

FY 2022-23 Community Corrections Partnership Survey

Santa Cruz County

CCP Membership

None Chief Probation Officer	Randy Morris Department of Social Services
Alex Calvo Presiding Judge or designee	Monica Morales Department of Mental Health
Ryan Coonerty County Supervisor or Chief Administrator	Andrew Stone Department of Employment
Jeff Rosell District Attorney	Anthony Jordan Alcohol and Substance Abuse Programs
Heather Rogers Public Defender	Faris Sabbah Head of the County Office of Education
Jim Hart Sheriff	Karen Delaney Community-Based Organization
Andrew Dally Chief of Police	Laura Espindola 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	Establish an array of Effective Alternatives to Incarceration to address the impacts that the realigned population will have on the county jail in order to avert crowding and poor conditions of confinement without jeopardizing public safety outcomes
Objective	Establish and maintain a Custody Alternatives Program (CAP) to identify, screen and place appropriate inmates in community alternatives, including the use of electronic monitoring and supervision to ensure public safety.
Objective	Maintain an effective Pretrial Release Program to identify, screen, and place appropriate individuals on community supervision while they are waiting for court processing. This will include the use of validate risk assessment tools and active communication with the courts for pretrial release.
Outcome Measure	Average daily jail population as a percentage of the rated capacity for each of the County's three facilities
Outcome Measure	Total number of jail bed days saved by CAP; public safety rate of inmates committing new law violations during the period of their custody alternative
Outcome Measure	Total number of jail bed days saved by Pretrial Services; public safety rate of defendants committing new law violations during the period of their pretrial release
Progress toward stated goal	<p>During FY21-22 the average daily population (ADA) across the County's four jail facilities was 342, approximately 67% of the combined rated capacity of 511, and up slightly from an ADA of 318 in the year before. For over a decade these jails consistently operated at over 100% of capacity: the current rates are a consequence of ongoing changes in court processing, classification, and pretrial release resulting from the COVID 19 pandemic. Inmate and staff safety have required that the facilities operate with room for adequate social distancing and quarantine all new individuals booked into the jail as well as for exposed or infected individuals.</p> <p>During FY21-22, Sheriff's custody alternatives maintained an average daily population of 96, for an annual total of 35,040 jail bed days averted. This is a dramatic increase of 231% from the previous year and reflects the return to corrections and court sentencing and practices for lower-level offenses that were modified during the pandemic.</p> <p>During FY21-22, Pretrial services supervised a steadily increasing population, with an average daily caseload of 212, saving a total of 77,185 jail bed days. This is a 20% increase from the previous year. 7% percent of defendants committed new law violations during the period of their pretrial release, for a public safety rate of 93%.</p> <p>This goal and the related objectives and measures were retained from the previous fiscal year.</p>
Goal	Implement Evidence-Based Probation Supervision that properly assesses risk factors associated with recidivism and provides effective probation interviewing, case planning, and community supervision to ensure public safety and reduce recidivism
Objective	Conduct risk assessment on all AB109 individuals within 30 days of sentencing; conduct full assessment of criminogenic needs on all moderate and high risk AB109 individuals within 30 days of sentencing.

