (34%) were convicted of new charges; 53 (25%) were convicted of new charges during their supervision period, and 24 (11%) were convicted of new charges during the first year after exiting their PRCS supervision. This coincides with the data on the average amount of time between release from prison and first post-release conviction, which was over nine months (285 days). In addition, the majority of offenders who were convicted of new charges post-release from prison were convicted within one year of release from prison, with the first six months being the time frame when almost half of the new convictions occurred. Taken together, these statistics suggests that offenders are more likely to commit a new offense during their supervision period than one year after supervision. Considering the lag time from commission of a crime/arrest to conviction, these data implying that the first six months is a critical period for new charge convictions suggests that offenders may require very intensive supervision within the first few months from release from prison in order to facilitate offender success in the community. Local agencies could benefit from examining methods for facilitating increased resource provision for offenders immediately upon release from prison.

Of the 214 offenders who had one year post-supervision, a total of 134 new convictions were represented across crimes representing drug-related crimes, alcohol-related crimes, crimes against persons, property crimes, and other crimes, indicating that there was not a prevalent pattern of new criminal charges among the recidivating offenders. Offenders who received treatment services from outside agencies and those who received treatment from any agency were convicted of new crimes at higher rates (39% and 38%, respectively) than those who did not receive treatment from other agencies and treatment from any agency (20% and 20%, respectively) tracked within the data. This finding was contrary to expectations; however, this may be a reflection of incomplete data collection. For example, offender attendance at 12-step programs (i.e., AA, NA) is rarely tracked within the present data, and neither is PSRA offender crossover with other criminal justice initiatives (e.g., Proposition 36, PC1210, SB678, treatment courts), which mandate treatment and other supervision requirements that may represent a portion of unexamined variance in associations of treatment with recidivism. Tracking this type of information represents complicated data struggles that could be the focus of future report initiatives. Demographic variables did not reveal any significant findings. Differences in recidivism were found for offender COMPAS scales, as outlined earlier in this section. Finally, Successfully completing PRCS offenders were convicted of new charges at much lower rates than Expired or Unsuccessful offenders, and offenders who accrued one or more violations were more likely (65%) to be convicted of one or more new crimes than those without any violations of their terms. These latter findings are intuitive and expected.

Recidivism was also examined as a function of whether or not an offender had either: (a) received a new conviction, or (b) received a PRCS exit status of Unsuccessful. Of the 214 clients who exited the PRCS program with one year post-supervision, 92 (43%) were either convicted of a new crime or received an Unsuccessful exit status. There were not any significant mean differences between those who recidivated compared to those who did not recidivated based on total number of other treatment services received, maximum time spent in a treatment services, or time from release

to treatment. There were significant mean differences in total number of supervision violations offenders had, with recidivating offenders having significantly more violations than offenders not recidivating. These findings suggest that recidivism in general is not predicted by the current data points collected on treatment data, and does appear to be heavily impacted by having supervision violations. Future reports should continue to hone the data points collected on offenders' treatment experiences, and local supervising agencies may benefit from determining if additional steps can be taken with violating offenders in order to prevent recidivism.

Advanced analysis were conducted with all of the clients who exited the PRCS program and had available data, taking into account multiple factors simultaneously to reveal the most significant factors related to recidivism. Demographic factors, gang status, and having mental health needs did not predict a different likelihood of reoffending. Logistic regression analyses revealed that having at least one violation, and having positive changes or stabilization of Criminal Thinking or Residential Instability scores were powerful predictors of not recidivating, and positive changes or stabilization of Criminal Thinking scores appeared to be more predictive than positive changes or stabilization of Residential Instability scores. Of the treatment variables examined, the total number of other treatment services received also appeared to predict recidivism, but to a lesser degree than violations and COMPAS score changes. These results suggest that local agencies can use changes in Criminal Thinking and Residential Instability scores to monitor offender progress and provide more intensive intervention or services to offenders demonstrating concerning changes in their scores, as well as encourage offenders to engage in additional treatment services available to them in the community that are relevant to their struggles, as a way to facilitate an increase in protective factors for the offenders. Furthermore, future research could explore additional treatment-related variables; the literature on treatment effectiveness often points to other factors not currently observed in the report as being related to client success (e.g., fidelity of treatment implementation, strength of the therapeutic alliance) that may be of importance.

