

An Evaluation of Board of
State & Community
Corrections
Edward J. Byrne Memorial
Justice Assistance Grant
(JAG) Program

Findings on 3-Year
Implementation
Plumas Project HOPE
Helping Offenders
Pursue Excellence
Plumas County

March 2018



Contents

I. Introduction.....	3
Plumas Project HOPE	3
Anticipated Program Benefits	4
Process & Outcome Measures	6
Evaluation Methodology.....	7
Key Partners	9
Participant Level/Broader Level Outcomes	10
Data Sources	10
II. Implementation	11
Scope of the Problem	11
Target Population - Demographic Makeup.....	13
Violation Rates – Recidivism Rates	14
III. Year One to Three	14
Program Services	14
Structure for Success	18
Plumas County Challenges & Needs	18
IV. Outcomes and Data.....	19
What We Learned	19
Where Do We Go Next	21
V. Summary and Final Comments	26

I. Introduction

Plumas Project HOPE

This Justice Assistance Grant (JAG) Program was the result of a joint collaborative initiative between the Plumas County Office of the District Attorney, Plumas County Sheriff's Office, Plumas County Superior Court, Plumas County Probation, and critical county and non-profit agencies serving the community. The Plumas County Office of the District Attorney served as the lead agency, coordinating the equities of this multi-partner grant program. Plumas County introduced a comprehensive evidence-based program in combination with other promising activities to address and improve the local criminal justice system.

Administered by the Plumas County Office of the District Attorney – Alternative Sentencing Program (ASP), Plumas Project HOPE (Helping Offenders Pursue Excellence) was designed to assist rural Plumas County criminal justice partners to work together to enhance public safety, foster collaboration and improve the outcomes of individuals under the supervision of community corrections. Plumas Project Hope replicated an evidence-based model, Swift and Certain (SAC) Initiative, to engage criminal justice partners and community collaborative partners to improve supervision strategies that would reduce recidivism, increase partnerships, improve long-term data collection and improve the outcomes of offenders, their families and communities.

The Plumas County District Attorney further enhanced this promising practice by initiating the Plumas County Coordinated Response Team (CRT). Members included a variety of community partners recruited for the Plumas JAG Steering Committee representing the courts, law enforcement, prosecution, defense, behavioral health, public health and other community partners. The CRT met bi-weekly and reviewed arrest cases for inclusion in this model. The team also provided case management services in coordination with Plumas Project HOPE staff. An additional commitment by the Plumas County Superior Court integrated a new practice to link cases across criminal, juvenile and family law to relieve contradictory orders and protect the best interests of minors. In addition, the Plumas Court Appointed Special Advocate (CASA) Program Advocates received special training provided by the Alternative Sentencing Program and Plumas Crisis Intervention & Resource Center to enhance their partnership with the courts and improve their representation of children in the dependency system.

JAG program funding was shared between the Plumas County District Attorney, the Plumas County Sheriff's Department and Plumas Crisis Intervention & Resource Center representing the Plumas CASA (Court Appointed Special Advocate) Program and its housing, intensive case management and other supportive systems. This project became effective on April 1st, 2015 and was completed on December 31st, 2017.

The intent of this monitoring and outcome evaluation process is to provide a summary of the funded

activities and resulting outcomes from Byrne JAG dollars. A secondary goal is to track the use of evidence-based and promising practices as well as the fidelity of implementation of those models as adopted herein. The Alternative Sentencing Program utilized the Restorative Justice Model as its theoretical framework for evaluation. The three major elements of this model include public safety, accountability and competency development. Tracking, data collection and assessment included all program participants, the activities they participated in, the length of time they were in the program and the amount of criminal activity they participated in before and after the program. Participant successes in seeking permanent housing, obtaining needed behavioral health services, securing employment, improving family relationships, attending to health issues and improved parenting practices also provided informational data for measurement.

This evaluation will connect each of these administrative, process and program measurement components to provide a complete overview of program challenges and successes as well as conclusions and recommendations. Further, the evaluation methodology also assesses and discusses the efficacy and impact of this program as far as how outcomes relate to the activities proposed in the initial proposal. Final comments address the path forward through lessons learned as part of this program implementation and how it has served as a systems change for Plumas County.