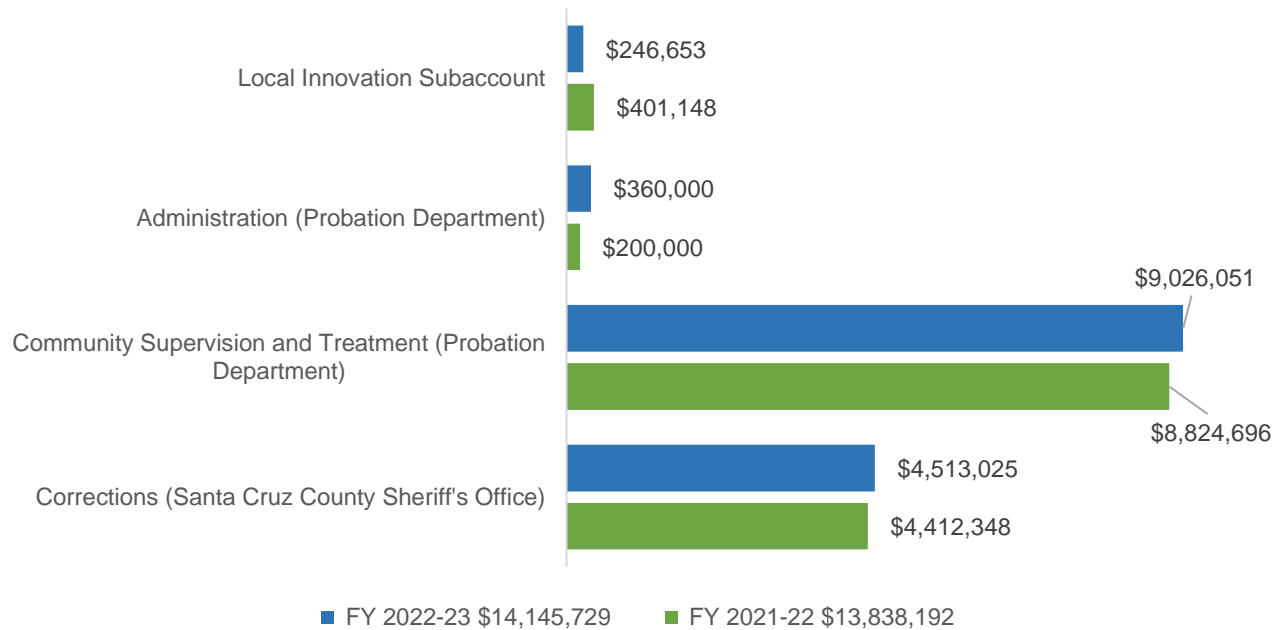
Objective	Develop supervision case plans for all AB109 individuals, including all court ordered terms as well as services and supports directly related to assessed criminogenic needs.
Objective	Conduct active, risk-based community supervision of all AB109-sentenced individuals, including the use of Effective Practices In Community Supervision (EPICS), motivational interviewing, and an objective sanctions and rewards grid for response to participant behavior.
Outcome Measure	Number of AB109-designated individuals assessed for risk and criminogenic need
Outcome Measure	Number of AB-109-designated individuals with supervision case plans
Outcome Measure	Documented utilization and outcomes of EPICS interventions
Progress Toward Stated Goal	<p>A total of 374 AB109-designated individuals were supervised during 2021-22. Among this population, Probation conducted a total of 616 assessments, including risk assessment, full/comprehensive assessments, and re-assessments. A minimum of 221 AB109-designated individuals had supervision case plans, and a total of 561 EPICS interventions were documented among AB109-designated individuals. Supervision contacts continued to include wellness checks and a whole-person approach to address immediate public health-related needs.</p> <p>This goal and the related objectives and measures were retained from the previous fiscal year.</p>

Goal	Develop community partnerships for Effective Intervention Services that adhere to the principles of evidence-based practices for maximum recidivism reduction
Objective	Refer all AB109 individuals to services and supports that address assessed criminogenic needs and reentry stability factors
Objective	Provide a minimum aggregate of 200 hours of appropriate services to high-risk individuals and 100 hours for moderate risk individuals in order to reduce the risk of recidivism
Outcome Measure	Number and percent of individuals referred to AB109 services based on assessed need
Outcome Measure	Number and percent of individuals receiving adequate AB109 service dosage based on risk level
Progress Toward Stated Goal	<p>A total of 1,672 referrals were made for AB109 services during FY 2021-22, with an unduplicated count of 534 individuals receiving a total of 8,499 hours of direct service, for an average of 16 hours of service per person. 8% of clients received a minimum of fifty hours of direct service during the one-year time frame. These numbers reflect the continued challenge of providing services, especially in custody, during a time of changing public health guidelines. Providers continue to pursue innovative delivery modalities, including phone and web-based services, as well as limited written homework packets for in-custody classes.</p> <p>This goal and the related objectives and measures were retained from the previous fiscal year.</p>

