



**BOARD OF SUPERVISORS
AGENDA LETTER**

Agenda Number:

Clerk of the Board of Supervisors
105 E. Anapamu Street, Suite 407
Santa Barbara, CA 93101
(805) 568-2240

Submitted on:
(COB Stamp)

Department Name: Probation
Department No.: 022
Agenda Date: May 5, 2026
Placement: Administrative Agenda
Estimated Time: N/A
Continued Item: No
If Yes, date from: N/A
Vote Required: Majority

TO: Board of Supervisors
FROM: Department Director: Holly L. Benton, Chief Probation Officer
Contact: Karyn Milligan, Probation Manager
SUBJECT: Fiscal Year (FY) 2026-2028 Agreement with Community Solutions, Inc.

County Counsel Concurrence

As to form: Yes

Auditor-Controller Concurrence

As to form: Yes

Other Concurrence:

As to form: Yes

Recommended Actions:

That the Board of Supervisors:

- a) Approve and authorize the Chair to execute the Agreement for Services of Independent Contractor with Community Solutions Incorporated (CSI), to provide training on Motivational Interviewing, Evidence-Based Practices, Strategic Case Management and Professional Development and provide performance feedback on the skills staff were trained on and the implementation of those skills with probation clients, with a total contract amount not to exceed \$130,600 for the period beginning July 1, 2026 through June 30, 2028;
- b) Authorize the Chief Probation Officer or designee to approve subsequent changes to the agreement including authorizing additional services, amending program staffing requirements, amending service locations, and adding program goals, outcomes, and measures and reallocation of funds between funding sources. Authorize the Chief Probation Officer or designee to approve line-item budget changes to Attachment B-1 of the Agreement in an amount not to exceed 10% of the stated line-item budgeted amounts for each service. Changes can be made as long as the total contract amount of the agreement is not increased, and subject to the Board's ability to rescind this delegated authority at any time, and provided that in no event shall any such amendment extend the term of the agreement; and

- c) Determine that these activities are exempt from the California Environmental Quality Act (CEQA) pursuant to CEQA Guidelines Section 15061(b)(3), finding that these activities are covered by the common sense exemption that CEQA applies only to projects which have the potential for causing a significant effect on the environment, and where it can be seen with certainty that there is no possibility that these activities may have a significant effect on the environment, the activities are not subject to CEQA.

Summary Text:

This item is before your Board to approve and authorize the execution of an Agreement with Community Solutions Incorporated (CSI), a community-based organization, to provide training and performance feedback to the staff of the County of Santa Barbara Probation Department (Probation) in the recidivism-reduction frameworks of Motivational Interviewing (MI), Evidence-Based Practices (EBP), and Strategic Case Management (SCM). The Agreement also includes professional development training to strengthen staff capacity for Quality Assurance (QA) of contracted providers, professional skill development for staff in intervention-to-criminogenic-need alignment, trauma-informed practice, emotional intelligence (EQ) communication, vicarious trauma, and empathic client interaction.

The proposed Agreement with CSI will allow for training of Probation staff from July 1, 2026, through June 30, 2028, ensuring staff development to strengthen both client outcomes and staff wellness.

Discussion:

The Agreement with CSI will provide staff training in MI, EBP, and SCM, along with professional development trainings including intervention-to-criminogenic need alignment, trauma-informed practice, and resiliency training—to strengthen staff capacity to match clients to appropriate interventions, and monitor fidelity. The Agreement also includes training to strengthen staff's capacity for Quality Assurance (QA) of contracted providers. Collectively, these services help ensure consistent application of evidence-based supervision practices, reinforce officer skills, and promote both client success and public safety.

Through a FY 2024-2026 Agreement, CSI provides training to Probation staff in the SCM model, a structured approach to client interactions that integrates cognitive-behavioral interventions to target criminogenic needs. To ensure fidelity to MI and SCM models, CSI delivers individualized, strength-based coaching sessions in which Probation staff receive formative performance feedback. These coaching sessions model MI and SCM principles and provide concrete tools for continued skill development. Once proficiency is demonstrated, staff submit periodic recordings for ongoing review to maintain skill integrity and adherence to evidence-based practices.

In addition to the services provided by CSI under the existing contract, this Agreement will expand services to include additional training components designed to strengthen implementation fidelity and enhance staff capacity. For Probation Officers, CSI will provide an overview of funded interventions, including duration and objectives; alignment with criminogenic need domains; and the skills targeted within each intervention. This training is intended to strengthen staff's ability to appropriately match clients to interventions based on assessed criminogenic needs, make informed referrals, effectively utilize Carey Guides—structured tools officers use to apply cognitive-behavioral strategies during supervision sessions to address criminogenic thinking patterns—and structure supervision sessions in a manner that reinforces intervention learning.

