

COUNTY OF SOLANO

COMMUNITY CORRECTIONS PARTNERSHIP PLAN

UPDATED REPORT

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SOLANO COUNTY

Community Corrections Partnership

CCP Committee Members

- Chris Hansen, *Chief Probation Officer**
- Elena D'Agustino, *Public Defender**
- John Carli, *Chief of Police**
- Krishna Abrams, *District Attorney**
- Gerald Huber, *Director Health and Social Services**
- Tom Ferrara, *Sheriff/Coroner**
- Bryan Kim, *Representative for the Superior Court**
- John Carli, *Chief of Police, Vacaville*
- Heather Henry, *Workforce Development Board*
- Birgitta Corsello, *County Administrator*
- Deanna Allen, *Community Based Organization Representative*
- Sandra Sinz, *Deputy Director Mental Health*
- Marla Stuart, *Employment & Eligibility*
- Lisette Estrella-Henderson, *Superintendent SCOE*
- Kate Grammy, *Substance Abuse Administrator*
- Angel Aguilar, *Victim Advocate*
- Bernadette Curry, *Ex Officio*

* *Executive Committee Member*

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INTRODUCTION

The 2011 Public Safety Realignment was comprised of multiple pieces of legislation that together made fundamental changes to California's correctional system. Intended to reduce prison crowding and save the state money, Public Safety Realignment sought to safely reduce prison overcrowding by expanding local responsibility for custody and control of specified offenders and provided funding to support counties use of evidence-based practices (EBP) in that effort.

The Solano County 2011 Implementation Plan, which was approved by the Executive Committee of the Community Corrections Partnership (CCP) in September of 2011, and then later that year by the Solano County Board of Supervisors (BOS), recommended actions focused on maximizing public safety, enhancing necessary infrastructure, and expanding the County's criminal justice and human service practices, and services which research indicates are essential for reducing offender recidivism.

This initial Plan was first updated in October of 2014. The 2014 Plan update described the progress that had been made in seven major components and three implementation elements which comprised Solano County's approach to realignment. The 2014 update also included eighteen specific recommended actions that would continue to support community corrections programs, and advance evidence-based practices in improving public safety outcomes among adult felons. The 2014 update, which was facilitated by an independent consultant, concluded that "the vast majority of the recommended activities contained in the 2011 Implementation Plan have been implemented." It went on to say that if the additional recommendations were followed, and "if implemented with fidelity and integrity to the research informed models that have and continue to be developed within Solano County, the goal of reduced offender recidivism will be realized."

In a recent report completed for the CCP by the California State Association of Counties, as part of the PEW Charitable Trusts Results First initiative, they stated in their Key Findings, that overall "Solano County is committed to providing the appropriate evidence-based interventions and services to clients based on their risk in order to reduce recidivism", and "there is equal commitment to using a data-driven approach to ensure programs are delivered with fidelity to the evidence, to measure outcomes, and to operate in a fiscally responsible manner."

As part of that commitment, the Solano County Probation Department with funds allocated through the CCP, contracted with Beyond the Arc, an advanced data analytics company headquartered in San Francisco. The contract requires Beyond the Arc to develop a database that will enable them to conduct ongoing analysis to determine the effectiveness of Solano County's Probation Department's programs on reducing recidivism. In developing its database, Beyond the Arc has used conviction data from the Department of Justice (DOJ) to perform the analysis. This is significant because the data includes convictions from other counties in California in addition to Solano.

In accordance with California guidelines, recidivism is defined as a new conviction after the date the client started probation supervision. Beyond the Arc has tracked all reconviictions for all offenders placed under supervision over multiple twelve-month periods beginning on October 1, 2011. This has resulted in the establishment to date of nine separate groups of probation clients (cohorts) for which reconviiction rates are being tracked. Although reconviiction rates are being tracked continuously, the national norm is to track offenders for three years from the date they were placed on probation, or released from custody. At the present time, the reconviiction rates over a three-year period for the first five cohorts has been reported. When analyzing all probation grant types the reconviiction rate from cohort one to cohort five has gone from 50% to 36%. This represents a 28% reduction in recidivism as measured by reconviictions. Over this same period of time, the recidivism rate for Post Release Community Supervision (PRCS) offenders dropped from 63% to 44% or a reduction of 30%, and 1170 offenders went from 58% to 26% or a reduction of 45%. These reductions occurred over a five-year period following the completion of the County's 2011 Public Safety Realignment Act Implementation Plan. As further analysis is being completed, this downward trend seems to be continuing.

The 2020 Community Corrections Partnership Plan Update will follow a format that is similar to and builds upon the 2014 update. Following this introduction, each of the seven major components and three implementation elements of the initial 2011 Plan will be listed along with a summary of the 2014 update, the 2020 update, and when applicable any additional goals and objectives (Next Steps).

2020 PLAN REVIEW

Component 1: Risk and Needs Assessment

- A. Risk and needs assessments, as well as additional specialized assessments which may be necessary, such as those to identify mental health and/or substance abuse issues, will be used to guide the development and implementation of individualized case plans which may be refined and revisited over time.**

2014 Plan Update Summary:

For all clients placed on probation, including Post Release Community Supervision (PRCS) and 1170 clients, the Probation Department has implemented a comprehensive assessment and case planning protocol. Each client within their first 30 days of placement under supervision is administered five individual assessments. The Level of Service Case Management Inventory (LS/CMI) is a validated risk and needs assessment instrument that identifies each client's risk to recidivate as well as identifying the primary criminogenic needs or risk factors that have contributed to the client's criminal behavior. This instrument also guides the determination of the level of supervision that the client will initially be placed on. The Adult Substance Use Survey Revised (ASUS-R) is an instrument which helps to determine the client's involvement in substance abuse; any potential mental health issues; the client's motivation and readiness to address any identified substance abuse problems; and the type or dosage of treatment that should be considered. The Correctional Mental Health Screen (CMHS) is a gender specific tool that supplements the ASUS-R by identifying clients who may have a serious mental health problem. The Basic Needs Screen (BNS) helps determine if the client has any issues that should be addressed to both improve their quality of life, and increase the likelihood that they will attend any needed treatment. The final assessment is the What I Want To Work On Questionnaire which identifies what the client believes are the problems in their life and the degree of importance for them to address each problem. In addition to these assessments, clients placed on probation who are registered sex offenders are also administered specialized sex offender assessments the Static-99R and the STABLE-2007. These assessments along with the client's Court ordered conditions are used to develop, in collaboration with each client, an individualized Case Plan which will guide the

client's activities while they are under supervision. The Case Plan is a living document which is regularly reviewed with the client and modified as circumstances dictate.

The Sheriff's Office is currently preparing to pilot the LS/CMI for use within the jail. This information will be used to assess suitability for the Alternatives to Custody Program for sentenced inmates, to inform inmate placement into programming options, and to prepare for the reentry planning process. Use of the LS/CMI by the Sheriff's Office will allow for sharing of client information between the Sheriff's Office and the Probation Department and will help reduce some duplication of work related to client assessment.

Recommendations:

- The LS/CMI and the ASUS-R are robust assessment tools that have been validated and normed to national criminal populations. Although they have proven to be predictive throughout the United States, they should be validated and normed to a representative sample of offenders residing in Solano County.
- To ensure there is congruency between staff who are administering the LS/CMI, inter-rater reliability tests need to be conducted at least on an annual basis.
- A brief risk screen should be administered to all probationers convicted of domestic violence. The results of the screen coupled with the results of the LS/CMI should inform the intensity of probation supervision.
- To achieve the Sheriff's Office objective of assessing an inmate's suitability for the ATC program, informing placement into appropriate programming, and supporting the development of an inmate reentry plan, more than the LS/CMI should be administered. It is recommend that a mental health screen and substance abuse screen also be administered as soon as possible after the inmate has been placed in jail.

