

FY 2022-23 Community Corrections Partnership Survey

Kern County

CCP Membership

TR Merickel Chief Probation Officer	Lito Morillo Department of Social Services
Tamarah Harbor-Pickens Presiding Judge or designee	Stacy Kuwahara Department of Mental Health
Leticia Perez County Supervisor or Chief Administrator	Teresa Hitchcock Department of Employment
Cynthia Zimmer District Attorney	Ana Olvera Alcohol and Substance Abuse Programs
Peter Kang Public Defender	Mary C. Barlow Head of the County Office of Education
Donny Youngblood Sheriff	Tom Corson Community-Based Organization
Greg Terry Chief of Police	Linda Finnerty Victims' Interests

How often does the CCP meet?

Quarterly

How often does the Executive Committee of the CCP meet?

Quarterly

Does the CCP have subcommittees or working groups?

Yes



Goals, Objectives, and Outcome Measures

FY 2021-22

Goal	Increase substance use disorder treatment for offenders in Kern County
Objective	40% of participants will complete substance use disorder treatment
Objective	100% of participants will receive screening for substance use disorder treatment.
Outcome Measure	Number of participants enrolled in substance use disorder treatment.
Outcome Measure	Number of participants who complete substance use disorder treatment.
Progress toward stated goal	Due to the COVID-19 pandemic, Substance Use Disorder In-Custody services declined. Currently, there has been a slow increase in class participants as COVID positive cases have substantially decreased.

Goal	Continue to provide funding opportunities for Community-Based Organizations (CBOs) for re-entry services to the criminal justice population in Kern County.
Objective	Provide an open, fair and competitive process for offender re-entry services.
Objective	Continue utilizing CBOs to help offenders gain access to the services and tools they need to become productive members of the community.
Objective	Develop a system for tracking CBO participant demographics, services, outcomes, cost per participant and program quality.
Outcome Measure	Approve selected CBOs to provide services.
Outcome Measure	Review and update current RFP for CBOs to provide re-entry services to the criminal justice population in Kern County.
Outcome Measure	Use case management system to track services and population management.
Progress Toward Stated Goal	<p>The CBO program has been solidified within the CCP's budget since 2012. In addition, the CCP continues to show support for this program through large contributions of Growth Funds, when available.</p> <p>On March 2, 2022, the CCP authorized staff to develop and implement the new CBO Request for Proposal (RFP) process. The CCP voted to allocate \$7,993,642 for the CBO program. The RFP was open from June 29, 2022 through August 5, 2022. Contract period is three (3) years effective January 1, 2023 through December 31, 2025. The AB 109 funding originated from the State and applicants were to submit proposals that focus on one or more of the following service areas:</p> <ol style="list-style-type: none"> 1) Sober Living Environment (SLE) 2) Education/Vocational/Employment 3) Case Management 4) Other Evidence-Based Programs (EBP) or best practices aimed at reducing recidivism <p>On October 5, 2022, the CCP approved the Evaluation Committee's recommendations for awards to 10 organizations. These CBOs provide services to male and female offenders reentering the community.</p>

	<ol style="list-style-type: none"> 1) Bakersfield Recovery Services 2) Cottage of Hope and Gratitude 3) Freedom House Recovery Homes 4) Garden Pathways, Inc. 5) Minnie Marvels Sober Living for Women and Children 6) New Life Recovery and Training Center 7) One Door Community Resource and Recovery Center 8) Special Treatment, Education and Prevention 9) Third Tradition Sober Living 10) WestCare California, Inc. <p>The use of a case management system to track services continues to provide information on population management, services, and outcomes. Staff continue to meet with stakeholders to consider current trends for future RFP development.</p> <p>Based on the strides made to accomplish this goal, the CCP is moving beyond this goal and seeking to further improve and enhance CBO services through the addition of a new goal (please see response 10 below).</p>
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Goal	Incorporate evidence and research into program development and policymaking.
Objective	Develop a framework for using a new Cost-Benefit Analysis model and national research when developing and/or expanding programs.
Objective	Monitor investments and program outcomes.
Objective	Evaluate currently funded programs and practices.
Outcome Measure	Establishment of a tracking and reporting process for program participant numbers, success rates, and costs for active programs.
Outcome Measure	Development of a process and schedule for the evaluation of active programs.
Outcome Measure	The number of evidence-based programs available to in-custody and out-of-custody participants. Inclusion of evidence-based practices and/or best practices as required in RFPs for contracts with Community-Based Organizations.
Progress Toward Stated Goal	<p>Evidenced-based programming, as identified in the Results First Clearing House, continues to be prioritized for the addition or continued inclusion of in-custody programming. Partnering with the California State Association of Counties (CSAC) Support Hub to continue cost-benefit analysis work, started through the Pew-MacArthur Results First Initiative. Partnering agencies are in the process of compiling arrest, conviction, and sentencing data in one location. New tools provided by the CSAC Support Hub will be utilized to quickly analyze various cohorts, including programming. Mechanisms are being developed to collect this data continuously for ongoing analysis.</p> <p>The revised RFP for the next round of CBO contracts included an Annual Report template to improve the collection of data.</p>