Anticipated Program Benefits

Plumas Project HOPE program goals were designed to assist rural Plumas County criminal justice partners to enhance public safety, foster collaboration and improve the outcomes of individuals under the supervision of community corrections. Leveraging the evidence-based Swift and Certain Initiative, the Plumas Project HOPE program worked to: (a) improve supervision strategies to reduce recidivism; (b) promote and increase collaboration among agencies and officials who work in community corrections and related fields; (c) enhance the offenders' perception that the supervision decisions are fair, consistently applied and consequences are transparent; and (d) improve the outcomes of individuals participating in these initiatives. This promising practice coupled with community response team and collaborative court work, each derived from evidence-based work, provided the collaboration needed for success. It is well documented that children in the dependency system who have the support of a CASA Advocate have shown improved outcomes and successes as a result of these relationships. Some CASA's will follow their children to adulthood, creating life-long bonds. Their inclusion in this model benefited the future positive outcomes for youth whose parents are in the justice system. Plumas Project HOPE measurable objectives included:

- Reducing access to illegal drugs through the work of anti-drug enforcement operations.
- Developing the Plumas County Coordinated Response Team to bring collaborative partners together for timely and effective services.
- Improving supervision strategies that to reduce recidivism, including improvements in criminal thinking.

- Promoting and increasing collaboration and communication among agencies and officials who work in probation, parole, pretrial, law enforcement, treatment, reentry, and related community corrections fields.
- Developing and implementing strategies for the identification, targeting, supervision, and treatment of “high-risk/high-needs” offenders who were being supervised in the community.
- Increasing the number of supervision decisions that are fair, consistently applied, with consequences that are transparent; and increasing the number of participants in the program who believe that the supervision decisions are fair, consistently applied, and consequences are transparent.
- Increasing the efficiency of the Plumas County court system in linking cases across criminal, juvenile and family law courts
- Improving representation, advocacy and the best interests of minors through Plumas CASA Volunteer representation
- Demonstrate the use and efficacy of SAC practices and principles to improve the delivery of supervision strategies and practices.

Plumas Project HOPE collected data that measured the results of this work as outlined in the given performance measures for this funding.

Program objectives, strategies and outcomes are outlined as follows:

<p>Program Objectives:</p> <p>Sustain anti-drug enforcement operations</p> <p>Improve supervision strategies that will reduce recidivism including improvement in criminal thinking.</p> <p>Promote and increase collaboration among agencies and officials who work in probation, parole, pretrial, law enforcement, treatment, reentry and related corrections fields.</p> <p>Develop and implement strategies for the identification, targeting, supervision and treatment of “high-risk/high-needs” offenders that are being supervised in the community.</p> <p>Demonstrate the use and efficacy of SAC practices and principles to improve the delivery of supervision strategies and practices.</p>	<p>Program Strategies</p> <p>Law enforcement, prosecution and probation efforts to reduce access to illegal drugs</p> <p>Warning Hearings Random/Frequent Drug Testing Modification Hearings Swift & Certain Sanctions Access to Treatment Data Collection</p> <p>JAG Steering Committee</p> <p>Plumas County Coordinated Response Team</p> <p>Coordinated Court System</p> <p>CASA Advocates</p>
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Numerous barriers, indicative to remote rural areas, played a significant role in the success and sometimes failure of Plumas Project HOPE participants; these barriers included but were not limited to: a serious lack of affordable housing, limited employment opportunities and economic stability, availability of safety-net

services across the county, access to substance abuse treatment, violence prevention and counseling, family support networks and access to behavioral health services. Plumas Project HOPE recognized the importance of a continuum of care network throughout the reentry process, and tracked these variable factors in order to maintain a path to successful outcomes. Participant success/failure in this project was determined by the program objectives, program strategies and expected outcomes for offenders. Program partners anticipated that outcomes would generally improve and recidivism rates would decline as a result of the implementation of this project. Program partners had the opportunity to provide a true continuum of care from arrest forward to assure increased success and more positive outcomes for each program participant.

Process & Outcome Measures

The Plumas JAG Steering Committee, the Alternative Sentencing Program Manager and High Sierra Grants as an independent evaluator, assessed program effectiveness by leveraging a combination of both Monitoring and Outcome Evaluation models. Simultaneous use of both models allowed the Project Coordinator to quantify day-to-day program effectiveness as well as the success or failure of short and long-term goals. By actively monitoring arrest reports, prosecution statistics, probation reporting, Day Reporting Center activity, drug testing results, as well as sanctions and incentives, the Project Manager had the ability to conduct self-assessment of program effectiveness both in the moment and throughout the project period. Information was utilized to guide program and budget needs.

