



Community Corrections Partnership



7/15/2015

Strategic Plan-Final Report

This report memorializes the cumulative work of the Strategic Planning committee; the Mission, Vision and Values, and key recommendations for implementation of the strategic plan for the Kern County Community Corrections Partnership.

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STRATEGIC PLAN-FINAL REPORT

EXECUTIVE SUMMARY

In October 2014, the Community Corrections Partnership (CCP) approved the establishment of an Ad Hoc Strategic Planning committee to develop a strategic plan. In December 2014 the CCP contracted with Yorke Consulting to assist in the development of the plan. From January to May 2015 over 250 various community, agency and offender stakeholders were engaged through personal interviews and surveys. Many of them also participated in one of three stakeholder sessions which elicited their input regarding gaps, barriers, community resources, and innovative programming for the criminal justice system of Kern County. Their input was capsulized into five key focus areas.

From the data collected, the Ad Hoc committee developed a Mission, Vision and Values statement and key recommendations for five key focus areas. The draft was submitted to the CCP for review and adoption on June 17, 2015.

This report includes recommendations from Yorke Consulting and suggested strategies to implement the five focus areas (Appendix A) as identified by the Ad Hoc committee members and the community stakeholders (Appendix B).

THE PLANNING PROCESS

The process was organized into three stages: *interviews with the directors and other key stakeholders, community stakeholder meetings, and ad hoc committee meetings.*

1. Directors and Key Stakeholder Expectations

Personal interviews were conducted with the department head of each participating agency serving on the CCP Committee to further define the expectations for the strategic plan. In addition to the interviews, a survey of community members, service providers, agency staff and offenders was conducted.

Key Messages:

- Kern County CCP should position itself to be more competitive for the upcoming FY 2016/17 growth formula allocations from the State by improving offender outcomes.
- Community Based Organizations (CBO) provide many of the services and receive funding yet are unaware and/or are not trained in proper data collection, to recognize which outcomes indicate success, and how to improve their delivery of services.
- While each agency represented on the CCP is independently doing a good job at addressing the challenges brought as a result of the AB 109 Prison Realignment, there was a common message

expressed by many members and stakeholders that it would be important for ALL of CCP to become a “unified body” in order to maximize success and funding opportunities.

- ✓ An important initial step in unification is developing a strategic plan and the formalization of a Mission and Vision for the CCP.

After analyzing the initial information, researching other CCPs in California, (in addition to a few nationally successful justice reform programs), this planning process was expanded to include an educational and informational component to set the stage for the criminal justice community to understand the basics of AB 109, criminogenic needs, as well as the meaning and intent behind evidence-based practices and data-driven decision making.

2. Community Stakeholder Meetings:

Three community stakeholder meetings were held with various community, agency and offender stakeholders. To successfully execute the sessions, the process was divided into two parts:

Part One:

- Reviewing the current state of the programs and work being done by the Probation, Mental Health and the Sheriff’s Departments toward complying with prison realignment (AB109);
- Discerning the meaning and intent behind prison realignment (AB109) and understanding the financial issues concerning the pending growth formula allocations from the State;
- Reviewing the concept of evidence-based practices and how they fit into a better understanding for evaluating programs and services focused on offenders;
- Relating the meaning of criminogenic needs with the importance of treating and addressing them with best practices decision making.

Part Two:

- Conducting a facilitated discussion with community and agency leaders and service providers to discover the current state of affairs in Kern County and address the following questions:
 - ✓ What is the community vision for the CCP for the future?
 - ✓ What values should the CCP embrace?
 - ✓ Current resources: What is currently available in the community?
 - ✓ Gaps in services: What are the identified or perceived needs?
 - ✓ What are seen as the current barriers to success to both offenders and service providers?
 - ✓ Innovative Programming: What recognized successful programs are available to help reduce criminal activity and reduce recidivism? Are there programs demonstrating positive outcomes in other communities which the CCP could adopt?

Key Messages: All of the above data was then analyzed and encapsulated into five focus areas as follows:

1. *Improve/Increase the successful reintegration of the offender into the community*

Identified Gaps/Needs/Innovative Programming:

- Increase supportive housing
- Remove barriers to housing
- Increase job training/preparation programs
- Address education and literacy levels
- Improve life outcomes (employment; housing; quality of life issues)
- Develop strategies for employers to hire offenders.
- Implement re-entry program services (evaluate successful models such as Maryland Catholic Charities)
- Improve effective transportation services
- Advocate for more responsive bus schedules
- Provide enhanced transportation (vans for appointments, “pick up at the gate” etc.)
- Refer to legal services to remove barriers
- Improve access to needed documents (birth certificate , driver’s license, social security card)

2. *Increase Treatment Opportunities*

Identified Gaps/Needs/Innovative Programming:

- Evaluate in-custody program’s effectiveness and smooth transition to community programs for continuum of care
- Recognize that all program providers/staff should address criminogenic needs when interacting w/offenders
- Match offender to programs which are using evidence-based (EB) practices
- Share offender assessment information criminogenic needs with coordinating agencies or reentry programs when possible
- Develop and/or support sobering and recovery stations
- Develop and/or support medical detox for adults and adolescents
- Support the increase of residential program beds
 - Increase residential treatment program beds for mothers with children (0-5)
 - Increase residential treatment program beds for adolescents
 - Fund residential treatment program beds for mentally ill
 - Utilize existing residential programs with strong outcomes
 - Increase non-religious residential program beds
 - Develop/Fund programs beds for non-offenders with drug/alcohol problems which could result in criminal justice involvement.
 - Increase number of outpatient services for drug and alcohol clients and non-offenders with drug/alcohol problems which could result in criminal justice involvement.

3. Encourage/support workable, research-based Prevention Programs

Identified Gaps/ Needs/Innovative Programming:

- Encourage and support neighborhood programs such as Sheriff's Activities League, Police Activities League, and/or The Boys & Girls Club
- Examine availability of parenting programs and supportive services
- Evaluate "School to Prison Pipeline" reports to determine effective areas of intervention
- Explore and identify best practices in prevention programs utilizing the "Family Model" (i.e., who are the families, people, groups, places driving the costs of criminal justice services?)