2020 Plan Update:

Due to the new availability of Drug Medi-Cal coverage in Solano County via the Organized Delivery System, the Probation Department is in the process of converting from the use of ASUS-R to determine substance use treatment needs to the American Society of Addiction Medicine (ASAM) criteria for assessment. The Texas Christian University Drug Screen (TCUDS) is used by the Probation Department as the initial drug screen to determine if further

assessment is warranted. Four Probation Department staff, including two licensed clinicians, have been trained in the ASAM, and are in the process of implementing the referral procedures to ensure all Medi-Cal eligible clients with a substance use disorder are connected to the appropriate level of treatment with access to services throughout the County.

The Adult Substance Use Survey (ASUS-R) was normed to a sample population of Solano County Probation clients and recalibrated by the author of the assessment for Solano County. The purpose for norming a risk assessment tool like the LS/CMI to a local sample population of clients are not only to test its predictive validity, but also to ensure that the cutoff scores that were used to differentiate the established supervision risk levels are accurate. As a result of the recidivism study that is being conducted by Beyond the Arc for the Probation Department, the predictive validity of the LSL/CMI for Solano County Probation clients has been established. They also know that the aggregate recidivism rates for clients continues to increase based on their LS/CMI established supervision level. In other words, clients classified to the Very High risk supervision level have a higher recidivism rate than clients in the High level, which continues to be the case as one moves toward the Medium or Low risk supervision levels. With that being said, norming the LS/CMI in Solano County would determine whether the supervision cutoff scores need to be adjusted to increase the predictive validity of the established risk levels. As a result of budgetary constraints, the Probation Department has not been able to contract for an independent research study which would be required to norm the LS/CMI to Solano County.

In 2018, to ensure there was congruency between staff who administer the initial LS/CMI, the Probation Department contracted with a consultant to conduct inter-rater reliability tests on various Probation staff. In 2020, the Probation Department certified their Quality Assurance Coach, and a team of supervisors and staff as trainers of the LS/CMI. The team conducts initial user training, booster sessions, and inter-rater reliability reviews.

In June 2017, the Probation Department implemented the use of the Ontario Domestic Assault Risk Assessment (ODARA) tool, which is intended to identify the risk of future assaults against intimate partners. Based on some initial research, the LS/CMI can underscore the assessed risk of some clients who have been convicted of a domestic violence (DV) offense. The ODARA was to be used to determine which DV clients should be supervised at a higher risk

level than indicated by the LS/CMI. After it was determined over time that in Solano County based on the ODARA, there were no occasions when an override to a higher risk level was required, a decision to discontinue its use was made.

The LS/CMI was integrated into the Sheriff's In-Custody Case Management Program as a way to provide direction for in-custody programming as well as to prepare individuals for release into the community. Sentenced inmates were the target population. The implementation of the LS/CMI allowed sharing of information between the Probation Department and the Sheriff's Office. On those occasions when an ATC applicant is in custody, a medical/mental health screen is conducted at intake by the jail's mental health contract provider.

Next Steps:

- The Probation Department will finalize the process to connect drug Medi-Cal clients with ASAM assessors and treatment services.
- The Probation Department will be conducting annual LS/CMI inter-rater reliability reviews with all the Court Unit probation officers as well as selected supervision officers.
- Contingent upon sufficient funding, the Probation Department is planning to norm the LS/CMI to Solano County this fiscal year.
- With the many criminal justice reforms that have taken place since 2014, the jail population has changed dramatically. During the coming year the Sheriff's Office will be analyzing how to implement the LS/CMI with each of the existing populations.

B. Probation will provide the risk / needs information generated by assessment to the Court after arraignment and before an individual's readiness conference. It will also provide the Court with assessment information relevant to alternatives to custody and terms and conditions of probation targeting criminogenic needs.

2014 Plan Update Summary:

At the present time, the information obtained through administering the LS/CMI is being incorporated into the majority of Presentence Investigation Reports (not prior to arraignment) when a sentence of probation is statutorily possible. Recently, the Probation Department

requested and was authorized four positions to establish a Pretrial Services Program for Solano County. A Pretrial Committee, comprised of representatives from the District Attorney's Office, the Public Defender's Office, the Sheriff's Office, and the Probation Department has been established. The Committee has been tasked with developing the policy and procedures for the County's Pretrial Services Program, and guides the implementation of the Program in late 2014. The Committee has selected the Ohio Pretrial Risk Assessment tool (ORAS-PAT) to use as the risk screen, and is in the process of developing the Program's operational procedures.

Recommendation:

- The Pretrial Justice Institute has identified six core functions of a pretrial services program that were derived from national standards. In developing a pretrial program for Solano County, these standards should be followed as closely as possible:
 1. Impartial universal screening of all defendants regardless of charge.
 2. Verification of interview information and criminal history checks.
 3. Assessment of risk of pretrial misconduct through objective means and presentation of recommendations to the Court based upon the risk level.
 4. Follow-up reviews of defendants unable to meet the conditions of release.
 5. Accountable and appropriate supervision of those released, to include proactive court date reminders.
 6. Reporting on process and outcome measures to stakeholders.

2020 Plan Update:

The Pretrial Program for Solano County currently uses the ORAS-PAT, and developed criteria to determine eligible candidates. The Pretrial Unit verifies client information and criminal history through California Law Enforcement Telecommunications System (CLETS) and collateral contacts. Assessments are based upon risk level, with the Probation Department having under 10% of cases that go against the recommended risk level provided by the tool. The Unit on average submits to the Court approximately 65 pretrial reports each month, and also provides supervision to all defendants granted pretrial release. The supervision aspects include face-to-face and telephone contact, with reminders regarding Court dates. On any

given day, an average of 175 defendants are on pretrial supervision. Approximately 95% of the defendants released on pretrial supervision make all their Court appearances, and approximately 97% are not charged with a new offense pending their next Court appearance. The supervisor assigned to the Pretrial Unit, attends quarterly meetings to report to stakeholders on the Unit's activities.

Component 2: Community Supervision

A. Intake and assessment of PRCS will include initial contact prior to release from prison whenever possible, assistance with applications for services, risk and needs assessment, and connection to community support.

2014 Plan Update Summary:

Probation staff sends reporting instructions and Special Conditions of PRCS clients to the California Department of Correctional Rehabilitation (CDCR) upon notice of release. The client then reports to the Probation Department for the initial appointment where a comprehensive assessment of risk/needs is conducted. Given the challenges associated with the geographical location of the prisons throughout the State, Probation has been unable to conduct face-to-face meetings, and provide assistance to clients prior to release from prison. However, for the Jail population under realignment (1170), Probation staff travel to the local jail to complete the assessments prior to release, and if in need of immediate services, are referring to and beginning treatment services before release to the community.

2020 Plan Update:

Probation continues to send reporting instructions and Special Conditions of PRCS clients to the CDCR upon notice of release. The client then reports to the Probation Department for the initial appointment where a comprehensive assessment of risk needs is conducted. In June 2018, the Probation Department obtained the ability to conduct Pre-Release Video Conferencing (PRVC) with clients being released from CDCR. The PRVC program is a web-based portal that allows counties to interface with their clients prior to release from prison. This program is primarily used for clients being released who are homeless or transient.