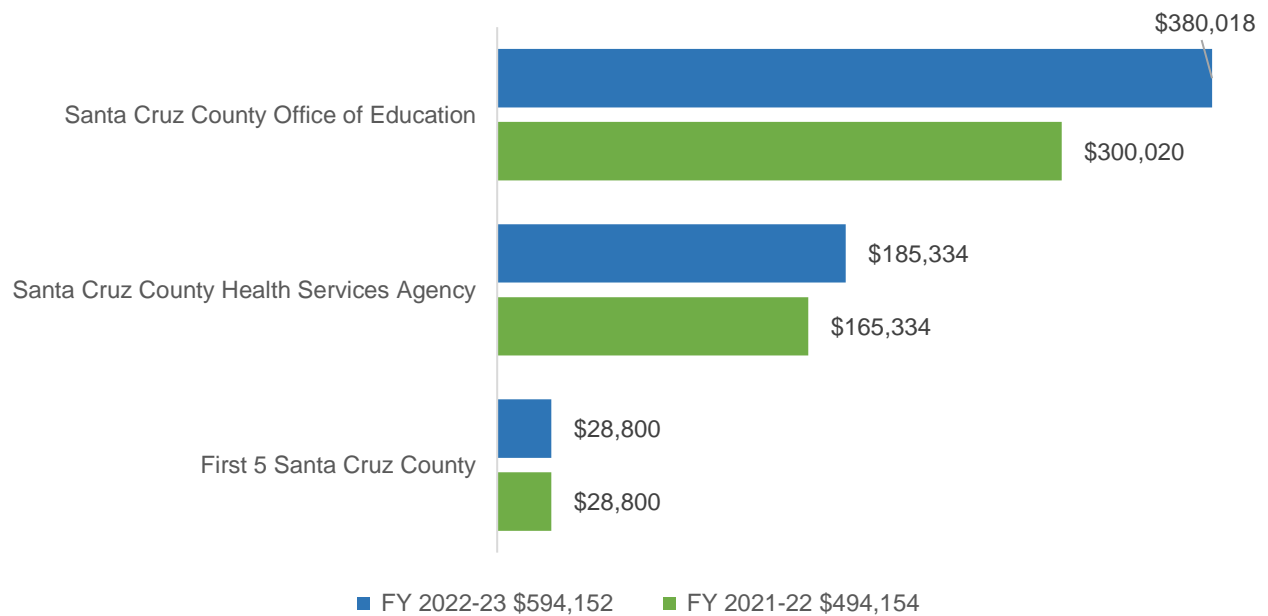
The Santa Cruz County CCP reports it will use the same goals, objectives, and outcome measures identified above in FY 2021-22.