4. Enhance the capacity of agencies and service providers

Identified Gaps/ Needs/Innovative Programming:

- Develop training opportunities for staff and CBOs to learn how to address criminogenic needs
- Provide training to increase CBO competencies in data collection and delivery of services to reduce criminogenic needs
- Provide training to increase CBO competencies to more effectively deliver evidence-based interventions
- Create a clearinghouse for available resources for staff and offenders to access
- Develop evaluation or monitoring tool for CBOs
- Integrate data collection using common access among service providers to report outcome measurements
- Develop comprehensive, continuous improvement plan for CBOs (coaching help; how criminogenic needs are addressed specifically in program; how to correct deficiencies; providing info on funding resources & grant opportunities)

5. Develop Public Education/Awareness Program

Identified Gaps/ Needs/Innovative Programming:

- Find a local marketing firm to provide pro bono or low cost assistance to develop branding for CCP
 - Conduct market survey (pre/post) for public opinion regarding:
 - "Self-reliant" vs State dependent" or "county control orientation"; "community-based consequences" decision making
 - Awareness level of CCP and rehabilitation model
- Identify news opportunities to educate public on benefits of developing local resources to reduce recidivism
- Be able to more effectively "market" Kern County CCP to State for enhanced funding opportunities
- Develop monthly news stories highlighting agency work toward reducing recidivism and on-going successes
- Develop community meeting opportunities to address:
 - CCP description
 - Recidivism issues
 - "What works"
 - How they can help or contribute to public safety

- Reach out to influential groups to encourage employers to hire offenders such as: Rotary, Society for Human Resource Management, etc.
- Reach out to faith-based organizations
- Utilize KGOV / Channel 17/other possible contributing resources, including business journals.

3. Ad Hoc Strategic Planning Team Sessions:

The planning team was comprised of representatives from each member of the Executive Committee of the CCP. Four planning sessions were facilitated by Yorke Consulting and the committee drafted the mission, vision and values for the CCP. During the sessions, the aforementioned stakeholder data which shaped the five focus areas, was reviewed to determine if the focus areas were reasonable and relevant to the process. They were analyzed and prioritized for understanding and relevancy to the process and were then developed into the identified goals and objectives for later implementation.

Key Messages:

- Public Safety must be the guiding principal for all decisions. See fig. 1;
- The five focus areas, when intentionally centered on criminogenic needs, are anticipated to produce the vision for a safe community. A potential outcome is that if the community (CCP) accomplishes this strategy, the additional state funding will be achieved. See figs. 2 and 3
- Before adding or adjusting programs or services, baseline measurements must be conducted for all areas to determine the collection of data needed for analyzing successful procedures to reduce recidivism.

Figure 1



Figure 2

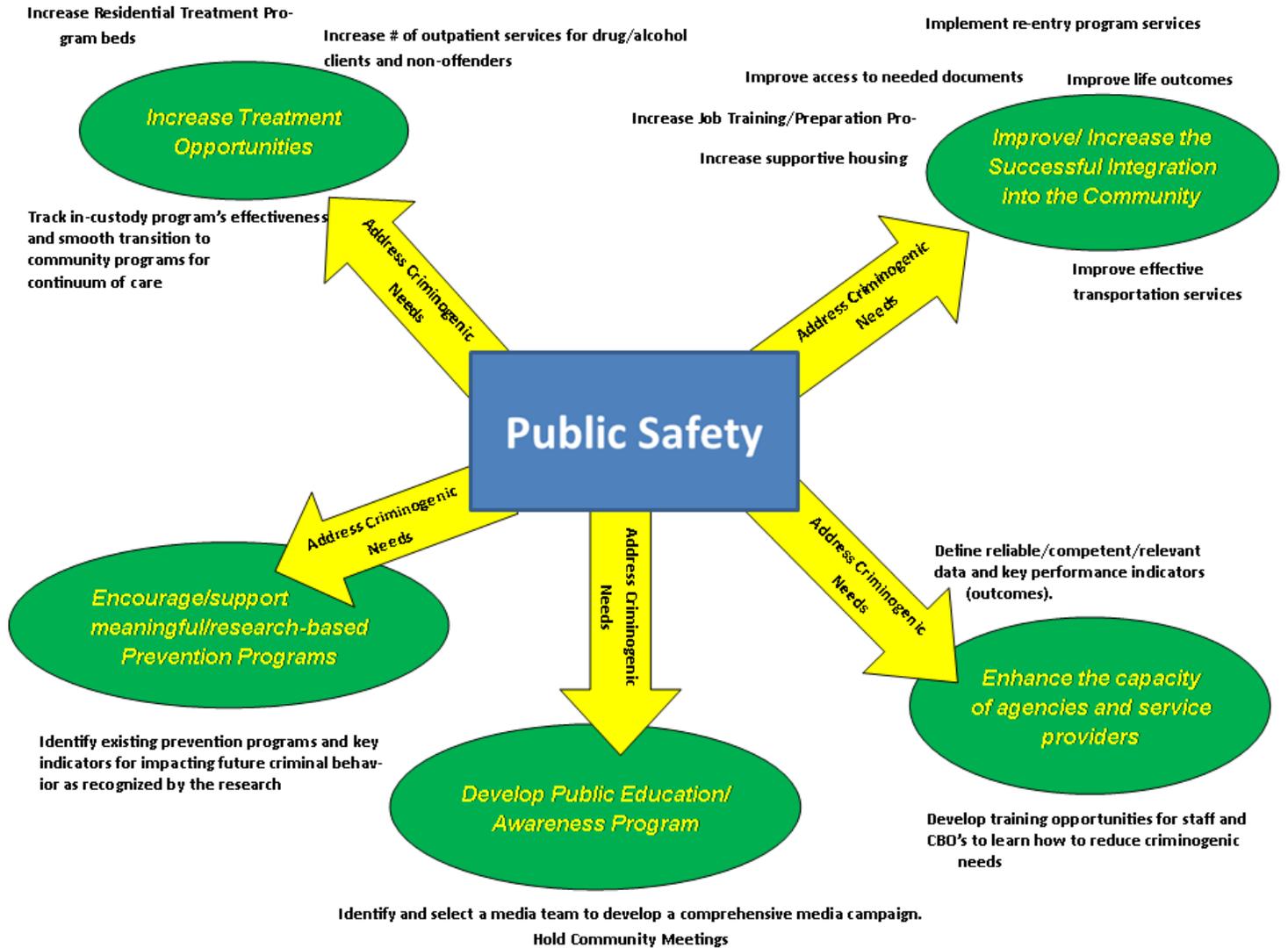


Figure 3



Felony Probation Failure Rate IMPROVEMENT --
Felony Offender VIOLATIONS=20%
Revoke fewer felony probations than previous year