B. Probation's caseload ratio for high-risk supervision of 1 officer to 50 active probationers will be maintained for the PRCS and 3/non-offenders.

2014 Plan Update Summary:

Probation has implemented a client case classification and supervision model that uses the client's level of risk and corresponding intensity of supervision to establish work units for determining an individual probation officer's caseload size. The single level caseload goal for high-risk clients is 45. Manageable caseloads are best determined by a combination of client risk, and established supervision standards as opposed to any arbitrary caseload number. The majority of PRCS and 1170 clients are being assessed as high-risk and at the present time, the caseloads of the probation officers supervising these clients are manageable as determined by their individual work units.

2020 Plan Update:

The caseloads of the probation officers supervising PRCS and 1170 clients continue to be manageable as determined by their individual work units.

C. Probation is developing training for trainers in Intermediate Level MI to further advance use of this proven practice. It is noteworthy too, that MI and the assessment tools, come with built-in quality control, as they are both subject to ongoing review and quality improvement.

2014 Plan Update Summary:

During Fiscal Year 2011-2012 and 2012-2013, Solano County Probation had all of their staff complete six 4-hour sessions of Intermediate Motivational Interviewing (MI) Training. This was done by in-house instructors. During Fiscal Year 2013-2014, all new staff received 12 hours of Introduction to MI, and then 12 hours of Intermediate MI training. Each class member was coached on one tape utilizing their MI skills prior to the Intermediate course. In addition, supervisors are required to listen to each of their staff on a quarterly basis while interacting with a client and provide coaching and feedback on the officer's use of MI. Neither MI nor the Assessments "come with built-in quality control." They are; however, "both subject to ongoing review and quality improvement" for the staff administering the Assessments and using MI.

Recommendation:

- A full-time staff coach who has been trained in both MI and Effective Practices in Correctional Settings (EPICS) would be a sound investment for the County and the Probation Department to ensure that the probation staff trained in these evidence-based models are using them effectively when working with their clients.

2020 Plan Update:

In addition to hiring two Quality Assurance Coaches to help monitor and provide feedback on the effective use of evidence-based practices, the Probation Department embarked on an organization-wide effort to deepen the use of Motivational Interviewing at varying levels. This initiative offers introductory and skill development opportunities for all staff, and second level opportunities for staff to achieve personal mastery by participating in an MI Coding and Coaching project with a Motivational Interviewing Network of Trainers (MINT) Master Trainer, and the third level project goal of developing a core group of MI trainers with both personal mastery skills and critical MI Training facilitation skills. The MI Personal Mastery Project is in its second year of implementation, with more than 100 staff trained in basic skills and participating in personal mastery. A core team of seven staff have been identified as potential Probation Department master trainers.

As discovered over the last several years, the work of Motivational Interviewing requires significant practice and skill development. Solano County Probation Department's intent is to move beyond the basic skills of MI into the strategic use of the language of MI to help clients move toward lasting change. The Probation Department has partnered with a MINT trainer/consultant to assist in the development of both the Personal Mastery Project and the design of MI-infused treatment program modalities.

Next Steps:

- The MI Training Team is working toward a training delivery model that incorporates the use of MI into all core correctional, and evidence-based treatment interventions. The Probation Department's commitment to fidelity and evidence-based programming will be further deepened by a new Train the Trainer curriculum of all Interactive Journal Systems with the added implementation support by our MINT trainer/consultant.

D. Community supervision programming for realigned offenders will use the principles of another evidence-based practice, Cognitive Behavioral Therapy (CBT).

2014 Plan Update Summary:

The Probation Department has implemented a research informed model of probation supervision for all realigned clients. Supportive policies have been issued and staff have received training in both policy requirements, as well as, the supervision skills necessary for effective implementation. The three-day training in Effective Practices In Community Supervision (EPICS), included staff training in a CBT model that staff can use with their clients. In addition, the Probation Department has incorporated a number of CBT programs for realigned clients within the County's Centers for Positive Change (CPC) to include the following:

1. Unlock Your Thinking and Open Your Mind
2. The Courage to Change
3. Thinking for a Change
4. Reasoning and Rehabilitation II

2020 Plan Update

Courage to Change Interactive Journaling System, Thinking for a Change, and Reasoning and Rehabilitation II remain the cornerstones of the Probation Department's treatment programming. Training and coaching of each of the interventions has grown exponentially over the last several years with the hiring of Quality Assurance (QA) Coaches for staff. The CPCs remain the primary hub of delivery for all treatment program models. Effective Practices in Community Supervision (EPICS), and the Carey Guides drive the supervision and support functions of supervision officers, who are regularly provided feedback, and coaching from both their supervisors, and the staff QA Coaches. The Carey Guide tools which are well-aligned with criminogenic needs, provide individualized topics and activities that are easily accessible to supervision officers for use in individual client contacts.

Next Steps:

- As mentioned previously, the Probation Department is looking toward a training and development strategy that will ensure a marriage between the fundamental language of

change in Motivational Interviewing and the technical training of each of the evidence-based tools and interventions utilized throughout the Probation Department.

Component 3: Alternatives to Custody

A. The Sheriff, working with justice system partners, has developed an Alternatives to Custody (ATC) Program for pre-adjudicated offenders designed to manage the population of unsentenced, low to medium risk offenders currently being housed in the jail. The ATC will allow those awaiting trial and/or sentencing to be conditionally released from custody and, in lieu of incarceration, be supervised in the community by the Probation Department or the Sheriff's Office. Sentenced offenders are subject to the Sheriff's Office Alternatives to Custody which include Home Detention with Electronic Monitoring (EM), a Global Positioning Satellite (GPS) program, as well as alcohol monitoring.

2014 Plan Update Summary:

The Sheriff's Office has not yet implemented the release of any AB 109/1170 inmates awaiting trial or sentenced, to an ATC. The addition of jail bed space and the number of new admissions at this point has not required the implementation of this Program. The Sheriff's Office fully supports the development of a Pretrial Services Program that will be run by the Probation Department. For non-AB 109/1170 offenders who are placed in the jail, the Sheriff's Office does operate a comprehensive ATC. ATC staff conducts a thorough background investigation on each applicant to determine eligibility, and assess any apparent threat to the community or likelihood of re-offense. During this process, the facts of prior and convicted offenses are carefully evaluated. Past criminal history (domestic violence, etc.), institutional misconduct, failure to appear, and/or non-compliance with Probation or Parole terms are also taken into consideration during this evaluation. Once approved, participants pay a daily fee for each day on the program. The daily fee is determined from two sources (equipment costs and one and a half times the participant's hourly rate). If an applicant is unable to pay all or a portion of the fees, a procedure is in place to allow for reduced or waived fees. Participants are not turned away due to an inability to pay. ATC Officers meet with program participants

each week, ensuring compliance to employment and school schedules, curfew and program rules, as well as conducting random drug testing.

Random home compliance checks are performed on the residence of ATC participants by the Sheriff's Enforcement Team (SET) and the ATC Supervisor. These random checks reinforce the integrity of the program, encourage participant compliance, and provide additional safety to the community. In addition to the random compliance checks performed, when issues arise with ATC clients, SET team members are alerted and have the ability and knowledge regarding program rules and equipment to respond promptly and efficiently.

On a rotating basis, an ATC Officer is assigned on-call duty which makes them available after office hours, weekends, and holidays for participants to contact in case of an emergency. The On-Call Officer is responsible for the status of all electronic home detention participants and must respond to program violators or equipment issues. The Sheriff supports the On-Call Officer with the patrol division for the retaking of program violators into custody.