Goals, Objectives, and Outcome Measures

FY 2022-23

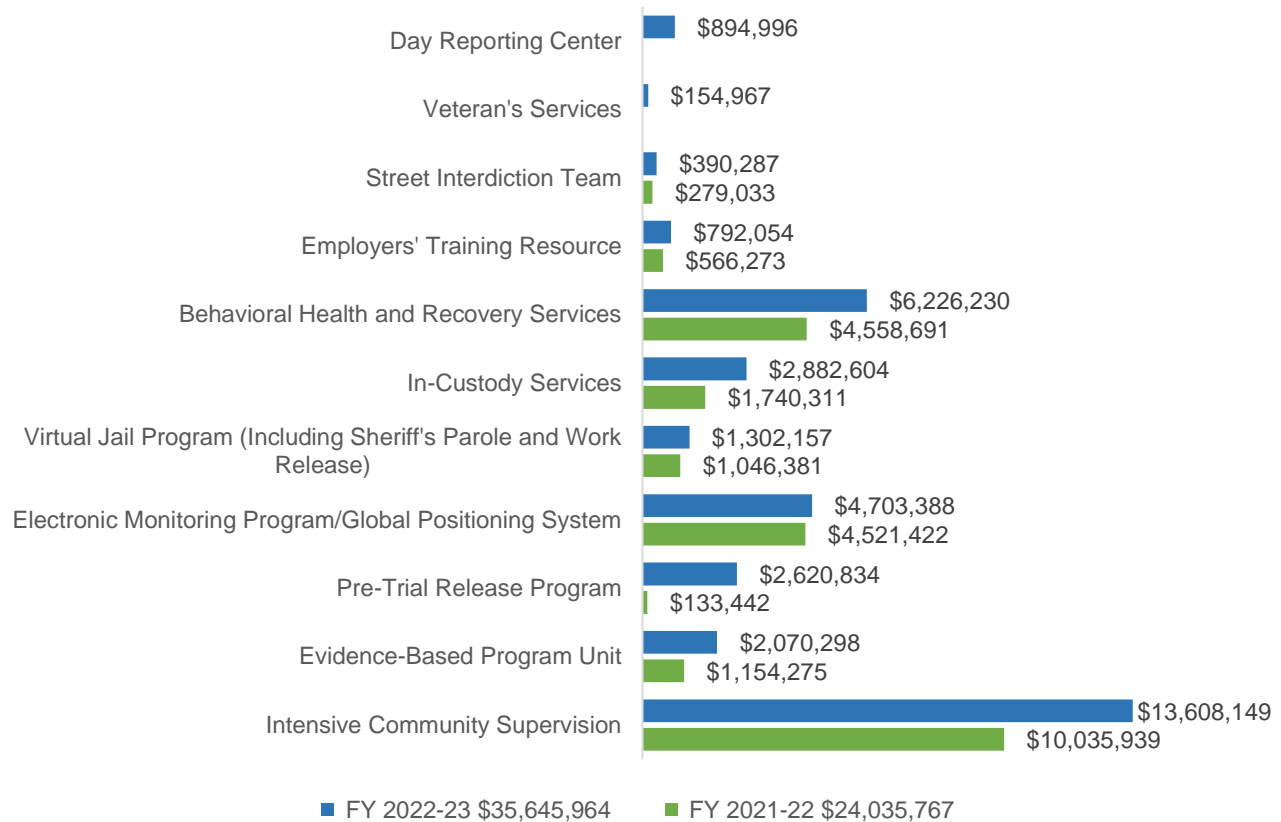
Goal	Create a Pre-Trial unit to comply with the California Supreme Court decision, In re Humphrey
Objective	Provide services to Pre-Trial clients
Objective	Ensure adequate staffing to meet expected Pre-Trial caseload demands
Outcome Measure	Number of staff in Pre-Trial Units
Outcome Measure	Caseload to staff ratio
Progress toward stated goal	To comply with the California Supreme Court decision, the Kern County Probation Department created the Adult Courts Services Division (ACS) and expanded the Pre-Trial unit to include Pre-Trial A and Pre-Trial B. The units are currently comprised of 2 Probation Supervisors, 4 Deputy Probation Officer III's, 10 Deputy Probation Officer I/II's, and 8 Probation Technicians to handle increased workload. The additional staffing will improve the caseload to staff ratio.