Felony Probation PERFORMANCE---
Felony Offender VIOLATIONS=60%
Have programs available in lieu of CDCR recommendations

Accountability = County Control/ Consequences
vs.
State Dependence

Incarceration PER CAPITA-Felony Offenders
SENTENCED=10%
Have lower per capita incarceration rate than State average

2nd Strikers=\$27, 309 per person
Send fewer 2nd strikers to CDCR than previous year
Incarceration Reduction= 10%
Felony Offenders Sentenced
Send fewer offenders to CDCR than previous year

Mission of the CCP: The following mission statement reflects what the CCP embodies and accurately reflects the role which the CCP plays in promoting public safety:

“The Community Corrections Partnership is committed to working together in order to promote a safer community through effective strategies.”

Vision: The vision statement represents the future state of Kern County’s criminal justice community when the services and programs function as designed:

“The Community Corrections Partnership provides leadership through the partnering agencies and partnerships with the community to encourage, support, and network effectively for a safer community by doing the following:

- Decrease criminal recidivism through data-driven decision making which addresses substance abuse, criminogenic factors and mental health issues
- Increase offenders’ successful reintegration into the community using research-based strategies and interventions
- Encourage and support effective prevention strategies for members in the community
- Create opportunities for self-sufficiency among offenders

Values: This value statement informs the CCP and the public as to what guides our decisions:

“The following are the Community Corrections Partnership (CCP) values:

Community Safety: The CCP is committed to decisions which prioritize a safe and secure community, which increases the quality of life for all people in Kern County.

Accountability: The CCP holds itself and its partners to all established standards, agreements and policies.

Fiscally Responsible: The CCP believes in being good fiscal stewards of the public funds entrusted to the Partnership.

Research Matters: The CCP recognizes the importance of outcome-driven decision making by implementing current research and evidence-based practices.

Transparency: The CCP meetings are open to the public, all reports and agendas are available for review, and public input is welcomed.

Change: The CCP acknowledges people can change when they are willing and provided with the opportunity and resources to succeed.”

THE STRATEGIC PLAN:

After planning process was completed a final analysis was conducted. The following are the most pressing needs of the community:

1. A comprehensive re-entry program for offenders.¹
2. Identifying a data set that can be used to evaluate the effectiveness of programs. This would also enable the CCP to create an evaluation tool for the CBOs, as well as assist in the RFP process.²
3. Training for Agencies and CBO's to increase competencies as to effectively addressing criminogenic needs, improving data collection and outcome measurements, and implementing evidence-based practices.³
4. Prevention services focused on diverting people out of the criminal justice system.⁴
5. Public awareness and education.⁵

The first step in implementing any of the above needs is the creation of:

- Baseline measurement data
- A tool or available system for agencies or service providers to share pertinent information on the offender and his or her criminogenic needs.

The following five focus areas include objectives recommended by the Ad Hoc committee which are specifically framed to accomplish the identified areas of community need. As provided in the footnotes, there is a body of research available to support the resulting reduction in recidivism if the identified focus areas are addressed using evidence-based practices for corrections.

¹ Brent, L. & Howard, V. (2009) "Collaboration is Crucial: How Community Corrections Personnel Can Expand Rural Housing Options" *APPA Perspectives* 33:5, pg. 50; Petersilia, Joan. "What works in prisoner reentry-Reviewing and questioning the evidence." *Fed. Probation* 68 (2004): 4. "Newly released "three-strikers" face new challenges", Kaplan, T. San Jose Mercury News Jan 12, 2013. http://www.mercurynews.com/crime-courts/ci_22404585/newly-released-three-strikers-face-new-challenges retrieved April 10, 2015;

² MacKenzie, Doris Layton. "Evidence-based corrections: Identifying what works." *Crime & Delinquency* 46.4 (2000): 457-471.; Latessa, Edward J., Francis T. Cullen, and Paul Gendreau. "Beyond correctional quackery-Professionalism and the possibility of effective treatment." *Fed. Probation* 66 (2002): 43.

³ Guevara, Meghan, and Enver Solomon. "Implementing evidence-based policy and practice in community corrections." *Crime and Justice Institute and the National Institute of Corrections*, (2009). Latessa, Edward J., and Christopher Lowenkamp. "What works in reducing recidivism." *U. St. Thomas LJ* 3 (2005): 521.

⁴ Kumpfer, Karol L., and Rose Alvarado. "Family-strengthening approaches for the prevention of youth problem behaviors." *American Psychologist* 58.6-7 (2003): 457. Thornton, Timothy N., et al. "Best Practices of Youth Violence Prevention: A Sourcebook for Community Action." (2000).; Christle, Christine A., Kristine Jolivet, and C. Michael Nelson. "Breaking the school to prison pipeline: Identifying school risk and protective factors for youth delinquency." *Exceptionality* 13.2 (2005): 69-88.

⁵ Dowler, Kenneth. "Media consumption and public attitudes toward crime and justice: The relationship between fear of crime, punitive attitudes, and perceived police effectiveness." *Journal of Criminal Justice and Popular Culture* 10.2 (2003): 109-126; Moses, Tracey. "Community Participation in Crime Reduction." (2002): 14-15; Cullen, Francis T., and Karen E. Gilbert. *Reaffirming rehabilitation*. Routledge, 2012; Cullen, Francis T., Bonnie S. Fisher, and Brandon K. Applegate. "Public opinion about punishment and corrections." *Crime and justice* (2000): 1-79.