All participants must abide by California State Law, Probation terms, and Court orders. Participants must adhere strictly to no weapons possession, abstain from use of and possession of alcohol, use of and possession of illegal drugs and/or paraphernalia, in addition to agreeing to random drug testing. Participants who live with other adults, must have those individuals sign a tenant agreement explaining the "no alcohol, illegal drugs or weapons allowed" policy. Participants who are found to be in violation of the terms and conditions of this program are subject to verbal counseling, loss of errand time, program termination, and/or new criminal charges being filed.

The Sheriff's Alternative to Custody Program consists of the potential for offender participation in the following programs:

1. Work Furlough – Approved applicants are housed in the custody of the Sheriff and allowed to leave the facility for the purpose of employment or accredited education.
2. Work Release – In lieu of incarceration, each participant performs physical labor at a Solano County approved and assigned worksite for approximately 8 hours per day for each day of his/her sentence.

3. Electronic Monitoring – Electronic Monitoring is the most intrusive of all the Alternative Custody Programs. Officers meet with participants weekly to ensure compliance with curfews, program rules, and conduct random drug tests.

2020 Plan Update:

While the Sheriff's ATC program when initially developed was planning to be expanded to include a pretrial services component, subsequently it was decided to place a pretrial program within the County's Probation Department as outlined earlier in this updated report. The Sheriff's ATC program is only for in-custody inmates. With the completion of the Sheriff's Office Rourk Vocational Training Center, expansion is underway to include ATC clients.

B. Supporting the Realignment Plan's focus on protecting public safety, the Sheriff is working with local police departments to ensure a coordinated law enforcement effort to conduct random compliance checks and other forms of surveillance and monitoring of realigned offenders. The Sheriff's Office will expand the existing Recovery Team to find and return to custody those who abscond from other community supervision programs such as Work Furlough and Work Release.

2014 Plan Update Summary:

The Sheriff's Enforcement Team (SET) was created in January 2012 to accomplish two primary goals: 1. Complete field compliance checks for offenders placed in the Alternatives To Custody (ATC) program or on Post Release Community Supervision (PRCS). 2. Track down those offenders who have absconded from their respective programs as well as those who have arrest warrants.

The SET team is composed of 4 Deputy Sheriff's, 1 Fairfield Police Officer, 2 U.S. Marshals, and a Parole Agent from the Department of Corrections and Rehabilitation. Personnel on the team, work a variety of assignments including fugitive apprehension, ATC compliance checks, PRCS compliance checks, PRCS sweeps, sexual offender sweeps, and DUI offender sweeps. Some of these operations are done in collaboration with the Solano County Probation Enforcement Search Team. The SET team participated in a total of 32 sweeps during 2013 and assisted in the service of 9 search warrants during the year. The SET team also

conducted a total of 628 compliance checks with 453 or 72% of those compliance checks being directly related to AB 109 realignment.

2020 Plan Update:

The SET team continues its role in PRCS and ATC compliance checks, along with conducting PRCS Sweeps. However, budgetary constraints have limited the outside agency's roles on the team. The full-time positions remain with 4 Deputy Sheriffs and 1 Sergeant/Supervisor. The cumulative number of fugitives arrested by the SET team from October 1, 2011 through September 1, 2020 is 1,243 fugitives.

Component 4: Intermediate Sanctions

A. A sanction grid for offenders on PRCS was developed by the CCP to provide consistent sanctions for technical violations that do not rise to the level of filing a petition to revoke with the Court.

2014 Plan Update Summary:

The sanction grid which was developed in 2011 and approved by the Community Corrections Collaborative (CCP) is presently under review to ensure that its implementation comports with the latest research on responding to violations. A consultant is conducting a review of how Solano County Probation is responding to violation behavior to include PRCS/1170 clients. The application of the sanctions grid by line staff will be reviewed. In addition, a literature search on responding to client non-compliant behavior will be conducted. Based on the findings, the consultant will develop a draft policy for how probation officers should respond to and manage client non-compliant behavior. Upon approval of the policy, the consultant will develop and deliver a staff training program to implement the policy. Any modifications to the sanction grid developed in 2011 will require approval by the CCP.

Recommendation:

- Solano County should more formally establish within probation supervision, a system of earned discharge from probation. Under this system, probation clients could earn their way off probation prior to the end of their probation term, by adhering to and completing case-

specific goals, complying with their Court-ordered conditions and addressing their primary criminogenic needs.

2020 Plan Update:

On September 11, 2017 the Probation Department implemented a new policy, Response to Non-Compliance. This policy was developed to guide decisions made by probation officers when considering imposition of responses to client violations. The policy outlines a violation response grid consisting of three severity levels for specified violation behavior and corresponding graduated responses for each level. In addition, the policy establishes a review process and outcome goals, along with mitigating and aggravating factors that need to be considered prior to the probation officer determining an appropriate response to a client’s violation behavior. The policy also includes the requirements for imposing a period of flash incarceration as an alternative to a formal violation, as well as, establishing guidelines for supervisors to follow prior to approving the submittal of a formal violation to the Court.

On February 29, 2016 the Probation Department formally modified the adult supervision policy and a process was established to determine which clients, after serving 18 months on probation supervision, meet the criteria for early termination and shall be recommended to the Court for early termination.

In June of this year, the Probation Department implemented a new policy entitled Incentivized Client Supervision. The purpose of the policy is to promote positive client behavior change by acknowledging client pro-social statements and rewarding client pro-social behaviors. The policy includes an incentives grid consisting of specific client pro-social behaviors, and corresponding incentive points that the client can earn based on their supervision level, along with material incentives or items that the client may obtain by redeeming all or a portion of the incentive points they earn. Both staff and clients have had a positive reaction to the policy.

Component 5: Custody and In-Custody Programs

A. Solano County has received notice of an AB 900 grant award for construction of a

new 362-bed jail at Claybank and is proposing a staffing plan that provides for a gradual increase in staff over a period of several years.

2014 Plan Update Summary:

The Sheriff asked for and was awarded 11 allocations for FTE's in the previous fiscal year's budget. They also received an allocation for a Program Manager which has been filled and is proving to be very effective toward program management and development. There will be additional staff allocations requested as population growth occurs, and expansion points for facility operations are required.

2020 Plan Update:

The jail is fully operational now and is being used for all classifications of male inmates. 40 full-time correctional officer allocations were eventually funded by the County for its operation. The original 11 were rolled into this number.

Component 6: Reentry

A. For reentry as well as to serve those PRCS and 3/non-offenders who come to Solano County with mental health conditions requiring attention, mental health treatment is an important priority for funding in the initial year of realignment.

2014 Plan Update Summary:

Three Mental Health Clinicians are embedded in the Probation Department, providing clinical assessments, diagnosis, and treatment. After assessment, provided that medical necessity exists, clients are triaged into four acuity levels: (1) specialty level inpatient mental health services, (2) specialty level outpatient mental health services with intensive case management wrap-around services, (3) specialty level outpatient mental health services, and (4) if no medical necessity for specialty level mental health services is established, primary care level mental health services are provided. In addition, outpatient mental health services are provided within the jail. These services include screening, evaluation, diagnosis, treatment, and referral services. Crisis intervention, grief counseling and management of acute

psychiatric episodes can be handled by the on-duty medical staff in the jail with referral to the psychiatric RN and/or access to the psychiatrist on a 24-hour per day basis.