Lastly, it is important to note the limitation of the present report in regards to local jail data. Significant lags in jail data and questions regarding data accuracy have resulted in the exclusion of reporting on these data points within the present evaluation. Data points included in this exclusion include: number of local arrests, and time spent in jail for new arrests and low-level convictions. It is likely that these forms of data points would be important to consider in the context of predicting offender recidivism and representing a form of offender recidivism; however, this is not currently within the scope of the data analysis. Future reports will continue to explore the utility of local jail data. State officials have called for a connection of criminal justice reporting systems across counties, which would also significantly improve the reporting of outcomes, as would availability of state prison data in reporting on recidivism.

Realignment Operational Impact Report

PROBATION			SHERIFF		
# of individuals in Post Release Community Supervision (PRCS)			Incarcerated Realigned Inmates		
Entered	Exited	Net	Custody	Alternative	Total
14	16	265	40	22	62
# of individuals in Post Sentence Supervision (NX3)			*PRCS/PSS	1	19
4	8	177	*Parole	0	8
			*Technical Violations Only		
			Planned Total Bed Day: 3583/Month (118 ADA)		
		Bed Days	% Planned Bed Days		
		Custody	2071	58%	
		Alternative	704	20%	
		Total	2775	77%	

COURTS			
# of PRCS Revocation Hearings conducted		# of NX3 sentences	
This Month	Last Month	This Month	Last Month
16	11	Custody only	4
		PSS	3
		# of individuals with signed waivers	
		This Month	Last Month
		8	2

FINANCIAL STATUS FY15-16			
8% of Fiscal Year Elapsed			
<i>AB 109 Component</i>	<i>FY 2015-16 Budget</i>	<i>Expenditures as of 7/31</i>	<i>% of Funds Expended</i>
Jail Custody	\$ 2,307,425	\$ 166,488	7.2%
Detention Alternatives	850,983	58,389	6.9%
Community Supervision	2,801,061	179,021	6.4%
Collaborative Efforts	944,117	56,063	5.9%
MH, AOD, Tx	2,498,246	44,150	1.8%
Victim Services	49,504	-	0.0%
Subsidize SLE, Detox	320,000	350	0.1%
Evaluation	108,164	1,050	1.0%
Administration	302,604	15,282	5.1%
Total:	\$ 10,182,104	\$ 520,793	5.1%

July 2015

Realignment Operational Impact Report

PROBATION		
# of individuals in Post Release Community Supervision (PRCS)		
Entered	Exited	Net
12	22	256
# of individuals in Post Sentence Supervision (NX3)		
Entered	Exited	Net
6	6	176

SHERIFF			
Incarcerated Realigned Inmates			
	Custody	Alternative	Total
Sentenced	43	18	61
*PRCS/PSS	23	1	24
*Parole	16	0	16
*Technical Violations Only			
Planned Total Bed Day: 3583/Month (118 ADA)			
	Bed Days	% Planned Bed Days	
Custody	2519	70%	
Alternative	602	17%	
Total	3121	87%	

COURTS

# of PRCS Revocation Hearings conducted	
This Month	Last Month
17	16

# of NX3 sentences		
	This Month	Last Month
Custody only	2	4
PSS	4	3
# of individuals with signed waivers		
	This Month	Last Month
	9	8

FINANCIAL STATUS FY15-16

17% of Fiscal Year Elapsed

<i>AB 109 Component</i>	<i>FY 2015-16 Budget</i>	<i>Expenditures as of 8/31</i>	<i>% of Funds Expended</i>
Jail Custody	\$ 2,307,425	\$ 335,532	14.5%
Detention Alternatives	850,983	134,483	15.8%
Community Supervision	2,801,061	423,265	15.1%
Collaborative Efforts	944,117	130,074	13.8%
MH, AOD, Tx	2,498,246	113,853	4.6%
Victim Services	49,504	-	0.0%
Subsidize SLE, Detox	320,000	14,988	4.7%
Evaluation	108,164	8,714	8.1%
Administration	302,604	35,556	11.8%
Total:	\$ 10,182,104	\$ 1,196,465	11.8%

August 2015

Realignment Operational Impact Report

PROBATION		
# of individuals in Post Release Community Supervision (PRCS)		
Entered	Exited	Net
13	14	259
# of individuals in Post Sentence Supervision (NX3)		
Entered	Exited	Net
8	7	179