FY 2021-2022 and FY 2022-23 Allocation Comparison

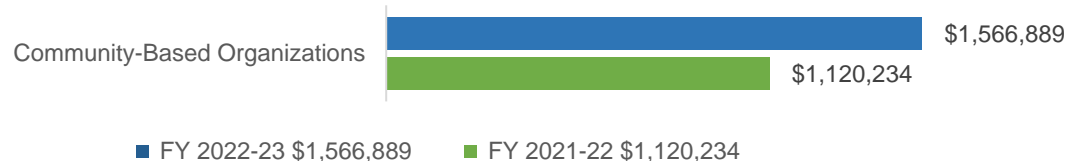
FY 21-22 and 22-23 Allocations



FY 21-22 and 22-23 Allocations to Public Agencies for Programs & Services



FY 21-22 and 22-23 Allocations to Non-Public Agencies for Programs & Services



Optional Questions

Describe the process the CCP uses to determine potential programs and/or services for local implementation using Realignment funds?

Each year, the CCP Public Safety Realignment Act Plan includes funds for the Community-Based Organization (CBO) Program to provide services to AB 109 individuals, positively influencing future behavior through a sustained sober lifestyle, enabling them to secure employment and housing, strengthen family ties, and contribute to their community.

To provide an open, fair, and competitive process, professional service contracts are established by means of a Request for Proposal (RFP) utilizing the CCP's Strategic Plan. Once the RFP has been reviewed and approved for legal form and insurance requirements, the CCP establishes an evaluation committee comprised of individuals with working knowledge of the service being provided. RFP notifications include posting on the county website (<https://countynet.co.kern.ca.us/>) and reasonable efforts to ensure that all known vendors (local and non-local) are aware and have the opportunity to respond to the RFP.

Such efforts include personal contacts, and email notifications. Due to current CBO contracts concluding on December 31, 2022, the RFP process for the next round of contracts began in FY 2021-22. In addition to an established percentage of base funds, the CCP continues to show support for this program through large contributions of Growth Funds, when available.

On March 2, 2022, the CCP authorized staff to develop and implement the new CBO Request for Proposal (RFP) process. A total of \$7,993,642 was allocated for the CBO program. On June 29, 2022, Probation, on behalf of the CCP, issued the RFP. The RFP was open from June 29, 2022 through August 5, 2022. Contract period is three (3) years effective January 1, 2023 through December 31, 2025. AB 109 funding originated from the State and applications were to submit proposals that focus on one or more of the following service areas:

- 1) Sober Living Environment (SLE)
- 2) Education/Vocational/Employment
- 3) Case Management
- 4) Other Evidence-Based Programs (EBP) or best practices aimed at reducing recidivism

On October 5, 2022, the CCP approved the Evaluation Committee's recommendations for awards to 10 organizations:

- 1) Bakersfield Recovery Services
- 2) Cottage of Hope and Gratitude
- 3) Freedom House Recovery Homes
- 4) Garden Pathways, Inc.
- 5) Minnie Marvels Sober Living for Women and Children
- 6) New Life Recovery and Training Center
- 7) One Door Community Resource and Recovery Center
- 8) Special Treatment, Education and Prevention
- 9) Third Tradition Sober Living
- 10) WestCare California, Inc.

On November 8, 2022, the Board of Supervisors approved the CCP's RFP award recommendations to provide community-based services for AB 109 individuals in Kern County and enter into contract negotiations. The 10 CBO contracts were presented to the Board of Supervisors on December 6, 2022 and December 13, 2022 for approval.