2020 Plan Update:

Two Mental Health Clinicians are housed at the Centers for Positive Change. Utilizing the Correctional Mental Health Screens (male and female) as a triage starting point, clinicians determine the need for further assessment. Essentially the same process as above is still followed. However, the Organized Delivery System (ODS) designed under the County's Drug Medi-Cal program allows for more options for treatment services, both SUD and co-occurring to ensure all clients have access.

The Probation Department also created a specialized mental health (MH) embedded caseload. The goal of this program is to reduce recidivism among clients through a collaborative effort between integrative probation and mental health services. The team primarily consists of a probation officer, and licensed mental health clinician embedded at the Probation Department; however, other County and community services are utilized to support the client and team when needed. Clients are referred to the program through a probation officer or the Court. Upon referral, the embedded clinician performs a clinical assessment and screening for mental health needs and assists the client in connecting with treatment services. Should the client meet specific qualifying criteria, the clinician presents the client's case to the MH probation officer and supervising MH probation officer for assignment consideration on the MH embedded caseload. Clients placed on this probation caseload are also provided with supervision and case management responsive to the client's overall LS/CMI risk/needs, compliance with probation terms, and mental health condition.

A mental health provider is contracted through WellPath for the County jail. They provide screening, assessment, diagnosis, medications, medication management, triage, crisis intervention, crisis management, and work with the Reentry Planning Committee to refer inmates into appropriate case management/treatment programs as they transition to the community.

In 2019, a Jail Based Competency Program was added to the array of programs at the Sheriff's Office. This program was developed to work with those who were considered

incompetent to stand trial as an alternative to the long waiting lists that exist for those waiting for a State hospital bed. The program works to restore individuals to competence in order that they are able to assist their public defender in their Court process. As a result of participating in the program, many individuals also see improvement in mental health functioning.

Next Steps:

- The Probation Department plans to further develop the partnership between the County's Behavioral Health/Substance Use Treatment agencies to ensure all clients, if warranted after mental health screening, are assessed utilizing the ASAM criteria and connected to appropriate levels of care.
- As the jail population has changed with the criminal justice reforms over the past six years, the Seriously Mentally Ill population continued to remain high within the jail. County Behavioral Health and the Court are developing a Mental Health Court, as well as, diversion programs. Additionally, the jail will be looking this year at ways to enhance the current mental health services within the jail.

B. For reentry as well as to serve those PRCS and 3/non-offenders who come to Solano County with substance abuse issues requiring attention, substance abuse treatment is also an important priority for funding in the initial year of realignment.

2014 Plan Update Summary:

Four Substance Abuse Clinicians are fully integrated in the Center for Positive Change (CPC) providing specialty level group prevention services, assessments and group intervention, as well as, face-to-face counseling. Those clients who are assessed and do not meet medical necessity criteria are referred to primary care level substance abuse services. Presently the Clinicians have been trained in Matrix Therapy which is an intensive substance abuse outpatient treatment model. In addition, this Fall they will be trained in Treating Addiction Dependence, an intermediate outpatient substance abuse treatment model. Both programs are Cognitive Behavioral Treatments that have been identified by the Substance Abuse and Mental Health Services Administration as evidence-based treatments.

The Sheriff's Office currently funds the Solano County Jail Alcohol and Drug Residential Program, delivered by ANKA Behavioral Health. The "Tools for Transformation" AOD program provides short-term programming for both male and female inmates. Each program delivers two groups per day, five days per week. The primary focus of these programs is relapse prevention and generalized substance abuse counseling. Anger management, trauma and recovery, and parenting skills are also addressed along with individual counseling.

In the near future, the Sheriff's Office will expand Substance Abuse Treatment in the jails to include enhanced, longer term programming for those with substance use disorders who are sentenced offenders.

2020 Plan Update:

Three contracted Counselors (two journey level and one lead) are assigned to the CPC's for substance abuse treatment program facilitation and individual treatment services, utilizing the Matrix Model for Criminal Justice Clients. Treating Alcohol Dependence remains the lower level intervention and as it is a psychoeducational program, it is facilitated by either the contracted provider or the Probation Department's CPC program staff.

The Sheriff's Office did expand substance abuse treatment to five cohorts inclusive of a veteran's program, a worker's program, a long-term program for men, a short-term program for men, and a variable length program for women. Each program provides evidence-based curricula for the program type, and three hours of group per day, five days per week in addition to one-to-one counseling and reentry plan development.

When the COVID pandemic began, group programming ceased to occur. The substance abuse treatment program was restructured to include the use of video visits for one-to-one counseling along with the use of Change Company Interactive Journals as the evidence-based curricula that would be discussed in the one-to-one counseling sessions. Currently, video visits and homework are the vehicles for the delivery of substance abuse treatment.

An unintended outcome of the COVID pandemic has been that inmates across all three jails now have access to substance abuse treatment. Prior to COVID, substance abuse treatment

was confined to the Claybank Detention Facility due to classification levels as well as program space.

Finally, on September 22, 2020, the Solano County Sheriff's Office began a Medically Assisted Treatment (MAT) program in the county jail. This program allows inmates who come into jail on Suboxone or Naltrexone to continue these medications while in jail. Additionally, depending on the length of time they are in jail, they are referred to the substance abuse treatment program. The Sheriff's Office is currently working on a Memorandum of Understanding (MOU) with a local network treatment provider, in order to be able to continue inmates on Methadone if they come to jail on this medication.

Next Steps:

- The Organized Delivery System (ODS) designed under the County's Drug Medi-Cal program allows for more options for treatment services, both substance use disorders and co-occurring disorders, to ensure all clients have access. Therefore, the Probation Department's next steps include creating a path to Medi-Cal funded treatment services as discussed previously in this update.
- In 2021, the Sheriff's Office will issue a Request for Proposal (RFP) for a new substance abuse treatment provider. The RFP will be developed based on the profile of the jail population and needs post-COVID.

C. For reentry, as well as, to serve those PRCS and 3/non-offenders who come to Solano County unemployed, education, training and employment-related services are an important priority for funding in the initial year of realignment.

2014 Plan Update Summary:

The CCP launched a pilot project to test what does and does not work in reentry employment services. Within this project, five employment and vocational training vendors provided services to 81 clients between September 1, 2013 and April 1, 2014, resulting in a 31% job placement rate of those clients engaging in services. These encouraging results prompted the CCP to triple the service level for FY 2014/15 and the years following. In this regard, an RFP has been issued to provide comprehensive employment readiness services to both offenders

placed on Probation and held in the County Jail. This RFP is requesting services in the following areas:

- Vocational Training
- Job Development
- Job Placement
- Job Retention

The Sheriff's Office currently offers a GED Program run by the Solano County Office of Education (SCOE) for both male and female inmates, with or without a high school diploma. The focus of the GED program is primarily on math, writing, and English skills; students also can work on science and social studies. Students can prepare for the GED exam, as well as, other types of tests such as vocational training and college entrance exams.

In the near future, the Sheriff's Office, in partnership with the Fairfield Suisun Adult School, will launch an Adult Basic Education class for both male and female inmates. This class will target inmates whose basic education skills are not sufficient enough for them to qualify or participate in the GED class, and who are motivated to improve their skills in preparation for employment or eventual GED study. In partnership with the Solano County Library, the Sheriff's Office will also launch a Literacy Tutoring Program in the coming year. This program will focus on inmates who lack basic literacy skills and will work to enhance reading and writing skills. The tutor program will provide one-to-one assistance to both male and female inmates.