FY 2021-2022 and FY 2022-23 Allocation Comparison

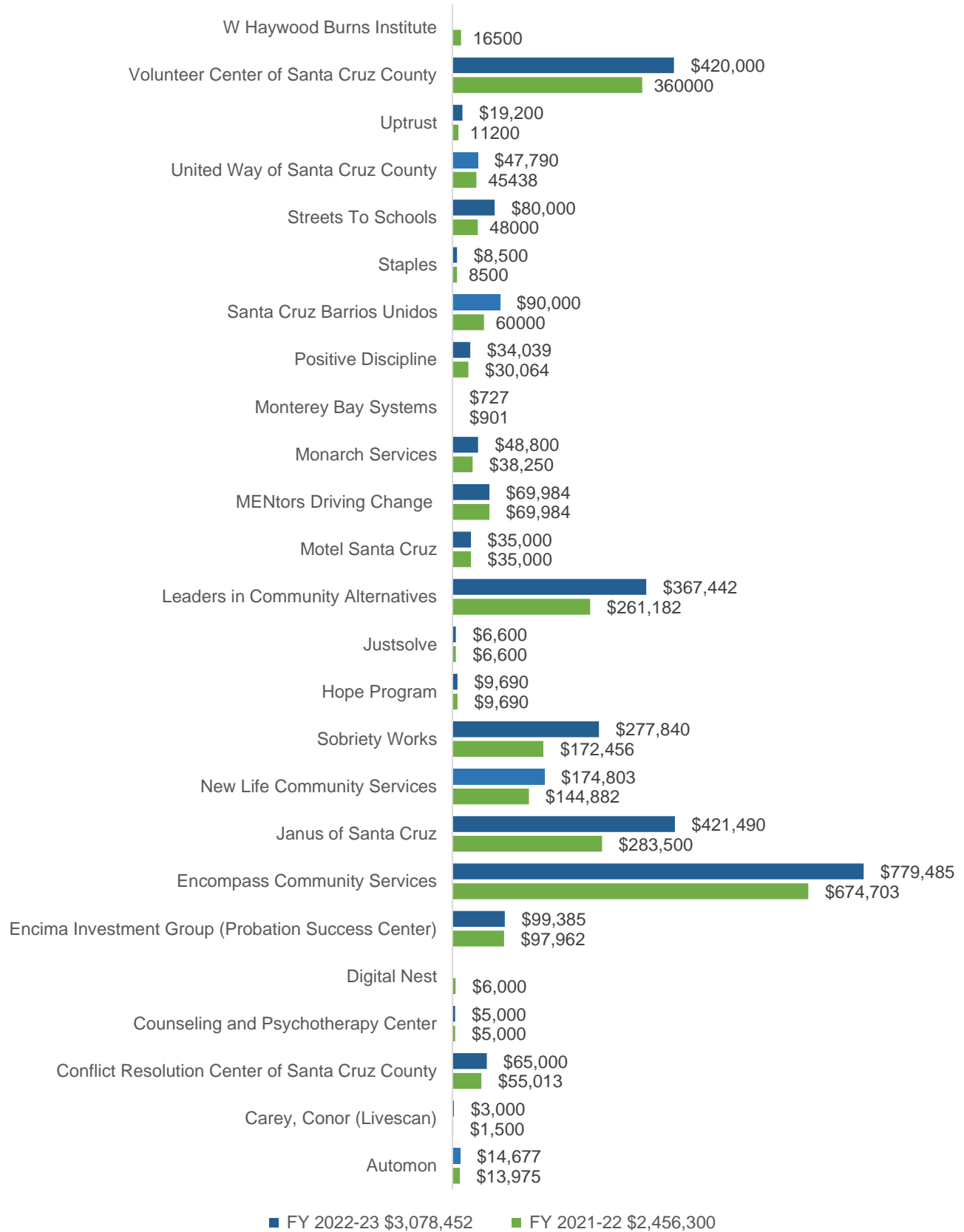
FY 21-22 and 22-23 Allocations



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?

The CCP releases a solicitation for letters of interest on a four- or five-year cycle, with the current lineup of services in place since the start of FY2019-20. Service areas are identified through an analysis of multiple needs assessments, input from criminal justice stakeholders, current and former probationers, and service provider staff. Initial allocations for each service area are based on prevalence of need, cost per treatment episode, and public safety priority. A panel of local and regional stakeholders review and score service proposals based on the following criteria:

- **Evidence-Based Program Design.** Services must be targeted to specific criminogenic need areas, with clear client engagement and retention strategies, measures to address responsivity factors (language, transportation, etc.), adequate data collection and performance measurement, and current staff with skills/credentials needed to provide effective services. Proposals must cite the research base that confirms the effectiveness of the proposed services.
- **Organizational Capacity and History.** Readiness and ability to provide services within the existing framework of the local criminal justice system generally, and within the Probation Success Center model. A documented history of similar or equivalent service delivery to high-risk criminal justice populations in the service area for which funding is sought, including the successful completion of contract deliverables and the timely collection and reporting of service delivery and participant outcomes.
- **Multi-Disciplinary Collaboration.** Alignment with the AB109 service delivery model, as well as a history of successful collaboration with local human service providers, shared case management, blended funding, strategic planning, and policy development.
- **Cultural Competence and Responsivity.** Demonstrated knowledge and capacity to provide services that are culturally competent and responsive to the characteristics of the local criminal justice population.
- **Staff Training.** Commitment to full participation in trainings provided through the CCP regarding effective, evidence-based interventions and services to the target population.
- **Continuous Program Improvement.** Commitment to continuous program improvement based on outcome data, including the willingness to reconfigure services over time to enhance effective coordination throughout the AB109 service provider network.

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?

Santa Cruz County employs multiple levels to monitor and evaluate AB109 service effectiveness. The County Probation Department maintains a web-based referral and reporting system (CE Programs/CE Provider) integrated with its electronic case

management system. CE Program/CE Provider allows service providers to enter all service dosage, program completions, terminations, and other data. Data is entered at least weekly, so case management can be continuously updated, and issues of non-compliance or additional service needs can be identified early.