SHERIFF			
Incarcerated Realigned Inmates			
	Custody	Alternative	Total
Sentenced	46	20	66
*PRCS/PSS	25	2	27
*Parole	18	0	18
*Technical Violations Only			
Planned Total Bed Day: 3583/Month (118 ADA)			
	Bed Days	% Planned Bed Days	
Custody	2694	75%	
Alternative	651	18%	
Total	3345	93%	

COURTS			
# of PRCS Revocation Hearings conducted		# of NX3 sentences	
This Month	Last Month	This Month	Last Month
24	17	Custody only	0 2
		PSS	7 4
		# of individuals with signed waivers	
		This Month	Last Month
		8	9

FINANCIAL STATUS FY15-16			
25% of Fiscal Year Elapsed			
<i>AB 109 Component</i>	<i>FY 2015-16 Budget</i>	<i>Expenditures as of 9/30</i>	<i>% of Funds Expended</i>
Jail Custody	\$ 2,307,425	\$ 503,668	21.8%
Detention Alternatives	850,983	199,544	23.4%
Community Supervision	2,801,061	602,863	21.5%
Collaborative Efforts	944,117	194,231	20.6%
MH, AOD, Tx	2,498,246	283,097	11.3%
Victim Services	49,504	316	0.6%
Subsidize SLE, Detox	320,000	31,176	9.7%
Evaluation	108,164	13,594	12.6%
Administration	302,604	55,886	18.5%
Total:	\$ 10,182,104	\$ 1,884,375	18.5%

September 2015

Realignment Operational Impact Report

PROBATION		
# of individuals in Post Release Community Supervision (PRCS)		
Entered	Exited	Net
8	8	259
# of individuals in Post Sentence Supervision (NX3)		
Entered	Exited	Net
8	8	180

SHERIFF			
Incarcerated Realigned Inmates			
	Custody	Alternative	Total
Sentenced	46	21	67
*PRCS/PSS	27	1	28
*Parole	8	0	8
*Technical Violations Only			
Planned Total Bed Day: 3583/Month (118 ADA)			
	Bed Days	% Planned Bed Days	
Custody	2524	70%	
Alternative	677	19%	
Total	3201	89%	

COURTS			
# of PRCS Revocation Hearings conducted		# of NX3 sentences	
This Month	Last Month	This Month	Last Month
10	24	Custody only	1 0
		PSS	4 7
# of individuals with signed waivers		This Month	Last Month
		5	8

FINANCIAL STATUS FY15-16			
33% of Fiscal Year Elapsed			
<i>AB 109 Component</i>	<i>FY 2015-16 Budget</i>	<i>Expenditures as of 10/31</i>	<i>% of Funds Expended</i>
Jail Custody	\$ 2,307,425	\$ 670,289	29.0%
Detention Alternatives	850,983	265,704	31.2%
Community Supervision	2,801,061	796,859	28.4%
Collaborative Efforts	944,117	260,286	27.6%
MH, AOD, Tx	2,498,246	421,405	16.9%
Victim Services	49,504	316	0.6%
Subsidize SLE, Detox	320,000	51,773	16.2%
Evaluation	108,164	18,474	17.1%
Administration	302,604	76,105	25.2%
Total:	\$ 10,182,104	\$ 2,561,211	25.2%

October 2015

Realignment Operational Impact Report

PROBATION		
# of individuals in Post Release Community Supervision (PRCS)		
Entered	Exited	Net
12	19	261
# of individuals in Post Sentence Supervision (NX3)		
Entered	Exited	Net
5	7	178

SHERIFF			
Incarcerated Realigned Inmates			
	Custody	Alternative	Total
Sentenced	51	20	71
*PRCS/PSS	19	1	20
*Parole	10	0	10
*Technical Violations Only			
Planned Total Bed Day: 3583/Month (118 ADA)			
	Bed Days	% Planned Bed Days	
Custody	2416	67%	
Alternative	624	17%	
Total	3040	85%	

COURTS			
# of PRCS Revocation Hearings conducted		# of NX3 sentences	
This Month	Last Month	This Month	Last Month
15	10	Custody only	3
		PSS	4
		# of individuals with signed waivers	
		This Month	Last Month
		2	5