Five Focus Areas:

Focus Area	Phase 1	Phase 2	Phase 3
1. Improve/ Increase the successful reintegration of the offender into the community	<ul style="list-style-type: none"> ➤ Identify baseline data for housing, job readiness and training, and transportation issues. ➤ Identify current risk-needs assessments to prioritize services needed to address the top criminogenic needs. ➤ Develop comprehensive case plan for discharge planning to share with coordinating agencies. ➤ Share offender assessment information regarding criminogenic needs with coordinating agencies, service providers and/or re-entry programs. 	<ul style="list-style-type: none"> ➤ Implement re-entry program services: ➤ Evaluate successful models such as Maryland Catholic Charities 	Assess Progress
2. Increase Treatment Opportunities	<ul style="list-style-type: none"> ➤ Identify key performance indicators of effectiveness for in-custody and out-patient programs ➤ Develop and/or select evaluation tool to monitor best practices to provide for consistent delivery of services among agencies and providers for offenders. ➤ Improve consistent delivery of services for offenders, by bringing together the appropriate entities to identify and remove barriers which inhibit information-sharing of assessment and other collected data, to the impairment of providing effective continuum of care. ➤ Research the implementation of Sobering/Recovery Stations to reduce jail beds and render more appropriate services for those persons with active mental health issues, or those believed to be under the influence of controlled substances, so as to enhance public safety with more evidence-based interventions. 	<ul style="list-style-type: none"> ➤ Track in-custody program's effectiveness and smooth transition to community programs for continuum of care ➤ Match offender to programs using EB practices 	Assess Progress

Focus Area	Phase 1	Phase 2	Phase 3
3. Encourage/ support workable, research-based Prevention Programs	<ul style="list-style-type: none"> ➤ Partner with local institutions of higher learning (i.e., CSUB, BCC, private universities) to identify opportunities to evaluate existing prevention programs and key indicators, for impacting and reducing probable future criminal behavior, as recognized by the research. ➤ Examine availability of Parenting Programs/Supportive Services and share this information with entities that need to utilize this resource for their client base. ➤ Encourage/support neighborhood programs such as SAL/PAL and Boys & Girls 	<ul style="list-style-type: none"> ➤ Explore and Identify best practices in prevention programs utilizing the Family Model (<i>who are the families/ people groups/places driving the costs of CJ services?</i>) ➤ Evaluate “School to Prison Pipeline” research to determine effective areas of intervention 	Assess Progress
4. Enhance the capacity of agencies and service providers	<ul style="list-style-type: none"> ➤ Define reliable/competent/relevant data and key performance indicators (outcomes). ➤ Develop matrix for analyzing collected data. ➤ Develop training opportunities for staff and CBO’s to learn how to reduce criminogenic needs ➤ Provide training to increase CBO competencies in data collection and delivery of services to reduce criminogenic needs 	<ul style="list-style-type: none"> ➤ Create a Clearinghouse for resources for Staff and Offenders to access ➤ Develop evaluation/monitoring tool for CBO’s ➤ Provide training to increase CBO competencies delivery of evidence-based and best practices interventions 	Assess Progress
5. Develop Public Education/ Awareness Program	<ul style="list-style-type: none"> ➤ Identify and select a media team to develop a comprehensive media campaign to: <ul style="list-style-type: none"> ✓ Create a “branding” for the CCP ✓ Conduct market analysis surveys ✓ Develop key subjects or areas for public education. ✓ Develop an engagement strategy for local media, community meeting and influential groups with the community 	<ul style="list-style-type: none"> ➤ Improve marketing of Kern County CCP to the State for enhanced funding opportunities. ➤ Develop monthly news stories highlighting agency work toward reducing recidivism and on-going successes ➤ 	Assess Progress

IMPLEMENTATION RECOMMENDATION

Over the last two decades a wealth of research has been developed to provide clear and compelling evidence that recidivism reduction is possible when evidence-based practices are applied with fidelity⁶. There are a variety of strategies which could be utilized to implement the following five focus areas in order to maximize efficiency and impact. Project Manager/Coordinator, Chief Strategy Officer and part-time consultants are mentioned in the literature as effective strategies to implement comprehensive and complicated professional strategic plans.⁷ Most of the literature suggests that the responsibility not be thrown on staff members who already have a full plate, but rather be delegated to a specific person(s) who have the authority and credibility within the agency/system and the time to conduct the necessary activities to produce the most effective results. Recommended qualities are someone who is “good at building and sustaining productive relationships, skilled in multi-tasking and an excellent communicator; well informed on the evidence-based practices literature and passionate about putting this research into practice”.⁸ Others suggest that it is a “consultative role-part leader and part doer, an experienced visionary, experienced in executing the strategic elements; both a creative thinker and influential collaborator...one who has a variety of experiences to handle the multiple responsibilities and tasks needed”.⁹

Fortunately, since expending funds for such a position may be a challenge, each focus area is specific (although several can overlap in terms of objectives and personnel available to participate in the implementation); so the CCP might initially consider a working group configuration to begin the process of implementation. Included within the worksheets are suggested agency/department partners who could participate and oversee the process and the list of sixty-seven (67) community/agency volunteers gathered during the stakeholder meetings, would be a good start to begin gathering baseline data and forming a short-term plan to achieve some of the objectives. This volunteer list has been provided to Lt. Gonzalez, the Chair of the Ad Hoc committee. Each area will require a person(s) with specific knowledge and skill sets to successfully investigate opportunities and coordinate the implementation of the action steps. Upon review of the volunteer list and those currently involved in the CCP, Yorke Consulting believes that the CCP has access to persons who can meet those demands.

⁶ van der Knaap, Leontien M., et al. "The predictive validity of criminogenic needs for male and female offenders: comparing the relative impact of needs in predicting recidivism." *Law and human behavior* 36.5 (2012): 413.; Matthies, Carl. "Advancing the Quality of Cost-Benefit Analysis for Justice Programs." (2014). McGuire, James. "Criminal sanctions versus psychologically-based interventions with offenders: A comparative empirical analysis." *Psychology, Crime and Law* 8.2 (2002): 183-208.; Guevara, Meghan, and Enver Solomon. "Implementing evidence-based policy and practice in community corrections." *Crime and Justice Institute and the National Institute of Corrections*, (2009).