The Probation Department continues to work with the County Information Services Division and the County Administrative Office to develop a public-facing, web-based dashboard for tracking and presenting AB109 outcome data along with program-specific outputs and outcomes. This initiative features an online portal for service providers to input program data directly, including both outputs (numbers served) and program-specific outcomes. Currently, data is provided by email and uploaded directly into the system. Full implementation has been delayed by the pandemic and natural disasters.

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

Yes

If yes, how?

Santa Cruz County monitors service implementation, utilization, completion, and outcomes of all AB109-funded services monthly. The CCP selects service providers based on a competitive request for proposals. All contracts are renewable annually based on documented achievement of service delivery targets and program-specific client outcomes. Providers must submit monthly reports to indicate their ongoing success in meeting the process and outcomes objectives of their funded services.

The overall mix of services is based on aggregated findings from the Correctional Assessment and Intervention System (CAIS). Along with an earlier gap analysis conducted by George Mason University, this data provides an on-going guide for adjusting services to best meet the needs of the target population.

Santa Cruz County has also implemented the Pew/MacArthur Results First initiative, which features a cost/benefit analysis of criminal justice system-linked programs and services. The goal is to increase the utilization of evidence-based programs that match to the needs of the target population and result in a measurable decrease in recidivism and related costs. All AB109 service providers are required to reference Results First data or other reliable clearinghouse resources in developing program funding requests.

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)?

61% to 80%

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?

The Probation Department conducts individual risk/need assessments to develop individualized treatment plans and makes referrals to address the key drivers of criminal behavior. Services are organized by the following areas of criminogenic need and reentry stability:

- **Criminal Thinking, Behavior, and Identity.** Evidence-based curricula, offered in group and individual settings, including the Courage To Change series, anger management, and batterers intervention curricula. Services are provided by the Volunteer Center, the Conflict Resolution Center, Encompass Community Services, and Streets2Schools, in partnership with Probation officers.
- **Substance Use Disorders.** Santa Cruz County has established a Drug Medi-Cal Organized Delivery System that brings all the service providers together in a single unified system. Assessment, detox, outpatient, intensive outpatient, residential, and medically assisted treatment, are provided by Encompass Community Services, Janus of Santa Cruz, Sobriety Works, and New Life Community Services.
- **Low Vocational Attainment.** Individual job readiness and placement services, along with employer education and outreach are provided by Leaders in Community Alternatives Inc.
- **Low Educational Attainment.** Academic testing, high school diploma and high school equivalency programs, Adult Basic Education, and computer literacy services are provided by the Santa Cruz County Office of Education.
- **Mental Health Disorders.** Assessment, counseling and system navigation, and medication management are provided by Encompass Community Services. Additional support is available through County Mental Health services for individuals with serious mental illness and/or are served through the County's forensic assertive community treatment program.
- **Parenting and Family Involvement.** Parent education and family involvement curricula and support groups are provided by the MENtors fatherhood involvement program, Positive Discipline Community Services, and the First 5 of Santa Cruz County's Positive Parenting Program.
- **Unstable/unsafe Housing.** Emergency shelter, transitional housing, and Sober Living Environments (SLE) are provided by New Life Community Services, Janus, Sobriety Works, Encompass, and local hotels and SLE.

- **Reentry Planning and Support.** Comprehensive reentry planning and reentry services are provided by the Volunteer Center; culturally based peer mentoring is provided by Barrios Unidos; peer support and system navigation services available at the Probation Success Center through Sobriety Works; and safe reentry case management for women is provided by Monarch Community Services

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

Enduring Impacts of the COVID-19 Pandemic. While most limitations on in-person services have been lifted, many facilities like jails and treatment centers continue to operate at less than full capacity in order to provide physical spacing and separation to limit contagion of COVID-19 variants, RSV, and flu. The range of service modalities developed over the last few years (outdoor and socially distanced in-person, phone meetings, web-based groups and classes, written homework, etc.) remain available, though shifting from one to the next taxes resources and impacts service engagement. In addition, all County and community-based agencies are facing an unprecedented challenge in recruiting, hiring, and retaining staff at all levels. Many organizations are still struggling to catch up with the fiscal and organizational challenges of the past three years.

