

Collaborative Criminal Justice Improvement Efforts

March 2022

PROJECT TITLE	Elevating safety, justice, wellness, and equity: strategies to safely prioritize rehabilitation over incarceration.				
PARTNERS	District Attorney, Probation, Public Defender, Sheriff				
INITIATIVE	DESCRIPTION & OPTIMAL OUTCOME	STATUS			
		Implemented	In Progress	To Be Implemented	Target Completion Date
1 Enhance Public Defender (and Court experts) access to incarcerated clients	<p>DESCRIPTION: This initially simple request and agreement to allow for PD to bring non-internet-enabled laptops into the jail to use with their clients has evolved into a much broader and more critical issue. Court experts, Probation, and PD (as well as private and conflict panel attorneys) need to be provided ongoing and reasonable access to clients as mandated by law. Clarity as to hours of availability for in-person and Zoom access to clients at both jails. A self-scheduling calendar will be implemented.</p> <p>OUTCOME: Ensure County compliance with inmate access to representation as constitutionally protected by the 6th Amendment. A coordinated effort and transparent plan for efficient, dependable, confidential, and standardized access protocols. Probation, PD, and Court experts have knowledge and confidence as to what hours, means, and availability on any given day may be scheduled. Reduced wait times to see inmates and dependence on Sheriff staff for scheduling.</p>	<p>While laptops, extended hours in Zoom rooms, and mobile carts have been implemented, the broader access issue continues to be a real challenge. There have been multiple working group meetings with Sheriff, PD, DA, Court, and Probation to try to come up with a transparent and dependable plan for inmate access. Quarantines due to outbreaks of COVID, along with corresponding Health Officer mandates, have slowed the process for access improvements.</p>	<p>Continue to work on retaining Zoom capabilities that allow for virtual review of forms with clients. Custody staffing issues that impact ability to move inmates to needed locations are under review.</p>	<p>A map designating and numbering all available Zoom rooms, other technology visitation areas/booths, single-use tablets, and in-person visitation areas at both jails. A transparent plan that is published to the BOS, justice partners, and Court, which includes a self-service scheduling component, hours of availability, and efficient ways to meet in person or via technology.</p>	<p>Ongoing with a review and update by June 2022.</p>
Notes:	Continued concerns are raised as to decisions made and funding allocated/expended in silos as opposed to being vetted with all departments that may be affected by collateral consequences of decisions. Access to inmates is a continued pain point and must be addressed with consistency for longevity planning.				

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2	<p>Discovery</p> <p>DESCRIPTION: Each department is working on two distinct areas to improve discovery: process and technology. The CEO's Office continues to work with each department to identify the most lawful, efficient, and appropriate means of exchanging discovery. Process or policies surrounding discovery are critical to the success of a discovery program. Those processes are both internal and shared. Each department continues to identify pain points and solutions, and work toward mapping a future state map.</p> <p>OUTCOME: Streamline and automate the discovery process to deliver digital evidence more efficiently and effectively.</p>	<p>Teams from the Sheriff's Office, District Attorney, and Public Defender participated in 11 official InnovateSBC sessions with a professional facilitator, and additional internal and cross-departmental meetings to discuss the challenges and process and to work on solutions. 31 action items were proposed to improve the evidence discovery process. 13 of these action items have been completed and 18 are currently in progress or ongoing. All CJP departments have continued to identify and implement new measures to improve efficiency in their respective parts of the evidence discovery process.</p>	<p>CJP departments are collaborating to create a Request for Proposals (RFP) for an integrated software solution to streamline the processing, storing, and sharing of digital evidence. As part of this process, the departments are further solidifying what their future process for evidence discovery will look like.</p>	<p>The target release date for the RFP for a software solution is in June 2022.</p> <p>Once a software has been selected, the CJP departments will create standard operating procedures for use of the software in their department and will continue to explore possible improvements in the evidence discovery process.</p>	<p>Release RFP: June 2022 Recommendations for release of set-aside funding: est. July 2022</p>
Notes:		This process has helped to clarify the current state of the law, policies, procedures, and challenges to make the processing and sharing of digital evidence more efficient. As part of this process, the CJP departments are further solidifying what their future process for evidence discovery will look like.			
3	<p>Establish multi-disciplinary teams for collaborative case planning (initial intake assessment and discharge planning)</p> <p>DESCRIPTION: Establish a Multi-Disciplinary Team (MDT) that will intervene at the earliest possible client contact with the legal system. The team will assess and pair clients with services unique to their needs. The purpose of MDT is early assessment, early access, case planning, oversight, and follow-through by those practitioners suited to perform these tasks.</p> <p>OUTCOME: Evidence-based case management and early interventions to get clients connected with vital and applicable services, reducing both jail population and recidivism.</p>	<p>The CCP Workgroup is recommending funding an additional position to oversee case planning. Several meetings have occurred between justice partners to reach consensus regarding creation of a meaningful, active, and successful MDT.</p>	<p>Talks are ongoing to put together a process, outline duties, and designate oversight/supervision.</p>	<p>Hiring of CCP-funded position will occur next fiscal year.</p>	<p>Recommendation to CCP in April and to Board in May; to be funded starting July 1.</p>
Notes:		Probation recommended as lead.			

