

Collaborative Criminal Justice Improvement Efforts

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.</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>	While laptops, extended hours in Zoom rooms, mobile carts, and a Zoom rooms map have been implemented, the broader access issue continues to be a real challenge. There have been multiple working group meetings with CJP partners and Courts to work toward 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.	Continuing to address challenges with communication, scheduling, technology, and overall access issues.	An agreed-upon plan that allows for Probation, Public Defender, and other attorneys to identify times and places that access to clients is available, which includes a process workflow for scheduling and troubleshooting issues that may arise. Will require input from all CJP stakeholders.	Ongoing with a review and update by October/November 2022.
Notes:		Access to inmates is a continued pain point and must be addressed with consistency for longevity planning.			
2 Resolve aged cases/backlog	<p>DESCRIPTION: Began as a 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. Now expanded to include larger backlog population.</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 jail population.</p>	Funding of two DDAs and two DPDs from ARPA to support resolution of case backlog. Details included in Strategic Plan submitted as part of FY 2022-23 Budget Hearings.	Recruitments of DDAs and DPDs are underway. Planning is in progress with DA, PD, and the Court to define the backlog populations and begin addressing lower-level and warranted cases.	Quarterly tracking of progress via metrics will occur pursuant to Strategic Plan.	Target date to resolve the original 121 identified cases: December 31, 2022. ARPA backlog attorneys funded for up to 3 years but partners will attempt to fully resolve backlog more quickly and will report progress beginning in October.
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3	<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. 14 of these action items have been completed and 17 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>New funding is included in the FY 2022-23 Adopted Budget for Discovery LOPs within DA and PD depts, and additional funding may be released mid-year based upon need to be demonstrated.</p>	<p>The target release date for the RFP for a software solution is in August 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: August 2022</p> <p>Further release of set-aside funding will be considered as outcomes are measured in FY 2022-23.</p>
Notes:		Impact of upcoming release of body-worn cameras in the Sheriff's Office (beginning in July/August) will need to be assessed and factored into determination for additional funding needs.			
4	<p>Establish multi-disciplinary teams for collaborative case planning (initial intake assessment and discharge planning)</p> <p>DESCRIPTION: A Multi-Disciplinary Team (MDT) 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>Justice partners worked collaboratively to reach consensus regarding creation of a meaningful, active, successful MDT. CCP approved funding in FY 2022-23 for a Multi-Agency Assessment, Case Planning and Re-entry Coordinator.</p>	<p>County HR is working to appropriately classify the new position and design the qualifications.</p>	<p>Recruitment will begin once HR's process is complete and following review by Probation and Sheriff.</p>	<p>Target for hiring position: fall 2022</p>
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5 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>	<p>Probation and Sheriff worked together to draft an MOU to begin this collaborative effort to monitor eligible individuals serving their Court-ordered custodial commitments via electronic monitoring (EM). The MOU it was finalized on May 12 and is effective as of July 1.</p>	<p>As of July 1, the Sheriff will continue to accept all Alternative Sentencing Program (ASP) applications, finalize eligibility, and book/re-house individuals prior to referring to Probation to begin the supervised portion of the commitment. Probation will supervise these individuals in the community, and will provide evidence-based assessment of individual needs, and subsequent referrals to community-based groups. Other improvements include digitizing the application process and moving the screening stage earlier in the process, which helps avoid unnecessary court process delays.</p>	<p>The potential to expand the program further will be assessed once the results of the full implementation of the current changes are measurable and demonstrate the anticipated benefits. Over time, program participation may be able to expand via faster processing of applications and potentially expansion of program participants based on greater connection to supports helping to successfully mitigating risk factors and recidivism.</p>	<p>Transition occurred as of July 1. Review for further efficiencies and expansion will occur in fall 2022.</p>
Notes:	Multiple meetings have been helping to refine duties and delegations. Certain delays have occurred due to COVID outbreaks and opening of the NBJ.				
6 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>	<p>Pretrial expansion is ongoing. As of May 1, 2022, services have expanded to 548 supervised clients. Two new pretrial supervision positions are funded through CCP in FY 2022-23. In May, the program was split into two units to better manage the expanded staffing.</p>	<p>The misdemeanor IST pilot, currently in the test case phase, will seek to identify clients with competency issues as early as possible after a client is booked and provide rapid assessment and intervention.</p>		<p>Program successfully implemented. Review for future expansions or improvements will be ongoing in fall 2022.</p>
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 nearly doubling within the past year.				

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7 Data Dashboard	<p>DESCRIPTION: Create 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>Hosted by Probation server, interim dashboard model includes Probation and Sheriff jail data, with glossary and FAQ. Jail data is now refreshed daily.</p> <p>Probation dashboard viewable here: ca-santabarbaracounty.civicplus.pro/1579/Data-Dashboard</p> <p>Sheriff's Office data dashboard for the Main Jail, and daily population statistics for all locations, viewable here: sbsheriff.org/data-dashboard</p>	<p>Structure to integrate DA and PD case management systems has been successfully tested. DA has created their own dashboard and will continue improvements including more regular data refresh capabilities. PD is working on development of standalone external-facing dashboard.</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.</p> <p>CJPs will reconvene to determine next steps and incorporate any Board feedback on the existing framework, such as certain priority data points not yet included that should be added in the future.</p>	<p>Interim dashboard completed. PD external-facing dashboard to be available in September. CDD data to be added in October.</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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8 Explore expansion of holistic defense	<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. 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.</p>	<p>Of the clients CDD has worked with so far during FY21-22 (through 12/31), 11% were connected with employment. In addition, 61% of clients with housing needs, 80% with substance use needs, and over 63% with mental health needs were connected to services, as well as 54% of those who started out in custody were released with community supports or services. Finally, of those clients partnered with CDD, 95% 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>To accelerate the reporting timeframe moving forward, the Public Defender is working on improving efficiency and automating data reporting to publish on a quarterly basis, leveraging Power BI. The first quarterly report will be available on October 1, 2022 for data within the first quarter of FY 2022-23.</p> <p>Next steps will include partnering with Probation to expand data tracking to include recidivism statistics.</p>	<p>Program launch completed as of 2022. More timely, automated data reporting to be available starting in October 2022.</p>
Notes:	<p>Holistic defense and the Public Defender's 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. No General Fund funding currently exists for this program and existing grant funding expires in June 2023.</p>				
9 Expand and optimize the use of diversion programs and other off-ramps from the criminal justice system	<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>NRJP was recently launched, with 23 total referrals to-date: 2 conferences completed, 6 scheduled, 4 cases returned for regular court processing, and 11 pending response from program participant.</p> <p>Felony diversion: 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>Due to delays with Center for Court Innovation (CCI) funding from the National Training and Technical Assistance Center (NTTAC), the felony diversion program has been delayed; however, the District Attorney anticipates the program starting later this summer.</p>	<p>Identify true diversion (in contrast to justice system off-ramps) and work on those systems to improve coordination, stability, and consistency (in court rooms and across the county).</p>	<p>NJRP launched June 9. Program stats will be evaluated ongoing.</p> <p>Felony diversion program TBD.</p>
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