The use of a case management system to track services continues to provide information on population management, services, and outcomes. Staff continue to meet with stakeholders to consider current trends for future RFP development.

Does the county evaluate the effectiveness (as defined locally) of programs and/or services funded with its Public Safety Realignment allocation?

Yes

If yes, how?

Day Reporting Center (DRC) Evaluation Study - The recidivism rates of the DRC participants were investigated in a study conducted by Kern County. The results of the study showed that the DRC program greatly reduces recidivism for high-risk offenders. In the study, three groups were examined. The groups included DRC graduates, individuals who participated in the program for at least 90 days without graduating, and a control group of individuals who did not participate in the DRC but had similar characteristics as program participants. Through the DRC, recidivism rates decrease which in turn saves a substantial dollar amount through a decrease in incarceration, prosecution, defense, courts, supervision, and victimization costs.

For FY 2022-23, the DRC has continued to reopen its operations from the COVID-19 pandemic. The DRC went from operating at 90% of capacity in January 2022 to 100% as of November 2022. The DRC has serviced 266 active participants with an average daily population of 69 clients. There have been 24 client completions of the DRC program with 5 more pending completion. Additionally, 21 participants are employed or attending school.

New Cost-Benefit Model – In collaboration with the California State Association of Counties (CSAC) Support Hub, a new cost-benefit analysis model started development in 2021. Through participation in the Pew-MacArthur Results First Initiative, a comprehensive program inventory was developed and utilized to generate criminal justice costs. With the assistance of the CSAC Support Hub, partnering agencies are in the process of conducting an extensive recidivism study including arrest, conviction, and sentencing data from October 1, 2011 to December 31, 2019. As part of this project, staff are developing a mechanism for quarterly data updates. At the conclusion of this project, staff will have access to this robust data set to evaluate various programs and services on an on-going basis.

Community-Based Organization (CBO) Monitoring - The Kern County Sheriff's Office (KCSO), Kern County Probation Department (KCPD), and Kern County Behavioral Health and Recovery Services (KernBHRS) coordinate to conduct CBO monitoring which involves on-site visits, monthly meetings, and CBO reviews. The Tyler Supervision case management system was acquired to assist CBO providers with participant tracking, service referrals, verification of enrollment, data collection and program quality. The CBOs that contracted through the CCP provide various reentry services. These services include residential/transitional housing, transportation, anger management, substance abuse counseling, vocational/educational, family reunification, life skills, Medi-Cal enrollment, parenting and neglect classes, and case management.

Residential Substance Abuse Treatment (RSAT) Statistical Evaluation and Evidence-Based Correctional Program Checklist – As part of its grant funded Residential Substance Abuse Treatment program (RSAT), Kern County Sheriff's Office (KCSO) contracted with California State University, Bakersfield (CSUB) to statistically evaluate the effectiveness of that program. The Kern RSAT program was evaluated in 2014 and 2018 by the Board of State and Community Corrections (BSCC) using their Evidence-Based Correctional Program Checklist. KCSO continues to apply the lessons learned from these evaluations for the ongoing improvement of all its in-custody programs.

Does the county consider evaluation results when funding programs and/or services?

Yes

If yes, how?

The new Cost-Benefit Analysis Model and revised CBO Annual Report template included in the RFP will be used to evaluate current and proposed program cost effectiveness. Information derived from this project will be provided during program and service funding discussions as requested.

Does the county use BSCC definitions (average daily population, conviction, length of stay, recidivism, and/or treatment program completion rates) when collecting data?

Yes	No	
X		Average daily population
X		Conviction
X		Length of stay
X		Recidivism
X		Treatment program completion rates

What percentage of the Public Safety Realignment allocation is used for evidence-based programming (as defined locally)?

41% to 60%

We would like to better understand your county's capacity to offer mental health, substance use disorder, behavioral health treatment programs, and/or other services. What type and level of services are now available?

KernBHRS provides numerous services to AB 109 participants with chronic and persistent mental illness and/or co-occurring substance use disorders, anger management, peer support systems, transitional housing needs, psychological trauma, and errors in reasoning or criminal thinking. Services also include linkages to physical health-care providers, community support systems and education/employment resources. The AB 109 programs that provide these services include both in-custody and outpatient post-release mental health and substance use disorder services.