Currently, the Sheriff's Office is offering an Employability Skills class for female inmates at the Claybank facility. This class focus is on teaching the soft skills necessary to obtain and maintain employment. Additionally, inmates learn how to fill out job applications, prepare for interviews, and develop a resume. At the end of the course, each inmate will have participated in a Mock Interview, and receive feedback and will have developed a resume.

In the months ahead, the Sheriff's Office will be entering into a contract with Michael's Transportation in order to begin delivering truck driving training and certification to identified inmates. Additionally, certification training in Forklift Operation will be delivered to selected inmates.

Recently, the Sheriff's Department was awarded a State Grant of approximately \$23,000,000 to construct a program facility at the Claybank Campus. This facility (when completed) will provide state-of-the-art classroom and vocational space which will enhance the services available to the inmates housed at this location. As stated in the original grant proposal, "Solano County's ultimate goal is to reduce offender recidivism, equip offenders with effective life skills including treatment for mental health needs, and prepare offenders for productive employment."

2020 Plan Update:

In 2015, the Probation Department contracted with Leaders in Community Alternatives (LCA) to provide employment services to probation clients. LCA delivers a full array of programming to include job readiness, job search, and job retention. An Interactive Journaling System serves as the base curriculum for the program.

In the Fall of 2015, the Sheriff's Office developed an MOU with the Five Keys Charter School, a charter school that specializes in offering high school curriculum inside of county jails. Thus, the Solano County Jail was able to have an embedded high school inside the jail. The inclusion of Five Keys into the continuum of program services in the jails has allowed the jails to dramatically expand access to educational services. Five Keys has provided up to six teachers between the three jail sites. This has allowed for up to 185 inmates to receive educational services on a daily basis. Prior to this time, only 28-30 inmates received educational services. These services have been a combination of classroom-based education (at minimum one classroom per jail site), and independent study for those unable to participate in more traditional education formats. In addition to classroom-based services and independent study, Five Keys also provides Special Education to those inmates who have an Individual Education Plan (IEP). Five Keys has awarded approximately 80 High School Diplomas to Solano County inmates over the course of the last five years. Inmates can earn high school credits through Five Keys and can take these credits to any accredited high school or adult school. Additionally, Five Keys has developed, in concert with the Probation Department and community-based providers, classrooms in the community in Vallejo, Fairfield, and Vacaville. Individuals who have participated in custody are eligible to continue their education with Five Keys in any of these community classrooms regardless of their supervision status.

In the Spring of 2015, the Sheriff's Office, in concert with the Probation Department, developed a contract with LCA to provide employment readiness skills to both male and female inmates at the Solano County Jail. Annually, LCA provides six to eight week employment readiness classes to 240 inmates. In addition to participation in the in-custody classes, any inmate who participates in the class is eligible to obtain job placement and barrier removal services at the Probation Department's CPCs, regardless of whether or not they are on Probation.

Vocational training was initiated at the new Sheriff's Rourk Vocational Training Center in August of 2019. The first vocational course offered was forklift/powerd pallet truck training. The second vocational training program offered was forklift training for women, followed by welding for men offered by Solano Community College. Finally, in February of 2020, the laborer's union, Sheriff's Office, and the Workforce Development Board offered a laborer union pre-apprenticeship training program. Solano Community College was set to offer a hybrid beginning/advanced welding class for men in March of 2020; however, COVID stopped this course from starting. The Rourk Vocational Training Center has been closed during COVID due to the moratorium on group programming at the Sheriff's Office.

Next Steps:

- The Sheriff's Office plans to resume programming at the Rourk Vocational Training Center in 2021. Offerings will include a laborer's union pre-apprenticeship program, a carpentry pre-apprenticeship program, welding and auto tech through Solano Community College, and heavy machinery operations offered by Sheriff's Office staff. Additionally, the Sheriff's Office will issue a truck driving RFP to teach truck driving to inmates. Finally, the Sheriff's Office and Probation Department are developing an MOU which would allow clients under the jurisdiction of the Probation Department to obtain Vocational Training programming at the Rourk Center.

D. The Reentry Council will be called on to assist with a coordinated reentry approach that can be adapted and/or modified to meet the specific needs of individual offenders while presenting a consistent statement of Solano County's reentry goals and principles.

2014 Plan Update Summary:

The Sheriff's Office regularly attends the Reentry Council meetings, and has regular planning and development meetings which involve several members/groups represented at the council including: Health and Social Services (mental health, support services, placement services, etc.), Probation, local vocational training providers (Michael's Transportation, Solano County Building Trades Council, etc.), housing and substance abuse providers (Mission Solano, ANKA, Veterans Administration).

2020 Plan Update:

The Reentry Council was suspended in 2015. The Sheriff's Office applied for a small technical assistance grant in 2018 to be able to implement the Transition from Jail to Community (TJC) Model in Solano County. This grant brought those from Probation, Health and Social Services, the Courts, the Sheriff's Office, and community-based providers together to look at the reentry system in Solano County. There were several initiatives that each department was implementing related to the reentry population; therefore, it was felt that the County should initiate the Council on Reentry Solutions to drive the County's approach to reentry. In this way, departments would work together, minimize duplication, and improve countywide systems which would benefit those reentering the community.

E. Agencies involved in realignment have said it would be beneficial for there to be a single point of contact for realignment, a person responsible for reentry coordination, to whom they could go for information about programs and resources that might be used for recommendations and referrals as well as for reentry. The CCP supports the creation of this position.

2014 Plan Update Summary:

In February of 2014, the Sheriff's Office hired Renee Smith, LCSW as its Programs and Services Manager. Ms. Smith has spent her initial time coming to understand the Sheriff's Office and how it interfaces with other departments in Solano County, as well as, community stakeholders. Additionally, she is completing an assessment of the existing programs and services within the Sheriff's Office, as well as, its reentry system. Ms. Smith is developing recommendations for the Sheriff and Executive staff regarding how the Sheriff's Office should

proceed with respect to augmenting the existing program structure, and creating an evidence-based system of care, and coordinated reentry services designed to reduce recidivism.

Recommendations:

- The work of the National Institute of Corrections should guide the development and implementation of Solano County's reentry model.
- The Sheriff's Office should establish a sufficient number of Case Manager positions either through additional FTE or service contracts, to carry out the casework functions with the confined AB 109/1170 inmates. Because the majority of these offenders are high-risk with multiple needs, at the CPC the number of clients assigned to each CPC Caseworker was capped at 25. The Caseworkers at the CPC also have been trained to conduct client group programming. A similar model should be considered by the Sheriff's Office.
- For 1170 inmates with mandatory supervision, any education, vocational, and mental health needs should be addressed if possible, while they are in jail. Client engagement and motivational enhancement services which are preparatory to addressing other criminogenic needs should also be provided. In addition, addressing basic needs like housing, transportation, and any social services entitlements should be dealt with prior to their return to the community. However, for these clients, addressing any anti-social values and attitudes, anti-social peers, and substance abuse, would likely be more successful while they are serving their term of supervision. Programs that focus on each of these need areas are available at the Probation Department's CPCs.
- 1170 inmates who do not have any mandatory community supervision should have access to all the needed services while they are confined at the jail.
- In order to provide 1170 inmates who do not have a term of probation with a period of supervision when returning to the community, the Sheriff's Office should look to expand their ATC to this population.
- The Sheriff's ATC Officers supervising this population should both monitor participant compliance and facilitate positive behavior change.
- To assist the officers in this role, they should receive training in MI and EPICS.