FINANCIAL STATUS FY15-16			
42% of Fiscal Year Elapsed			
<i>AB 109 Component</i>	<i>FY 2015-16 Budget</i>	<i>Expenditures as of 11/30</i>	<i>% of Funds Expended</i>
Jail Custody	\$ 2,307,425	\$ 810,582	35.1%
Detention Alternatives	850,983	322,118	37.9%
Community Supervision	2,801,061	988,034	35.3%
Collaborative Efforts	944,117	322,314	34.1%
MH, AOD, Tx	2,498,246	496,453	19.9%
Victim Services	49,504	316	0.6%
Subsidize SLE, Detox	320,000	75,775	23.7%
Evaluation	108,164	29,928	27.7%
Administration	302,604	93,220	30.8%
Total:	\$ 10,182,104	\$ 3,138,740	30.8%

November 2015

Realignment Operational Impact Report

PROBATION		
# of individuals in Post Release Community Supervision (PRCS)		
Entered	Exited	Net
13	19	257
# of individuals in Post Sentence Supervision (NX3)		
Entered	Exited	Net
5	7	176

SHERIFF			
Incarcerated Realigned Inmates			
	Custody	Alternative	Total
Sentenced	55	19	74
*PRCS/PSS	20	2	22
*Parole	13	0	13
*Technical Violations Only			
Planned Total Bed Day: 3583/Month (118 ADA)			
	Bed Days	% Planned Bed Days	
Custody	2716	76%	
Alternative	652	18%	
Total	3368	94%	

COURTS			
# of PRCS Revocation Hearings conducted		# of NX3 sentences	
This Month	Last Month	This Month	Last Month
19	15		
		Custody only	3
		PSS	4
		# of individuals with signed waivers	
		This Month	Last Month
		3	2

FINANCIAL STATUS FY15-16			
50% of Fiscal Year Elapsed			
<i>AB 109 Component</i>	<i>FY 2015-16 Budget</i>	<i>Expenditures as of 12/31</i>	<i>% of Funds Expended</i>
Jail Custody	\$ 2,307,425	\$ 997,361	43.2%
Detention Alternatives	850,983	377,635	44.4%
Community Supervision	2,801,061	1,163,296	41.5%
Collaborative Efforts	944,117	381,446	40.4%
MH, AOD, Tx	2,498,246	558,307	22.3%
Victim Services	49,504	316	0.6%
Subsidize SLE, Detox	320,000	89,571	28.0%
Evaluation	108,164	34,408	31.8%
Administration	302,604	110,300	36.5%
Total:	\$ 10,182,104	\$ 3,712,640	36.5%

December 2015

Realignment Operational Impact Report

PROBATION		
# of individuals in Post Release Community Supervision (PRCS)		
Entered	Exited	Net
19	11	265
# of individuals in Post Sentence Supervision (NX3)		
Entered	Exited	Net
10	6	181

SHERIFF			
Incarcerated Realigned Inmates			
	Custody	Alternative	Total
Sentenced	55	19	74
*PRCS/PSS	23	1	24
*Parole	13	0	13
*Technical Violations Only			
Planned Total Bed Day: 3583/Month (118 ADA)			
	Bed Days	% Planned Bed Days	
Custody	2827	79%	
Alternative	613	17%	
Total	3440	96%	

COURTS			
# of PRCS Revocation Hearings conducted		# of NX3 sentences	
This Month	Last Month	This Month	Last Month
19	19	Custody only	6 3
		PSS	4 4
		# of individuals with signed waivers	
		This Month	Last Month
		6	3

FINANCIAL STATUS FY15-16			
58% of Fiscal Year Elapsed			
<i>AB 109 Component</i>	<i>FY 2015-16 Budget</i>	<i>Expenditures as of 1/31</i>	<i>% of Funds Expended</i>
Jail Custody	\$ 2,307,425	\$ 1,192,251	51.7%
Detention Alternatives	850,983	434,803	51.1%
Community Supervision	2,801,061	1,408,130	50.3%
Collaborative Efforts	944,117	460,931	48.8%
MH, AOD, Tx	2,498,246	762,154	30.5%
Victim Services	49,504	23,780	48.0%
Subsidize SLE, Detox	320,000	103,949	32.5%
Evaluation	108,164	47,326	43.8%
Administration	302,604	136,020	44.9%
Total:	\$ 10,182,104	\$ 4,569,344	44.9%

January 2016