In-Custody Services:

All KCSO Program staff are trained in and utilize Motivational Interviewing during assessment, recruitment, and facilitation of the following curriculum:

- Matrix
- Seeking Safety
- Moral Reconciliation Therapy (MRT)
- Aggression Replacement Training (ART)
- Thinking For A Change (T4C)
- Meditation

- Offender Needs Assessments (ONA)

KernBHRS staff provide these additional services in-custody:

- Crisis intervention
- Individual MH and SUD Counseling
- Group Interventions

Outpatient Services:

- Many in-custody services listed above continue in outpatient settings, maintaining a continuum of care.
- Adult Transition Team (ATT)
- Supportive Pathway Opportunities (SPO)

Crisis Services:

- Mobile Evaluation Team (MET)
- Psychiatric Evaluation Center/Crisis Stabilization Unit (PEC/CSU)
- Co-Response Teams
- Mary K. Shell Assessment Center

Substance Use Disorder (SUD) Outpatient Services:

- SUD services include outpatient, intensive outpatient, residential, and narcotic treatment programs. Each modality is defined by eligibility criteria, treatment goal, and expected service package for each individual enrolled.
- The Recovery Station in Bakersfield provides community agencies and law enforcement partners a place to bring individuals that are under the influence so that they can let intoxication pass in a safe and supportive environment. They are then linked to ongoing behavioral health and substance use disorder treatment.

What challenges does your county face in meeting these program and service needs?

Since the implementation of AB 109 in October 2011, Kern Behavioral Health and Recovery Services (KernBHRS) experienced an increase in service needs for individuals with criminal justice involvement. Service utilization decreased during the COVID-19 pandemic but is now moving back into pre-pandemic ranges. Service engagement continued to be a challenge for individuals, especially those with substance use and co-occurring disorders. The department has also seen a continued increase in unsheltered homeless with acute behavioral health challenges and a history of criminal justice involvement. Staffing and recruitment have also presented challenges to implementation and maintenance of both in-custody and out of custody services.

Beginning in March 2020, all in-person Day Reporting Center (DRC) and Adult Programs and Supports (APS) programming offered through KCPD were deferred in response to the COVID-19 pandemic. Due to diminished funding resulting from the pandemic and subsequent economic downturn, the DRC capacity was reduced from 200 participants to 50 participants. Additionally, to increase coordination and streamline service, APS and DRC now operate out of a single location. DRC and APS resumed in-person services in October and November 2020, respectively. The DRC has gradually reopened its services from the COVID-19 pandemic, moving from 90% to 100% as of November 2022. DRC has been able to maintain full operations as we continue to move out of the pandemic. Referrals continue to come in high numbers which has led to an increase in our waitlist. Some of the

challenges is being able to offer services over 75 daily counts, however, we continue to work on moving forward with increasing capacity.

What programmatic changes and/or course corrections have you made in the implementation of Public Safety Realignment that you believe other counties would find helpful?

- Development of a new RFP for the next round of CBO contracts effective January 1, 2023 through December 31, 2025.
- Increased length of bed days per stay of clients in SLE homes from 90 days to 180 days.
- Extended CBO contracts into 2022 to ensure service and resource continuity and stability for AB 109 clients amid the COVID-19 pandemic.
- Increased communication, collaboration and rapport with partner agencies, community-based organizations, and various groups.
- Opening of Bakersfield and Delano Recovery Stations.
- Gathering and disseminating information, assessments, data, and resources.
- Development of a County-wide criminal justice Cost-Benefit Analysis.

Describe a local best practice or promising program that has produced positive results. If data exists to support the results, please share.

Day Reporting Center - The DRC provides various services for high-risk offenders which include but are not limited to cognitive behavioral therapy, counseling, drug testing, drug education, educational service, and employment services. The DRC has shown to reduce recidivism by 23% in DRC graduates compared to a control group of similar characteristics. The results of this local study are supported by the results from the Kern County Results First Model, which project a 24% recidivism reduction for this program. Please see the Kern County DRC Study and Results First Brief for more information. <http://www.kernprobation.com/ab109ccp-realignment/plans-and-reports/>

Adult Programs and Supports (APS) - APS was created based on the success of the DRC and outcomes of the Results First project. KCPD hired and trained ten (10) Program Specialists, 1 Probation Supervisor, 2 Deputy Probation III's and 2 Deputy Probation Officer I/II's to facilitate evidence-based programs. APS offers Thinking for a Change (T4C), Aggression Replacement Training (ART), Moral Reconation Therapy (MRT), and utilizes Effective Practices in Community Supervision (EPICS). APS holds one or two graduations per year averaging twenty-five (20) graduates per ceremony.