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4 Shared alternative sentencing pilot	<p>DESCRIPTION: An alternative sentence is where a person convicted of a crime serves his/her sentence via some type of community or state program, instead of with jail time. Alternative sentencing options benefit the accused (especially first-time offenders), the criminal justice system, and society, while reducing the total volume of incarcerated inmates.</p> <p>This joint pilot between Probation and Sheriff will allow for Sheriff to maintain all legal authority for identifying, decision-making, and responsibilities under the law, while delegating supervision to Probation—combining the strengths of both departments to better manage supervision in the field.</p> <p>OUTCOME: Combining services of the Sheriff and Probation departments allows for more hands-on supervision. While the Sheriff remains the law enforcement decision-maker and early identifying agency for suitability and enforcing agency for violations, Probation—the experts on supervising—will be in the field and focused on best possible outcomes including services for the supervised. Program improvements include earlier screening process, increased early communication with the Court, enhanced ability to align case management with treatment services, and increased field contacts.</p>	Probation and Sheriff have worked together to draft a MOU; it is currently in review by County Counsel.	Protocols and forms currently in development.	Joint, phased transition of new candidates from Sheriff to Probation.	Transition to occur at fiscal year end.
Notes:	Multiple meetings have been helping to refine duties and delegations. Certain delays have occurred due to COVID outbreaks and opening of the NBJ.				
5 Explore expansion of the use of pretrial release	<p>DESCRIPTION: The Pretrial Supervised Release Program is designed to identify suitable candidates for pretrial (both pre- and post-arraignment) release while keeping victims and the community safe. Pretrial services monitor compliance with release conditions.</p> <p>OUTCOME: Along with MDT, pretrial services is a promising practice to reduce jail populations, pair suitable candidates with opportunity and services that will reduce recidivism while protecting victims, their families, and the broader community while preserving victim rights and public safety. Predict fewer failures to appear at Court because this population is being monitored.</p>	Pretrial expansion is ongoing. As of January 1, 2022, services have expanded to 563 supervised clients.		Probation is redirecting internal resources to assist with expansion. Requesting additional resources from CCP for next fiscal year.	Ongoing
Notes:	The status of pretrial services is active and growing. Probation has done an excellent job of oversight and growing capacity, with the number of clients monitored more than doubling within the past 9-month period.				

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6 Data Dashboard	<p>DESCRIPTION: Create a data dashboard that supplies all criminal justice partners (CJP), CEO Office, BOS, Court, and public with access to key data points. Further discussion needed with BOS to refine the reportable metrics to comport with requirements and objectives of the County. Justice partners to conclusively define different metrics to be reported. For example, if diversion is a reportable metric, there must be consensus on defining diversion. Explore future partnerships, resources, and external consultants based on the metrics determined by BOS and agreed upon with the Justice Partners. This project has not precluded work by District Attorney and Public Defender to produce their own Dashboards, nor does it inhibit future law enforcement-based community dashboards that report crimes and other pertinent information as to geographic areas and crime trends from being further developed. Probation and their team has taken the lead and created a dashboard as contemplated by this project.</p> <p>OUTCOME: County-wide CJP data dashboard that refreshes frequently, if not daily, and presents outward-facing data that is based on metrics defined by BOS in conjunction and collaboration with justice partners. Promoting transparency, consistency, correct identifiable and agreed-upon shared information will assist in policy, budget, and promising practices for longevity planning. Simply put: the BOS, partners and public will be better informed to make data-driven decisions based on historical statistics and not just individual requests or anecdotal information.</p>	<p>Interim dashboard model built (refreshes every 30 days); includes Probation and Sheriff jail data, including glossary. Recent improvement now allow for daily refresh of jail data.</p> <p>Sheriff's Office implemented data dashboard for the main jail: https://www.sbsheriff.org/data-dashboard/</p>	<p>Focus on improvements that will allow a daily refresh of jail data. Structure to integrate DA and PD case management systems has been successfully tested. Individual partners have created their own additional dashboards.</p>	<p>Develop firm understanding and consensus as to metrics, data, and definitions and/or glossary so that all partners and BOS have shared understanding of what is being reported and why. Explore partnerships with known outside consultants and/or vendors, such as Measures for Justice for a Countywide implementation as a pilot program or partnership.</p>	<p>Phase 1 (Interim Dashboard): Completed Phase 2: TBA</p>
Notes:	Efforts to progress more rapidly hampered by recruitment challenges, and ongoing pandemic impacts with Omicron surge have pulled focus away from projects.				