2020 Plan Update:

As was mentioned previously, the Sheriff's Office applied for and received a technical assistance grant award from the DOJ to assist the Sheriff's Office and County partners to understand and implement the TJC Model for reentry services. The County spent a year with the DOJ consultants analyzing the County reentry systems, completing a gap analysis, and receiving recommendations from the consultants regarding the steps the Sheriff's Office and County should take to improve reentry within the County. A major recommendation was the development of the Council on Reentry Solutions to guide reentry and to make reports to the CCP regarding the state of reentry in the County. Other recommendations were also given to assist with the implementation of the TJC Model in Solano County.

The Sheriff's Office, through contracting with other agencies, has developed three Case Management Programs. The In-Custody Case Management Program has had the responsibility of administering the LS/CMI to identified inmates and with the inmate making recommendations for in-custody programming. Additionally, the case managers prepare reentry plans for inmates who do not qualify for specialty case management programs.

The Sheriff's Office Women's Reentry Achievement Program (WRAP) is a case management program that is gender responsive and trauma informed for female inmates. The program provides for evidence-based in-custody interventions, assessment, reentry planning and case management that follows women into the community for 6-9 months. This program was developed because women often need specialized services to assist with community transition in order to reduce the likelihood of recidivism. This project started out as a DOJ grant, and was sustained by the Sheriff's Office.

The Mental Health Case Management Program provides assessment, diagnosis, reentry planning and case management that follows clients into the community for six months to a year. The program was designed for those with moderate to moderate high mental illness who do not meet criteria for other County services, but who are likely to return to custody without case management support in the community. This project started as a Board of State and Community Corrections (BSCC) grant, and was sustained by the Sheriff's Office and the Health and Social Services Department.

Next Steps:

- The Sheriff's Office and partners will continue with implementing recommendations from the DOJ consultants regarding the TJC Model (this has been largely side-tracked due to COVID).
 - A new RFP will be issued by the Sheriff's Office for the In-Custody Case Management Program during FY 20/21 based on the needs of the current jail population.
-

Component 7: Service Delivery Strategies:

A. Realignment is committed to using proven effective and cost-effective service delivery strategies to manage offenders realigned to its custody. Service Centers and Day Reporting Centers are among the most widely researched, proven effective and cost-effective rehabilitative service delivery strategies in use today.

2014 Plan Update Summary:

At the July 11, 2012 CCP meeting, direction was provided to explore the creation of a Center for Positive Change (Services Center) in Vallejo and in Fairfield. Four Operational Workgroups were established to refine the service delivery model in the following areas:

1. Cognitive Behavioral Groups and Drug Testing: Probation
2. MH / Substance Abuse Assessments, Treatment and Benefit services: HSS
3. GED / High School, Job Readiness and Vocational Training: WIB and Sheriff's Office
4. Housing: Reentry Council

In August 2012 the CCP secured the services of a consultant to assist in the development and implementation of the CPC. During the consultant's initial onsite visit, he met individually and collectively with members of the CCP Executive Committee, Workgroup Chairs, and identified stakeholders. It was evident that a significant amount of thought and work had gone into the

development of the CPC by the members of the workgroups. The consultant's final report which was approved by the CCP Executive Committee in February of 2013 reflected many of the ideas of the four Operational Workgroups. Presently, the Centers for Positive Change in Vallejo and Fairfield are operating at capacity with approximately 75 clients at each location. A permanent location has been established for the CPC in Vallejo while the Fairfield CPC is operating out of the Probation Department until a permanent location is established.

Recommendations:

- The senior DPO in the Fairfield CPC should be assigned a client caseload of 25 clients, and an additional senior DPO position be assigned to the Vallejo CPC to serve as a Caseworker as well as to provide an on-site supervisory presence which is needed in the absence of the CPC Supervisor who will oversee both CPCs and alternate between Fairfield and Vallejo.
- Female clients should not be at the CPC with male clients, nor placed in treatment groups with male clients.
- A systematic review needs to be conducted to determine the transitional housing needs of the AB 109/1170 clients. Depending upon the results, the County should establish in strategic locations, a number of transitional beds for use by the CPC staff to assist their clients who have this need.
- A closer examination of how services are being provided to AB-109 female clients, as well as, how they are being assessed should be conducted.
- It would be in the best interest of the residents of Solano County if a period of community supervision by the Probation Department was included in every AB-109/1170 sentenced to the County Jail. Within the framework of just desserts, proportionality, and fairness, AB 109/1170 offenders who are not placed directly on probation, should after a brief period of incarceration, be supervised in the community for 12 to 24 months.

2020 Plan Update:

All 2014 recommendations implemented:

1. Gender Specific core treatment groups are: *Thinking for a Change, Reasoning and Rehabilitation II, Courage to Change Interactive Journaling System, Seeking Safety, and Matrix Therapy.*
2. Partnered with Five Keys Charter Schools at both CPC sites to ensure all clients have opportunities to finish high school through equivalency or a regular diploma.
3. Contracted with Leader in Community Alternatives to deliver full services employment program including readiness, job search, and retention support. *Interactive Journaling* serves as the base curriculum for the program.
4. Established an onsite Eligibility Worker to connect clients with benefit services including general assistance, CalWorks, and Medi-Cal.
5. More than 15 Sober Living Environments partner with the Probation Department to ensure all homeless clients have transitional housing. The Social Services Manager and the CAO's office have worked closely over the past year to seek additional housing supports and have successfully secured additional funding to support a continuum of housing options.
6. On-site certified Substance Abuse treatment counselors facilitate *Matrix for the Criminal Justice Population*, and individual support services including aftercare.
7. CPC program supervision includes one supervisor at each site.
8. In 2015, the first Quality Assurance Coach was hired to monitor treatment delivery, fidelity, and coach staff in core correctional practices.
9. A Social Services Manager was hired in May 2018 to oversee all treatment programs, provide direction, ensure fidelity and quality assurance, lead evidence-based training and development, and drive the Probation Department's effort to support each client's change process.
10. Addition of a Social Worker to provide barrier removal services, including Social Security assistance to Probation clients.

Programmatic components updated at the CPC's:

1. Engagement and Responsivity Phase – implemented a pretreatment phase for up to 30 days to engage clients, build rapport, and enhance motivation utilizing various evidence-based practices.
2. Increased services for clients classified moderate risk of reoffending to include case management, additional mental health supports, and access to treatment groups.
3. Instituted a process to engage clients through SMS text messaging, including reminders, affirmations, journal opportunities, and reward driven challenges.
4. In addition to adding a male and female Seeking Safety treatment group, piloted a culturally relevant co-occurring/trauma group to specifically serve African American males that will be expanded over the coming year.
5. Began a Medication Assisted Treatment (MAT) referral program to ensure all clients with an opioid use disorder are connected to a medical provider for MAT services, which include both medication and CBT counseling. In addition to the referral programs, the MAT training team is providing training to help all probation officers understand opioid use disorder, stigma, and evidence-based treatments.
6. As mentioned earlier, the Probation Department is developing a partnership with the Sheriff's Office to utilize the Rourk Vocational Training Center for a variety of trade and construction training programs.

Next Steps:

- Build out a housing program model for Probation clients that includes emergency housing, low barrier transitional housing, permanent supportive housing, rapid rehousing, and permanent affordable and sustainable housing tracks.

Implementation Element 1: Training

A. Realignment is new, complex and evolving, and therefore will necessitate ongoing training for the Courts, District Attorney's Office Public Defender's Office, Probation

Officers, Sheriff's personnel, Police Officers, service providers and others involved in its implementation. The CCP supports continuous and ongoing training.