For staff responsible for contract monitoring and fidelity assessments of programs, CSI will provide training in Best Practices in Quality Assurance, including the core elements of evidence-based programming, objective observation techniques, documentation standards, coaching strategies, and the role of quality assurance in overall program success. Training will also include an overview of

evidence-based interventions and key fidelity components, with guidance on what County contract staff should observe during quality assurance site visits and coaching strategies that can be utilized with facilitators.

Additionally, the proposed Agreement includes expanded professional development for officers focused on trauma-informed practice and staff wellness. Topics will include the impact of trauma in criminal justice settings, the effects of trauma on client behavior and institutional adjustment, the impact of secondary and vicarious trauma on staff, and resiliency strategies. Training will also cover emotional Intelligence (EQ) communication, including the four domains of emotional intelligence and the development of emotional regulation skills in professional environments. Further instruction will address empathic approaches to client interactions, including identification of personal bias, empathy-building exercises, and the application of active listening and MI strategies in real-world supervision contexts.

Background:

Motivational Interviewing (MI) is an evidence-based communication approach designed to engage clients and enhance intrinsic motivation for positive behavior change in areas associated with criminal conduct. When applied by a trained Probation Officer, MI has been shown to increase a client's willingness to comply with supervision requirements, participate in treatment, and address criminogenic needs, thereby reducing failure rates while on community supervision. Probation began training officers in MI in 2013 and formalized a partnership with CSI in 2018 to provide structured training and performance feedback.

In September 2021, the University of Cincinnati Corrections Institute assessed the Adult Division and identified a need to expand training in evidence-based practices and strategic case management. In response, Probation expanded its partnership with CSI in 2023 to provide Probation staff instruction in the Evidence-Based Practices (EBP) framework, with emphasis on the principles of risk, need, and responsivity and their application to effective client supervision. This instruction is currently provided in a present Agreement for services with CSI for FY 2024-2026.

Through the FY 2024-2026 Agreement, CSI also provides training to Probation staff in the Strategic Case Management (SCM) model, a structured approach to client interactions that incorporates cognitive-behavioral interventions to target criminogenic needs. To ensure fidelity to MI and SCM models, CSI delivers individualized, strength-based coaching sessions in which Probation staff receive formative performance feedback. These coaching sessions model MI and SCM principles and provide concrete tools for continued skill development. Once proficiency is demonstrated, staff submit periodic recordings for ongoing review to maintain skill integrity and adherence to evidence-based practices.

Performance Measure:

Under the Agreement, CSI will continue to provide structured quality assurance and performance feedback to Probation staff in MI and Strategic Case Management. CSI coaches will review session recordings for fidelity, note strengths and areas for improvement, and conduct one-on-one feedback sessions via secure video platforms. Coaches will maintain 90% inter-rater reliability, and monthly reports will document staff proficiency scores, scoring details, and other relevant data. Semi-annual trend reports will summarize overall proficiency, highlight areas for growth, and include training recommendations, with data disaggregated as needed by division, location, or job title. CSI will also participate in meetings related to training, quality assurance, and performance feedback, providing data as requested to ensure accountability, continuity, and ongoing skill development.

Fiscal and Facilities Impacts:

Budgeted: Yes. The proposed services will be funded through the General Fund. Sufficient appropriations to ensure financial coverage for the implementation of these initiatives have been incorporated into the department’s FY 2026-27 requested budget, subject to approval by the Board of Supervisors. Additionally, funding for FY 2027-28 will be included through the department’s FY 2027-28 requested budget.

Fiscal Analysis:

Funding Source	FY [2026-27]	FY [2027-28]	Total
General Fund	\$65,300.00	\$65,300.00	\$130,600.00
State			
Federal			
Fees			
[Other Source]			
Total	\$65,300.00	\$65,300.00	\$130,600.00

The attached two (2) year Agreement is for providing training and quality assurance and performance feedback of MI, EBP, and SCM services. The total contract amount is funded by the General Fund, which includes \$65,300.00 for FY 2026-27 and \$65,300.00 for FY 2027-28, with the total contract amount not to exceed \$130,600.00.

Execution of the Agreement for Services of Independent Contractor with CSI will not increase the General Fund contribution to the Probation Department.

Special Instructions:

Please scan and electronically submit a fully signed copy of the Agreement to:

Probation Department
 Attn: Fiscal Services Unit
 ProbationFiscal@countyofsb.org

Attachments:

Attachment A – Agreement for Services of Independent Contractor with Community Solutions Incorporated (CSI).

Contact Information:

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 Probation Manager
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