⁷ Pierce-Danford, Kristy, et al. "Commonwealth of Virginia: Roadmap for evidence-based practices in community corrections." *Crime and Justice Institute at Community Resources for Justice* (2010); Breene, R. Timothy S., et al. "The chief strategy officer." *Harvard business review* 85.10 (2007): 84.; Breene, Tim, Paul F. Nunes, and Walt Shill. "Rise of the chief strategy officer." *Accenture Outlook* 1 (2008): 1-6.

⁸ See Pierce-Danford, pg 4

⁹ See Breene,; "Understanding the Role of the Chief Strategy Officer, Boston Consulting Group https://www.bcgperspectives.com/content/articles/strategic_planning_business_unit_strategy_understanding_role_chief_strategy_officer/?chapter=2 retrieved April 10, 2015

It is strongly recommended that a “future-oriented approach” be adopted with this strategic plan, which simply means that the CCP/Strategic Planning committee would regularly analyze the data being collected and revisit the current strategic plan in one year and thereafter no less than every three years to adjust plans according to available resources, personnel and community need.¹⁰

GROWTH FORMULA STRATEGY

The growth formula as recommended to the Department of Finance by the RAC is designed to reward both ongoing success and year-over-year success in two broad categories: probation (80%) and incarceration (20%).¹¹ This “performance-based” revenue was initially illustrated in Figure 3 for the purposes of the Stakeholder meetings to help explain how the various monies could be obtained. Concepts such as “Justice Reinvestment”, criminogenic factors and evidence-based interventions and practices were defined and discussed. Offender accountability was discussed from the perspective of utilizing either State resources or local resources. Prior to Realignment, the State was showing a 70% recidivism rate.¹² Understanding and employing the principles of these concepts will be crucial to a successful realignment program which maximizes deployment of resources for offender accountability and public safety.¹³

Since performance –based funding will be allocated based on how many persons are sent to prison from Kern County, it will be important to gather the data regarding not only how many people are sentenced to prison, but also the circumstances under which they are sentenced to prison. Basically, there are only two avenues to prison for those who are eligible-at initial sentencing and through felony probation violations. During the initial fact finding by Yorke Consulting it was discovered that this data had not been collected in a manner which allows for analysis of these two categories, but currently this issue is being investigated for implementation. Once the data is collected the CCP will be able to evaluate whether some prison-bound cases could actually be managed in the community for better outcomes. One possible evaluation matrix is shown in Appendix C. At initial sentencing, an evaluation of both criminogenic risks and needs would inform the Court as to whether the offender is a “medium-high risk to reoffend”, but more importantly, whether the offender has criminogenic needs which could be addressed through local sanctions and programming. For example, a “2nd Striker” who initially committed a violent crime, but now committed a qualifying non-violent crime (i.e. drug-related) as the second strike, could possibly be considered for a local sentence which incorporated stringent rehabilitation programming in addition to incarceration. This strategy would allow for an additional \$27,000 dollars to be used specifically in this case which could enhance the quality and continuum of care to reduce criminal recidivism and increase public safety.

¹⁰ Bryson, John M. *Strategic planning for public and nonprofit organizations: A guide to strengthening and sustaining organizational achievement*. Vol. 1. John Wiley & Sons, 2011.; Poister, Theodore H., and Gregory Streib. Simon, Herbert A. "Strategy and organizational evolution." *Strategic Management Journal* 14.S2 (1993): 131-142.

¹¹ “Detailed Description of Growth Allocation-Beginning 2014-15” as provided by Chief TR Merickel. Received via email on January 16, 2015.

¹² Lofstrom, Magnus, Joan Petersilia, and Steven Raphael. "Evaluating the effects of California’s corrections realignment on public safety." *Public Policy Institute of California*. Available at www.ppic.org/main/publication.asp (2012); Abarbanel, Sara, et al. "Realignment the Revolving Door: An Analysis of California Counties’ AB 109 2011-2012 Implementation Plans." (2013).

¹³ Austin, James. "The limits of prison based treatment." *Victims and Offenders* 4.4 (2009): 311-320.; (2013); King, Ryan, and Brian Elderbroom. "Improving Recidivism as a Performance Measure." (2014).

Appendix A

1 Improve/ Increase the Successful Integration of the Offender in the Community

M/V/V: *Community Safety -Quality of life issues/ Research matters-Evidence based practice/outcome driven*

Collaborative Partners: *Housing Authority, Homeless Collaborative, Probation Department, Sheriff's Office, BCC/ CSUB/other private universities (for interns and research assistance)*

Committee Leader:

Identified Need/ Gap	Action Steps	Follow Up Steps	Key Performance and/or Desired Outcomes by the end of Phase III
Lack of supportive housing for AB109 clients upon release from custody	<p>Phase I</p> <ol style="list-style-type: none"> 1. Identify the current # of justice-involved persons who lack safe/stable housing (baseline data) 2. Evaluate current risk-needs assessments to prioritize services needed to address the top criminogenic needs. 3. Develop comprehensive case plan for discharge planning to share with coordinating agencies. <ol style="list-style-type: none"> 1. Share offender assessment information regarding criminogenic needs with coordinating agencies, service providers and/or re-entry programs. <p>Phase II</p> <ol style="list-style-type: none"> 2. Evaluate current barriers to housing 3. Develop operational definition of safe/stable housing (conditions/ time frame, etc.) 	<p>Phase I</p> <p>(2) Develop framework and identify existing agencies and gaps in current services in order to be prepared for future funding opportunities</p> <p>(2) Encourage/fund development of services lacking in community to address identified top criminogenic needs</p> <p>(3) Develop case management plan 30 days prior to exit from custody for identified medium/ high risk offenders who lack stable housing</p> <p>(3) Examine other successful models such as Maryland Catholic Charities re-entry programming to evaluate implementation ideas.</p> <p>(3) Review Stakeholder Volunteer List for possible development of evaluation committee oversight by KCSO, KCPD, and</p>	<ul style="list-style-type: none"> • Baseline data will be defined/collected in order to measure successful outcomes • Services will be available to address top 3 identified criminogenic needs • Up to 5 current barriers to housing justice-involved persons will be identified • KCSO Program Specialists will conduct a comprehensive exit strategy for identified medium-high risk offenders who have spent 6 months or more in custody so that 80% or more are directed into safe/stable housing upon release. • Coordinating agencies, service providers and/or re-entry programs will have shared assessment information of top 3 identified criminogenic needs for 80% of the medium-high risk offenders • Up to 5 current barriers to housing justice-involved persons will be identified • Up to 3 possible solutions to removing or mitigating barriers for justice-involved persons will be identified • Increase stable housing of justice-involved persons by 10% each year of strategic plan.