2014 Plan Update Summary:

Since the completion of the 2011 Implementation Plan the following training specific to implementing AB 109 has been provided:

- Public Defender's Staff – The Public Defender's Office had two 4-hour trainings in late 2011 and again in 2012. A manual has been developed for all Public Defenders and is regularly reviewed by staff.
- Health and Social Services Staff – Extensive training was provided in gender-specific, trauma informed case management by Dr. Stephanie Covington. HSS, the Probation Department, Solano Community College, Workforce Investment staff, as well as vendors providing employment services were trained in the Roots for Success Vocational Training Program by Dr. Raquel Pinderhughes.
- Sheriff's Office Staff – Sheriff's office staff attended two related trainings in 2013; Pretrial Justice and Realignment Implications for County Criminal Justice Systems; and Integrating Resources for Achieving Successful Outcomes for Justice Involved Individuals.
- District Attorney's Staff – The District Attorney's Office has provided training on realignment to their attorneys on several occasions since the implementation of Realignment. The most recent training was on March 31, 2014, when they invited Deputy District Attorney Lisa Rodriguez from the San Diego County District Attorney's Office to their office to conduct a 3-hour training presentation on Realignment.
- Probation Department's Staff – Probation staff responsible for Realignment implementation and/or working with AB 109 clients have attended the following related training:
 1. Annual Conference on Public Safety Realignment
 2. Changing Offender Behavior
 3. AB-109 Basics and Funding
 4. Felony Sentencing After Realignment

5. Practical Guide to Incentives and Sanctions
6. Supervising Offenders with Mental Health and Substance Abuse Treatment Needs
7. Level of Services Case Management Inventory
8. Adult Substance Use Survey
9. Client Case Classification and Supervision
10. Effective Practices in Community Settings
11. Reasoning and Rehabilitation II
12. Thinking for A Change
13. Matrix Therapy
14. Facilitating Treatment Groups
15. Courage to Change Journals
16. Treating Addiction Dependence (October 2014)

2020 Plan Update:

- Probation Department Staff – The Probation Department is highly focused on fidelity and the quality delivery of evidence-based programs and practices that are proven to reduce recidivism, and support each client’s path to prosocial self-sufficiency. This focus led to an increased effort to develop staff, coach for improvement, and move away from one-time training efforts. The following is an example of the training initiatives sustained over the past several years due to the commitment to fidelity and best practice delivery:
 1. Thinking for a Change – internal certified trainer.
 2. Reasoning and Rehabilitation II – internal certified trainer.
 3. Effective Practices in Community Settings – scheduled training of trainers for Spring 2021.
 4. Interactive Journaling – scheduled training of trainers in March 2021.
 5. Risk and Need Assessments (LS/CMI and YLS/CMI) – developed team of trainers and coaches.

6. Motivational Interviewing – Personal Mastery, Trainer’s Development, and Introductory Basic Skills annually.
7. Case Planning and Treatment Preparation.
8. Trauma Informed Care and Supervision.
9. Group Facilitation Skills.

Additionally, an online interactive training platform, Staff Undertaking Skills to Advance Innovation (SUSTAIN), assists all new staff in their understanding of evidence-based practices in supervision and treatment. SUSTAIN is also used as an advanced training platform that meets the individual needs of staff performance improvement and skill development. SUSTAIN offers all Probation Department staff the opportunity for “just in time” training so there is little waiting time in beginning fundamental skill development. SUSTAIN was designed in partnership with George Mason University and was customized to support the development efforts of Solano County Probation.

Implementation Element 2: Communication

- A. Local police departments and the Sheriff’s Office have convened a workgroup to develop systems and procedures to share data so that among other things, officers on the street will know when they are dealing with realigned offenders.**

2014 Plan Update Summary:

Working with Solano County Dispatch, Solano County Probation, and State Parole, the Sheriff’s Department was able to expand the wanted person’s system to include PRCS warrants in CLETS. Now, when any dispatch center runs a name through the data system, a “hit” is created showing the PRCS status of the individual on the program.

2020 Plan Update:

The police chiefs, Sheriff, District Attorney, and Chief Probation Officer meet regularly to discuss issues impacting the law enforcement community. The Deputy Director of Probation attends monthly Commander Meetings, which include high ranking staff from the local law

enforcement agencies and Solano County's Sheriff's office, where information regarding the realigned offenders is also shared.

B. Public education will be undertaken as implementation goes forward to explain realignment and what is being done to ensure public safety during this correctional paradigm shift.

2014 Update Summary:

The Sheriff and Chief Probation Officer have both made numerous presentations to civic groups in Solano County. The County has placed on its public website CCP meeting minutes, as well as all AB-109 reports. The CCP has until recently, conducted monthly meetings that were open to the public, and moving forward the CCP is meeting quarterly. In addition, two (2) public forums were held in Vallejo to provide information on the CPC and obtain public comment.

2020 Plan Update:

The CCP continues to meet at least three times a year. These meetings are open to the public and continue to include data sharing. The minutes from these meetings are posted on the County's public website. Recent meetings have been conducted virtually as a result of COVID-19.

Implementation Element 3: Evaluation and Quality Control

A. The CCP will monitor and track the implementation progress of and outcomes produced by its realignment efforts. It will track the recidivism outcomes required by AB-109 and will monitor and report data about offenders on PRCS similar to what is required to be reported about CCPIA (SB678) clients, including but not limited to:

- The number who successfully complete their PRCS
- The number with new offenses
- The number with new felony convictions
- The number of revocations

2014 Plan Update Summary:

The County is maintaining data on all AB-109 clients. New convictions occurring within Solano County are being tracked as well as revocations that result in a return to custody. The Probation Department employed a full-time position to assist in data collection and evaluation of the Probation Department's AB 109 initiatives. A lack of an integrated automated information technology system within and between County agencies coupled with difficulties in collecting, retrieving, and analyzing data continues to be a major roadblock to establishing performance-based management systems, and a sound evaluation protocol.

2020 Plan Update:

As mentioned in the introduction to this report, the Solano County Probation Department has entered into a contract with an independent data analytics company to not only track outcomes for PRCS and 1170 cases, but more broadly to determine the effectiveness of the Probation Department's programs on reducing client recidivism. The data collected and analyzed up to this point has shown continued reductions in client recidivism.

Efforts are being made by County agencies to upgrade outdated information technology systems. Upgraded systems will allow for improved data collection, sharing, and analysis which will aid in establishing performance-based management systems, and a sound evaluation protocol. To date, the Public Defender and the Probation Department have implemented new systems and the Court, and the District Attorney are to follow. The new technology will allow for agencies to collaborate and identify information that can be shared.

Next Steps:

- Before the end of this fiscal year, the Probation Department through its existing contract, is conducting a study to determine the CPC treatment model impact on client participant's reconviction rates. This study will compare outcomes of successful and unsuccessful program participants to a matched control group of clients who did not attend any of the CPC programs.
- The Probation Department will continue to look at data relating to programs offered to ensure that the offered programs meet the needs of the clients under supervision.

CONCLUSION

The Executive Committee of the CCP, its standing members, County Administrators, agency staff, and County elected officials, continue to collaborate to implement the 2011 Public Safety Realignment Act. Consistent with the evidence-based approaches being used throughout Solano County's realignment efforts, the initial Plan, as well as, this present update, continues to promote collaboration to ensure ongoing improvement of the programs and services provided. Moving forward, the CCP will continue to monitor and track the implementation progress of, and outcomes produced by, its realignment effort. Adjustments will be made as needed to ensure that realignment is responsive to its intended goals of the reintegration of justice-involved individuals back into their communities, improving public safety, and reducing recidivism.