Matrix (KCSO/BHRS) – The Matrix Model provides treatment for individuals with substance use disorders. The Model utilizes interventions such as Cognitive Behavioral Therapy and Motivational Interviewing for treatment engagement and assisting in maintaining a substance-free lifestyle. The course teaches participants regarding issues surrounding addiction and relapse, receiving direction and assistance from a certified counselor, and familiarizing oneself with self-help programs. In addition, participants are drug tested to

ensure sobriety. In Kern County, substance use disorder treatment requires outpatient, intensive, and residential services. During FY 2021-22, BHRS in partnership with the KCSO Programs Unit screened and admitted 32 participants into the in-custody Matrix and Residential Substance Abuse Treatment (RSAT) programs at the Lerdo detentions facilities. Of these, 15 successfully completed the in-custody program.

In FY 2021-22, 349 inmates attended vocational courses during their incarceration. These programs assist participants in overcoming barriers to self-sufficiency and help them in the achievement of their reentry plan goals. KCSO/Bakersfield Adult School program at Lerdo maintains its status as a certified GED testing site. In FY 2021-22, 651 inmates attended educational classes.

In-Custody Programs – In-custody programs like those provided by KCSO have been demonstrated to have a positive impact on recidivism. In-custody programs provided by KCSO include GED preparation, Life Skills, Parenting, Anger Management, Domestic Violence, Substance Abuse, Health, and Cafeteria and Food Services including ServSafe testing and certification. KCSO also provides evidence-based programs such as RSAT program using the MATRIX curriculum, Employers' Training Resource Job Readiness, Seeking Safety, Parents on a Mission (POM), Thinking for a Change (T4C), Meditation, Aggression Replacement Training (ART) and Moral Reconciliation Therapy (MRT). In FY 2021-22, 30 unique inmates attended rehabilitative and evidence-based classes. Validated assessment tools are used to place inmates into programs that directly address their criminogenic needs.

Community-Based Sober Living Environments - The five (5) Community-Based Sober-Living Environments that are contracted with Kern County provide drug/breathalyzer testing, required counseling, and aid participants in educational and employment attainment, all while providing a drug and alcohol-free living environment. In FY 2021-22, these organizations saved 37,770 jail bed days, provided services to 892 participants, with 201 program completions.

The Access and Assessment Center serves as the centralized access system for adults entering mental health treatment outside of the criminal justice setting. During the period of July 1, 2021 to June 30, 2022 (April, May & June 2022 data are pro-rated), the center served 42 AB 109 individuals of which two declined services. For these individuals, the Access and Assessment Center provided 25 mental health screenings, 27 mental health assessments, with 15 no shows to their scheduled assessment appointment, and one canceled by individual. Due to the ongoing COVID-19 pandemic telehealth appointments were provided on a case-by-case basis with the majority of the services returning in person. Of the AB 109 individuals who received mental health assessments, 19 were linked to services within the KernBHRS system of care, including contracted rural providers.

The Adult Transition Team (ATT) serves individuals with serious and persistent mental illnesses who also have a lengthy legal history, which may include multiple incarcerations and those returning from State Hospitals who have received competency restoration services. ATT staff include Recovery Specialists, Therapists, and Substance Use Disorder Specialists who utilize evidence-based treatment approaches. This team works closely with the Kern BHRS CBH team, and the primary point of entry is facilitated by an ATT liaison stationed within the Sheriff's Detention Facilities. From July 1, 2021 to June 30, 2022, ATT served 92 unduplicated individuals with severe mental illness, many of whom had a secondary diagnosis of a substance use disorder and were homeless.