Project HOPE assessment outcomes included: all program participants, the activities they participated in, the length of time they were in the program and the amount of criminal activity they participated in before and after the program. Participant successes in seeking permanent housing, obtaining needed behavioral health services, securing employment, improving family relationships, attending to health issues and improved parenting practices also provided informational data for measurement. Local drug and/or alcohol arrest and criminal justice statistics were also tracked accordingly.

The program developed additional manual data tracking methods to measure the internal effectiveness of program processes such as the work of the JAG Coordinated Response Team, the Coordinated Court practices and the Plumas CASA Program Advocate activities. Overall data evaluation and recommendations addressed program efficacy and impact as it related to this funded project. The following outcome data was collected and measured during the course of this program:

<p>Expected Outcomes for Anti-Drug Enforcement Operations</p>	<p>- 20% reduction in illegal drug activities of targeted offenders through law enforcement, prosecution and probation efforts</p>
<p>Expected Outcomes for PC Coordinated Response Team</p>	<p>- 25% improvement in coordination and services in</p>

<p>Coordinated Court Model</p> <p>Expected Outcomes for Offenders:</p> <p>Expected Outcomes for Children with CASA Advocates</p> <p>Expected Outcomes for Plumas Project HOPE Model</p>	<p>arrestee cases and referrals to HOPE Model</p> <ul style="list-style-type: none"> - 25% improvement in linking multi-cases across criminal, juvenile and family courts - 25% reduction in contradictory orders - 55% less likely to be arrested for a new crime - 75% less likely to use alcohol/drugs - 65% less likely to skip appointments with supervisory officer - 55% less likely to have their probation revoked - 25% increase in advocacy and support for children in the dependency system - 20% increase in positive outcomes for children - 75% improvement in completion rates - 50% reduction in recidivism rates - 100% improvement in collaborative partnerships - 75% improvement in quality of short and long-term data collection
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As noted, multiple process, implementation, individual and program measurements were collected and evaluated to assess program success on multiple levels over the three-year period of this grant. Activities are outlined within the following categories:

- Law enforcement
- JAG Coordinated Response Team
- Coordinated Court Model
- Outcomes for offenders
- Outcomes for children
- Outcomes for Plumas Project HOPE Model

Each component of this program and its goals are intricately tied to the overarching theme to enhance public safety, reduce recidivism, foster collaboration and improve outcomes for individuals and children under the supervision of community corrections. In reducing recidivism, program partners assisted offenders by providing them with the support and tools needed to change lifelong, and in some cases, generational patterns including a chronic tendency toward repeated criminal or antisocial behaviors, and breaking generational norms.

Evaluation Methodology

The program evaluation model designed for this program was a mixed design. The Alternative Sentencing Program utilized the Restorative Justice Model as its theoretical framework for evaluation. Alternative Sentencing estimated the number of participants in the Plumas Project HOPE program would exceed 225 in its first year in 2015. These cases were directly associated with the community response team and coordinated court model. Based on the increased level of program participants over the year prior to application, this figure expected to climb in the following grant funding years. Anti-drug enforcement operations estimated approximately 250 arrests in the first year of this program. Plumas CASA Advocates proposed to represent approximately 25 children in 2015.

ASP utilizes CaseloadPro, a full featured Probation Case Management system. This system fully met the data collection needs for this project while efficiently collecting and managing client-level data and maintaining confidentiality and meeting Health Insurance Portability and Accountability Act (HIPPA) and 42 CFR Part 2 requirements. The program also utilized the Risk and Needs Triage (RANT) an evidence-based assessment and intervention classification tool that evaluated each offender's criminogenic risks and clinical needs to determine the level and type of criminal justice supervision and treatment services where research suggested the offender stood the best chance of success. The Static Risk and Offenders Needs (STRONG), another evidence-based risk and needs assessment/supervision planning system for adult offenders was also utilized. An advanced feature of this tool was its ability to predict recidivism based on a particular type of crime which allowed probation and corrections professionals to make better supervision, placement and re-entry decisions. Additional evidence-based programs utilized by staff and mental health partners through ASP included Moral Reconciliation Therapy (MRT) approved by Substance Abuse and Mental Health Services Administration (SAMHSA)'s National Register of Evidence-Based Programs (NREPP); and Mindfulness-Based Cognitive Therapy (MBCT), Acceptance and Commitment Therapy and Mindfulness-Based Stress Reduction.