Community Resources for On-going Support and Stability. The local housing stock is still impacted by the over 900 homes lost to fires two years ago – rebuilding is still in process – while soaring housing prices push more and more residents toward housing instability. Fewer individuals in reentry from incarceration are able to find safe housing, and as costs rise it becomes increasingly difficult for service agencies to expand emergency, temporary, and transitional housing options for clients. While AB109 services may help individuals attain a measure of rehabilitation and housing stability, the criminal justice system is unable to provide long-term resources and opportunities that are lacking in the community.

Increasing Administrative and Fiscal Oversight Requirements. At both the State and local level staff administering programs for individuals in the justice system are being asked to provide increasingly comprehensive and complex administrative and fiscal monitoring, documentation, and reporting. At the same time there is an increasing reluctance to provide adequate resources to meet these requirements. This is particularly difficult for community-based agencies, already struggling to staff existing accounting and management positions. Over the coming year, the Santa Cruz Probation Department is planning for a program of administrative technical assistance for community partners, including systems development, staff training, and on-call consultation.

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?

In response to the findings and recommendations of a comprehensive local evaluation conducted by the Oakland-based Research Development Associates, the Santa Cruz CCP established a Probation Success Center (PSC) where multiple existing services are co-located in order to reduce logistical barriers, increase communication and coordination, and leverage additional community resources. The PSC opened for operation in July of 2019, and is located adjacent to the Probation Department, the Superior Court, the Main Jail, as well as numerous social services and attorney's offices. The PSC provides a welcoming, trauma-informed, and purposeful environment with peer navigators, employment

assistance, mental health counseling, a full computer lab with high school equivalency instruction and educational tutoring, and a range of classes in areas of anger management, batterers intervention, reentry skills, conflict resolution, parenting and father involvement. Service providers have taken an active, leadership role along with the Probation Department in developing and refining center policies and procedures. This shared leadership has been critical in maintaining a strong shared vision and operational cohesion through the disruptions of the pandemic.

During 2021-22 the Probation Department and service provider network completed planning to replicate the service center model in the city of Watsonville to better serve individuals living in the southern end of the county. The South County Success Center (SCSC) will feature programming and staffing matching the needs of south county residents and will serve as a service access hub for community supports and services beyond those contracted for with AB109 funding. Technology will link the SCSC with the PSC for shared and hybrid classes, one-on-one meetings for assessment and services, as well as multi-disciplinary case management and cross-site planning and coordination.

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

For the past four years, the Santa Cruz CCP has worked implement a local framework, the Blueprint for Shared Safety developed by Californians for Safety and Justice (CSJ). This planning model engages all sectors of the community to improve system responses to crime and victimization. The CCP and its Shared Safety Work Group conducted a comprehensive asset and gap analysis and have prioritized the involvement of crime survivors to play a meaningful and central role in developing and planning justice system responses. Key partners include the United Way of Santa Cruz County, the District Attorney's Office, and over twenty non-profit community organizations.

The Shared Safety Work Group conducted focus groups and data analyses, produced multiple written reports, and sponsored community forums to engage elected officials, governmental agencies, non-profits service providers, and community members in developing and implementing recommendations including the following:

- Develop capacity to provide system navigators to help individuals understand the criminal justice system and access community resources for stability and healing
- Improve data collection and analysis capacity to better track crime incidence and victimization and to better understand the needs of crime survivors
- Enhance current law enforcement strategies to build community responsiveness and trust
- Provide a trauma recovery center to provide a single point of access for crime survivors to a full spectrum of supports and resources
- Increase the involvement of crime survivors in justice system planning and decision-making
- Facilitate the development of a peer-to-peer network for crime survivors

- Implement policies and programs based on a restorative justice model, including victim/offender dialog and community courts
- Increase availability of and access to wraparound services for crime survivors
- Provide system training to increase capacity for trauma-informed, culturally responsive services
- Eliminate unnecessary barriers to monetary restitution and restoration for crime victims
- Engage the community through an outreach campaign to reduce stigma and increase awareness and involvement in positive solutions

The Shared Safety Workgroup has secured technical assistance through the federal Office for Victims of Crime to develop a comprehensive and accessible support network for crime survivors and, based on the input and direction of those survivors, is developing plans to establish a local Trauma Recovery Center where multiple supports can be co-located to provide a single point of entry for crime survivors.