The Mental Health Systems (MHS), Kern ACTion is contracted with KernBHRS to provide intensive outpatient treatment to AB 109 individuals who do not respond to traditional outpatient treatment. The service delivery model known as Assertive Community Treatment model (ACT) assists these AB 109 individuals with severe and persistent mental illness which contribute to severe functional impairment in several life areas, and who have a history of criminal justice system involvement. The goal is to reduce frequent psychiatric hospitalizations, homelessness, reoccurring incarceration, and assist individuals in developing meaningful activities in the community and to improve their lives through mental health recovery services. From July 1, 2021 to June 30, 2022, 60 individuals were served.

Supportive Pathway Opportunities (SPO) was created as a diversion program for individuals at risk or found incompetent to stand trial (IST) for felony offenses. Although, this new program is not funded by AB 109, this is an available referral option for eligible AB 109 individuals. SPO is funded through the Department of State Hospitals (DSH) and provides quarterly reports to DSH regarding individuals treatment progress. SPO works with the CBH team in identifying individuals in-custody who are awaiting placement at a state hospital who would be appropriate candidates to participate in their outpatient diversion program as a means of reducing the waitlist/wait time, as well as providing the intensive care and support individuals would benefit from. Currently, SPO is engaging with and providing intensive services to 32 individuals through face-to-face contact, offering case management, assessments, treatment planning, advocacy, linkage to community resources, coordination of services, and monitoring individual activities. Of these individuals, six are receiving services from MHS. The focus of the program is to improve self-sufficiency for individuals served. Furthermore, SPO offers comprehensive and defined services that vary in level of intensity and address the unique needs of each individual. During FY 2021-22, there will be 15 successful individual graduations.

Substance use disorder outpatient services for AB 109 assigned individuals are primarily provided through KernBHRS contracted service providers. Individuals are linked to service providers through the Gateway Team. The Gateway Team is the central screening and referral service for SUD treatment for both metropolitan Bakersfield and outlying areas of Kern County. Gateway offers screening and referral services 24-hours-a-day, 7-days-a-week through the SUD Access Line. The SUD Access Line allows individuals to complete their screening and obtain a referral for treatment services over the telephone. In continued efforts to reduce barriers to treatment and increase accuracy of referrals, KernBHRS began utilizing Co-Triage. This is a provisional referral tool that reduces the time needed to engage and refer individuals and increases accuracy of referrals made. The average number of individuals in SUD treatment increased 10.5% from July 2020 (2,539) to April 2021 (2,728). In addition to the increase of individuals accessing the SUD treatment system of care, the number of individuals receiving case management services increased 10.5% from July 2021 (2,460) to March 2022 (2,673). Of the 2,673 individuals receiving case management services, 459 were criminal-justice involved individuals.

The KernBHRS Mobile Evaluation Team (MET) has historically acted as an adjunct to law enforcement with community response, and it has been standard for MET to be dispatched through law enforcement. There are now two Co-Response Teams in place: one for KCSO and one for BPD. Each Co-Response Team consists of a law enforcement officer and a staff member of MET. The MET staff of the Co-Response Teams are senior-level, experienced members of the team. Individuals served are High Utilizers (HU) of law enforcement 911 services who, without early intervention, may become hospitalized or incarcerated. This

joint response approach places the law enforcement officer and MET staff in the same vehicle, increasing the level of collaborative crisis care services. The Co-Response Teams provided initial contact to 132 new AB 109 and HU individuals during the period of July 1, 2021 to June 30, 2022. The caseload of the Co-Response Teams as of June 30, 2022, included 41 AB 109 and HU individuals. Overall, the Co-Response Teams provided 1,380 services to AB 109 and HU individuals. Zero EMP and High Utilizers were admitted to inpatient psychiatric hospitalizations and 25 AB 109 and HU individuals were remanded to custody during this period. In addition to Co-Response Team services, traditional MET services continue to be provided throughout Kern County. At the request of law enforcement, MET provides community-based crisis intervention services including evaluation and transportation for involuntary psychiatric care. Between July 1, 2021 and June 30, 2022 MET and/or Virtual MET responded to 2,897 adults with local law enforcement, 236 of these responses were provided to 160 unique individuals known and assigned as AB 109, and 36 Virtual MET Responses to Adults.

Inter-department collaboration within the County is a valuable asset that is greatly utilized, particularly regarding CBO monitoring. KCSO, KCPD, and KernBHRS work in conjunction to execute monthly CBO meetings, monthly on-site visits, as well as individual meetings between the three departments and CBOs to examine program successes and areas where greater support and services are needed.