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7	<p>Explore expansion of holistic defense</p> <p>DESCRIPTION: A multi-agency team-based response to clients to improve outcomes by addressing the root causes of contact with the criminal justice system. Clients, attorneys, and advocates work in teams to secure pretrial release from jail while addressing issues such as addiction, mental health conditions, unemployment, and homelessness.</p> <p>OUTCOME: Holistic defense interrupts cycles of criminal legal intervention by improving client outcomes so re-entering individuals can stabilize their lives while reducing recidivism.</p>	<p>Of the clients CDD has worked with during FY21-22, 19% were connected with employment. In addition, 57% of clients with housing needs, 73% with substance use needs, and over 75% with mental health needs were connected to services, as well as 73%+ of those who started out in custody were released with community supports or services. Finally, of those clients partnered with CDD, 94% appeared in court for their next court date.</p>	<p>Partnerships with community partners to further reduce client interaction with the criminal justice system.</p>	<p>Holistic defense and the Public Defenders' Community Defender Division (CDD) was launched through various one-time grants. It has continued over the past few years to add staffing through non-General Fund revenues (a combination of grants and CCP funding). Going forward, CDD could increase community impact through FTE positions to increase reach.</p>	<p>Initiative completed as of 2022.</p>
Notes:		The pandemic has highlighted the importance of connection to support and addressing the root causes of entanglement with the criminal justice system. Social work is important in keeping jail population low, which improves public safety through responsive assessment of client needs and supports.			
8	<p>Expand and optimize the use of diversion programs and other off-ramps from the criminal justice system</p> <p>DESCRIPTION: Development and/or expansion of two programs to assist in early interventions to resolve criminal cases. The Neighborhood Restorative Justice Program (NRJP) uses the concept of restorative justice to address low-level crime through community-based solutions to quickly repair the harm caused by these crimes, outside the traditional criminal justice system. The Felony Diversion Program will be a pre-filing program that includes working with criminal justice system partners and community members to define program parameters and rehabilitation efforts.</p> <p>OUTCOME: Felony Diversion will remove appropriate candidates from the traditional criminal justice system. Restorative justice offers a wide range of benefits, including personal empowerment, cost savings, and community involvement in reducing crime. Participation in restorative justice allows for communities, offenders, and victims, if they choose, to participate in assessing harm, measuring reparations, and addressing prevention of future crimes.</p>	<p>Restorative justice:</p> <ul style="list-style-type: none"> - Collaborated with Yolo County DA's Office - Created SBDA RJ program materials - 10 trainings attended on restorative justice topics <p>Felony diversion:</p> <p>At CCI's invitation, the DA, PD, and Probation are participating in the Safety Justice Challenge. SJC is a consortium of counties developing "non-traditional" responses to alleged criminal behavior.</p>	<p>Met with NTTAC to confirm that CCI is still in line to receive funding for technical assistance on felony diversion program. NTTAC confirmed they are finalizing budget with CCI. Due to NTTAC staffing, no firm timeline is given; DA will continue to follow up with CCI and NTTAC on dates. Anticipating early FY22/23.</p>	<p>TBD</p>	
Notes:		Felony Diversion Program has been delayed due to delays with CCI funding from NTTAC; District Attorney is meeting with NTTAC to discuss funding and timelines.			

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9 Resolve aged cases	<p>DESCRIPTION: Collaboration between Public Defender, District Attorney, and Courts to review all cases over 365 days old and work in concert to resolve these cases in several ways, including trial if necessary.</p> <p>OUTCOME: Awareness of cases that are languishing or old. Review those cases and create a plan of action for resolution. Reduction both of case backlog and of jail population.</p>	<p>Cases were identified by PD and DA; roster was sent to Court. Court identified the judge/department these cases were assigned to and made internal inquiries as to status of these "aged cases." DA and PD have resolved several of these cases and will continue to do so.</p>	<p>While resurgence of COVID/Omicron, as well as significant staffing challenges have paused robust efforts to continue to resolve these cases, DA and PD are continuing to review status and work in collaboration to resolve the 121 identified cases.</p>		<p>Monthly ongoing efforts dependent on staffing and external issues, i.e. access, COVID, and coordination with Court regarding Trial Dept. availability.</p> <p>Target date to resolve the original 121 identified cases: December 31, 2022.</p>
Notes:	Staffing issues have arisen with PD and a new point person needs to be assigned to work with ADA John Savrnoch.				