		KCMH. Phase II Track recidivism rates of justice-involved persons who are in safe/stable housing (<i>90 day/6 month/1 yr. follow-up</i>) to evaluate effectiveness and analyze cost/benefit to community and effect on public safety	
AB109 clients need job training/job preparation skills	<p>Phase I</p> <ol style="list-style-type: none"> Determine # of justice-involved persons who are unemployed and/or need enhanced job preparation skills (baseline data) Compile list of available agencies/entities which provide job training and supportive services (clothing, child care, et al) <p>Phase II</p> <ol style="list-style-type: none"> Support education strategies and incentives to encourage employers to hire offenders Examine own policies (CCP agencies) to determine if modifications are necessary to employ justice-involved persons. 	<p>2a) Track recidivism rates of justice-involved persons who are employed <i>Full-time and part-time</i>) to evaluate effectiveness and analyze cost/benefit to community and effect on public safety</p> <p>3a) Utilize the public education/ awareness campaign (Focus area #5) to enhance employer receptivity to employing justice-involved persons.</p>	<ul style="list-style-type: none"> Supervision staff and partnering CBO's will possess a comprehensive list of 20 available supportive resource/employment referrals for the case plan of justice-involved persons Increase baseline numbers by 20% for full-time employment of justice-involved persons each year of strategic plan.

Identified Need/ Gap	Action Steps	Follow Up Steps	Key Performance and/or Desired Outcomes by the end of Phase III
Address Education and Literacy Levels	<p>Phase I</p> <ol style="list-style-type: none"> 1. Determine # of justice-involved persons who are unemployed and/or need enhanced job preparation skills (baseline data) 2. Compile list of available agencies/entities which provide job training and supportive services (clothing, child care, et al) 		<ul style="list-style-type: none"> • High School diplomas and/or GED's obtained by justice-involved persons will

2 Increase Treatment Opportunities

M/V/V: *Community Safety through effective strategies; Reducing criminal recidivism addressing substance abuse issues; Change; Quality of life issues/ Research matters-Evidence based practice/outcome driven*

Collaborative Partners: *Mental Health Department, Probation Department, Sheriff's Office, BCC/ CSUB/other private universities (for interns and research assistance); CBO's*

Committee Leader:

Identified Need/ Gap	Action Steps	Follow Up Steps	Key Performance and/or Desired Outcomes by the end of Phase III
Lack of Detox centers	<p>Phase I</p> <p>4. Identify the current # of justice-involved persons who need medical detox(baseline data)</p> <p>5. Identify the current # of justice-involved persons who are sent for detox out of county (baseline data)</p> <p>Phase II</p> <p>6. Evaluate current costs associated with lack of local detox centers</p>	<p>1a) Develop survey for case managers/jail intake officers to identify current need for detox.</p> <p>2a) Evaluate other successful detox centers</p> <p>3a) Identify potential funding resources</p>	<ul style="list-style-type: none"> • Reduce number of out-of-county detox referrals by 50% of baseline by end of Phase III.
Residential substance abuse for women/child	<p>Phase I</p> <p>1. Identify the current # of justice-involved women with children who need residential care (baseline data)</p> <p>Phase II</p> <p>2. Evaluate current costs associated with child care/foster care for children of women receiving Tx.</p>	<p>1a) Evaluate other successful residential programs serving women with children</p> <p>2a) Identify potential funding resources</p>	<ul style="list-style-type: none"> • Increase number of bed space for women with children by 50% of baseline by end of Phase III.

Identified Need/ Gap	Action Steps	Follow Up Steps	Key Performance and/or Desired Outcomes by the end of Phase III
Adolescent inpatient substance abuse	<p>Phase I</p> <ol style="list-style-type: none"> 1. Identify the current # adolescents who need residential care (baseline data) <p>Phase II</p> <ol style="list-style-type: none"> 2. Evaluate current costs associated with out-of-county placements for adolescents with substance abuse treatment needs 	2a) Identify potential funding resources such as Second Chance Act for Juveniles.	<ul style="list-style-type: none"> • Increase number of adolescent treatment bed space by 50% of baseline by end of Phase III.
No-cost programs for non-offenders or Prop 47 which are NON-faith-based	<p>Phase I</p> <ol style="list-style-type: none"> 1. Identify the current # of Prop 47 cases who need residential care (baseline data) <p>Phase II</p> <ol style="list-style-type: none"> 2. Evaluate current programs which are non-faith-based and able to provide residential housing for those persons with substance abuse disorders. 		<ul style="list-style-type: none"> • Fund 5% of available program beds for Prop 47/non-status offenders by end of Phase III.
Sobering Stations (Recovery stations)	<p>Phase I</p> <ol style="list-style-type: none"> 1. Identify the current # of persons who could be handled more effectively at sobering station versus jail (baseline data) <p>Phase II</p> <ol style="list-style-type: none"> 2. Identify collaborative agencies needed to implement a sobering station. 	1a) Evaluate other successful models such as Austin, Texas, et al.	<ul style="list-style-type: none"> • Reduce number of persons booked into jail who only require “dry-out” by 50% of baseline by end of Phase III.

3 Encourage/Support workable, research-based Prevention Programs

M/V/V: Community Safety through effective strategies; encourage & support effective prevention strategies for members of community; Research matters; Evidence based practice/outcome driven

Collaborative Partners: CCP member agencies (KCNC, DHS, KCSOS); BCC/ CSUB/other private universities (for interns and research assistance; Schools (P180);

Committee Leader:

Identified Need/ Gap	Action Steps	Follow Up Steps	Key Performance and/or Desired Outcomes by the end of Phase III
Lack of Early Intervention services	<p>Phase I</p> <ol style="list-style-type: none"> 1. Evaluate effectiveness of past EIP within Probation and other agencies(baseline data) 2. Identify characteristics of at-risk families <p>Phase II</p> <ol style="list-style-type: none"> 3. Evaluate current capacities of agencies to provide early intervention programming (Probation/ P180) 4. Investigate available funding sources for EIP services (2nd Chance-federal, Pay 4 Success, et al) 	<p>1a) If data is currently unavailable, utilize colleges/interns to research criminal involvement of prior youth served in the EIPs</p> <p>2) Use prior assessments and consider current research to identify families at med-high risk of criminal justice/social services involvement.</p> <p>3& 4) Prepare and position CCP agencies/CBO's to be available to seek identified funding resources</p>	<ul style="list-style-type: none"> • Prevention programming will be increased by 50 % to targeted at-risk families.

Identified Need/ Gap	Action Steps	Follow Up Steps	Key Performance and/or Desired Outcomes by the end of Phase III
Lack of parenting programs/ support services for at-risk families	<p style="text-align: center;">Phase I</p> <ol style="list-style-type: none"> 1. Identify current programs available to provide parenting classes (baseline data) 2. Identify needed support services to keep families out of criminal justice/social services systems <p style="text-align: center;">Phase II</p> <ol style="list-style-type: none"> 3. Develop/fund services needed to reduce support service gaps 	<p>2a) Utilize surveys for practitioners and CBO's to identify gaps in support services</p> <p>3) Prepare and position CCP agencies/CBO's to be available to seek identified funding resources to reduce support service gaps</p>	<ul style="list-style-type: none"> • Support services will be increased by 50% for targeted at-risk families

4 Enhance the capacity of agencies and service providers

M/V/V: *Community Safety through effective strategies; Reducing criminal recidivism; Change; Fiscally responsible; Research matters-Evidence based practice/outcome driven; Change.*

Collaborative Partners: *CCP member agencies; BCC/ CSUB/other private universities (for interns and research assistance); CBO’s; Private trainers;*

Committee Leader:

Identified Need/ Gap	Action Steps	Follow Up Steps	Key Performance and/or Desired Outcomes by the end of Phase III
Good data collection lacking among agencies and CBO’s	<p>Phase I</p> <ol style="list-style-type: none"> 1. Identify current data needs from agencies(baseline data) 2. Identify current barriers to sharing information between agencies and providers (baseline data) <p>Phase II</p> <ol style="list-style-type: none"> 3. Develop clearing house for resources for both personnel and justice-involved persons to access 	<p>2a) develop survey to identify current barriers</p> <p>3a) evaluate current resource bases (DHS/CAPK 211, et al)-enhance if necessary or develop as needed</p> <p>3b) develop survey to determine information needs by practitioners and justice-involved persons</p>	<ul style="list-style-type: none"> • Comprehensive resource list will be available to practitioners and justice-involved persons in user-friendly format as determined by customer rating survey of 80% or higher.
Provide training to increase CBO competencies to deliver evidence-based interventions to address criminogenic needs	<p>Phase I</p> <ol style="list-style-type: none"> 1. Identify current competencies of staff in both in-custody and community residential programs to address offender criminogenic needs (baseline data) <p>Phase II</p> <ol style="list-style-type: none"> 2. Identify trainers to be utilized in providing services 	<p>2a) Determine budget needed to either provide training or to include in the RFP requirements.</p> <p>3a) Develop a survey for agencies and providers to determine which barriers impact successful delivery for continuum of care.</p>	<ul style="list-style-type: none"> • At least 75% of staff in both in-custody and community residential programs being utilized for justice-involved persons will be able to deliver programming using MI skills/CBT competencies with appropriate training documentation • At least 50% of the barriers to information sharing will be eliminated or mitigated.

Identified Need/ Gap	Action Steps	Follow Up Steps	Key Performance and/or Desired Outcomes by the end of Phase III
<p>Consistent monitoring/evaluation tool for CBO's</p>	<p>Phase I</p> <ol style="list-style-type: none"> 1. Identify available monitoring/evaluation tools to measure program effectiveness (baseline data) 2. Articulate clear performance measurements <p>Phase II</p> <ol style="list-style-type: none"> 3. Develop comprehensive and continuous improvement plan for CBO's 	<p>1a) California, Ohio, Utah have program evaluation tools which could be utilized and redesigned to meet Kern County CCP needs.</p> <p>2a) Insert clear performance measurements into any RFP's or other funding opportunities by the CCP</p> <p>3) Provide coaching/training to CBO's to correct identified deficiencies, increase abilities to address criminogenic needs, and provide with information regarding available funding opportunities.</p>	<ul style="list-style-type: none"> • Consistent, reliable evaluation tools will be identified and implemented in 80% of local programs servicing justice-involved persons by end of Phase II.

5 Develop Public Education/Awareness Program

M/V/V: Community Safety through effective strategies; Create opportunities for self-sufficiency; partnering with community; transparency;
Collaborative Partners: CAO-Board of Trade; Private entities, CCP member agencies, BCC/ CSUB/other private universities (for interns and research assistance)

Committee Leader:

Identified Need/ Gap	Action Steps	Follow Up Steps	Key Performance and/or Desired Outcomes by the end of Phase III
Lack of community awareness about CCP	<p>Phase I</p> <ol style="list-style-type: none"> 1. Identify and select a media team to develop a comprehensive media campaign 2. Create a “branding” for the CCP <p>Phase II</p> <ol style="list-style-type: none"> 3. Conduct market analysis surveys 4. Develop an engagement strategy for local media, community meeting and influential groups with the community 	<p>3a) Market analysis could help develop key subjects of areas for public education</p>	<ul style="list-style-type: none"> • Improved marketing of Kern County CCP to the State for enhanced funding opportunities.
Educate public on rehabilitative model to increase understanding and support for CCP actions	<p>Phase I</p> <ol style="list-style-type: none"> 1. Reach out to service organizations/ human resource organizations to increase public awareness about “what works” (as identified by market analysis) <p>Phase II</p> <ol style="list-style-type: none"> 2. Conduct community forums to educate neighborhoods on “what works” strategies and increase opportunities to partner with CCP 	<ol style="list-style-type: none"> 2) Develop monthly news stories highlighting agency work toward reducing recidivism and on-going successes 	<ul style="list-style-type: none"> • Community members will be knowledgeable about “what works” rehabilitation models as measured by surveys • Community will be more receptive to supporting rehabilitation programming • Justice-involved persons and practitioners will experience more positive community interactions

Appendix B

GAPS/NEEDS/BARRIERS*

Women:

- Pre-natal education
- More education in schools on what is a healthy relationship?

Families:

- Parenting education for all new parents
- Family EBP
- Stabilize families with kids 0-5
- ~~Home visits (unannounced)~~
- Support groups for parents
- Services for “out of control” children
- ~~Advocacy to improve impoverished neighborhoods~~

Community Issues

- **Engage faith-based**/churches to help meet needs
- Neighborhood dispute resolution
 - Neighborhood accountability boards
- Volunteers
 - Mentors
- Public ignorance and apathy
- Change society perspective

Youth:

- ~~Counseling for Transgender youth (and adults)~~
- ~~Structured Foster care system~~
- Early Intervention services
- Youth support groups
- Lack of services for Youth NOT on status
- Anti-bullying education
- Life skills class (finances, healthy families, etc. as an elective in HS)

Transportation:

- Inadequate transportation system
 - **Additional routes**
- Van transportation for groups/scheduled appts.
 - **Bus passes**
 - Bus pass sponsorships
- **Get them to their resources!**

Housing:

- Lack of affordable housing
 - Viable housing
 - Low-income housing
- **Transitional housing after treatment**
 - Community based housing after RE-entry

- Housing and services for LGBT
- Housing for adolescent homeless
- Barriers for sex offenders/arsonist.
- Mental health group homes
- Shelters that allow pets

Mental Health issues

- More CBT programs for psychosis
- Longer inpatient stay for MH patients
- Increase psychiatric care
- Increase ACT model teams
- Untreated Mental Illness
- ~~Unable to bill for MFT's in clinical setting~~

Drug Tx issues:

- **Residential substance abuse for women/child**
- Programs for couples
- **Detox centers**
- **Sobering Stations**
 - **Recovery stations**
- **Adolescent inpatient substance abuse**
 - ~~Eating disorders~~
- **Free programs for non-offenders** or Prop 47 which is NON-faith-based.
- Aftercare support-follow up.
- Need more bed space for Tx

Employment Issues

- Industry-based vocational training
- Computer skills
- Job preparation
 - No work experience for at least 6 months
 - Educate on job applications/hiring process
- Basic job skills
 - Showing up for work daily
 - Getting along with co-workers
- **Employers willing to hire ex-offenders**
 - Business support

Agency/Administrative Issues:

- **Staff training and development**
 - Case management
 - MIS system
 - Post Release Profile Packet
 - Moral/Ethics for staff/Counselors
 - Program expectations vs client capacity
 - Qualified personnel
- More counselors to get clients thru quicker
- Individual case management
 - Case management for substance abuse clients
- One stop shop –central information center
 - Centralization of services
 - Clearinghouse for information

- **Re-Entry services**
 - **Start pre-release**
- Data-input collection using common access file for all service providers
 - Data information integration
 - Communication between agencies
- Geomapping
 - Crime mapping
 - Focus on hot spots/ID resources/Needs
 - Use AB109 crime statistics (meth use up?)
- County government red tape
- ~~Laws (prop 47)~~
- Statutory restrictions
- Heavy caseloads
 - Caseload size
- **Funding**
 - More money from state for programming
 - *Funding to increase to hire more qualified staff*
 - Fund collaborative courts
 - Fund programs for NON-criminals
- Victims needs

Attitudes/Beliefs

- Negative attitudes toward ex and current offenders
- Pre-conceived notions
- Understanding the population being served
- Burn out
- Personal biases
- Media support
- Negative-i.e. Law Enforcement
- Client's sense of entitlement
- **Motivation**
- Willingness to change

Multi-agency task forces

- Communication/Integration (break the silos)
- **Information Sharing**
 - Universal waivers for interdisciplinary agencies
- Lacking Probation Officers in the Multi-agency units
- Everyone working together toward same objective
- Continuity of services (post-release)

Other:

- Legal services
 - Governor's pardons
 - To remove barriers
 - Convictions plead down & not showing actual violence offense
- Insurance coverage for undocumented
 - Uninsured still cannot afford health care
- **FREE DL's and IP's needed**
 - **Birth certificates**
 - **Help with Child Support**

-
- **Clothing**
 - Work boots
 - Uniforms
 - Peer Influences
 - Budgeting services
 - Teach to navigate the services
 - Need services for outlying areas
 - **Undocumented**
 - Advocacy for population
 - Coordinated sanctions
 - Illiteracy
 - **Tattoo removal**
 - Incentives for doing well
 - **Food**
 - Social system support

Legend:

BOLD= offered more than once at more than one Stakeholder meeting

Strikethrough= not viewed as relevant for CCP Strategic Planning purposes.

These three recommendations were offered via email, in addition to the above Stakeholder Sessions data:

I.

Gaps:

- mental health treatment for individuals who have moderate mental illness along with substance use and much legal involvement (criminal thinking/behavior)
- housing for mentally ill (moderate to severe) with legal histories that disqualify them from section 8 housing and have no income
- transportation
- places where involvement with criminal histories can volunteer
- groups/training on teach soft skills (setting an alarm, behaving at work, budgeting, etc.)
- no appropriate housing to address their criminal behaviors & substance use (most sober housing is not equipped w/ staff who know how to deal/treat individuals with behavior associated to anti-social personality disorder or more sophisticated in their criminal thinking)
- mentoring programs/sheltered work shops

2. Barriers:

- transportation
- no income
- criminal thinking/beliefs/ behaviors
- limited support system
- limited education/literacy
- several have head injuries or are borderline intellectual/don't qualify for Kern Regional Center
- legal hx/felons
- limited housing

II. The only thing that I would add Nada is that there is a need for organizations that are in the communities that these individuals reside in that may not have the capacity that outside agencies have, but have a better vantage point to serve them. Is there a way to build capacity of those organizations to serve them? I believe that some responsibility should be placed on the community leaders of the areas. I think government should govern not manage.

What I was really thinking is county and consultants come in and help with capacity.

III.

Here are the gaps:

- lack of staff for organizing policy change and advocacy.
- parent engagement

Barriers:

- funding
- policies and public officials not responding.
- jobs for AB 109 participants

Growth Formula Strategy