All program services information was documented by Plumas Project HOPE staff utilizing CaseloadPro and MRT data tools. The Plumas Project HOPE Coordinator was responsible for all data collection activities, performance measures, data storage and protection. Program statistics and feedback guided the program toward additions and improvements in services throughout its course. This system allowed staff to add additional tracking mechanisms as needed to fully capture each program component. Focus groups, surveys, team meetings and participant feedback allowed the program to capture additional data and vignettes of program implementation, services and outcomes. Baseline data was established at the grant start date of 4/1/15 to provide a snapshot to measure future successes.

This program served as a model rural program for Plumas County and represented a systems change in the both the delivery of services and the collaboration required for its implementation. Community partners developed a collaborative and dedicated working relationship never before implemented in the county. The

rationale for determining program impact was based upon comparative historical data, current program statistics, countywide systems changes, and measurable system and program participant outcomes, many of which would have been impossible to deliver if not for this funding. A comprehensive analysis of all data collected annually assisted the program and its partners in evaluating and determining program impact and value. Plumas Project HOPE helped to identify gaps for future improvement and has provided Plumas County with the framework needed to move forward with new effective strategies and services.

Key Partners

Plumas Project HOPE provided an opportunity for the Plumas County District Attorney's Office and Alternative Sentencing Program to bring together an array of community partners committed to this project and its higher level of collaboration to better meet the needs of our Superior Court Judge and its program participants. Team members duties included the Superior Court Judge serving as the team leader who stated the rules and sanctions to the probationer and applied sanctions and rewards, the Court Administrator who processed and coordinated multiple motions to appear, the Chief Probation Officer who provided training to Probation Officers, the Probation Officers who issued motions to modify the terms of probation when violations occurred, the Sheriff's Department who acted swiftly to serve bench warrants and take probationers into custody when violations occurred, the Jail Administrator who ensured probationers were present in court within 72 hours of a violation, the Prosecutor who prepared each motion to modify the terms of probation at each violation hearing and file motions to modify the terms of probation when needed, and the Public Defenders who were dedicated to working with probationers in understanding this new and improved system.

Additional community partners included Plumas County Alcohol & Drug, Plumas County Public Health, Plumas County Behavioral Health, Plumas Literacy's Second Chance Programs, Plumas Crisis Intervention & Resource Center, Plumas Rural Services, Plumas County Community Development Commission, Plumas County Social Services, California Highway Patrol and Plumas County Child Support Services.

The Swift and Certain (SAC) initiative has been shown to be an effective promising practice in reducing recidivism and preventing crime. Hawaii's Opportunity Probation with Enforcement (HOPE) program has shown promise as well, which has launched this field of interest in replicating and implementing models of supervision and versions of HOPE which support this SAC model. SAC models are intended to: (a) improve supervision strategies that reduce recidivism; (b) promote and increase collaboration among agencies and officials who work in community corrections and related fields; (c) enhance the offenders' perception that the supervision decisions are fair, consistently applied and consequences are transparent; and (d) improve the outcomes of individuals participating in these initiatives. The research base for these strategies include outcomes of a 2009 evaluation of Hawaii HOPE which showed that close monitoring of probation conditions – coupled with swift and certain responses to detect violations – improved compliance with the terms of probation and enhanced desistance from drug use. Following a one-year period, Hawaii HOPE probationers were 55% less likely to be arrested for a new crime; 72% less likely to use drugs; 61% less likely to skip appointments with supervisory officers; and 53% less likely to have their probation revoked. Hawaii HOPE probationers actually served or were sentenced to 48% fewer days on average.

Minor adjustments during implementation included the expansion of an array of holistic services provided by Plumas Crisis Intervention & Resource Center. Plumas Project HOPE participants had the opportunity to access multiple programs including emergency, transitional, sober-living and permanent supportive housing; Ohana House Emergency and Transitional Housing for young adults 18-24; Federal Emergency Shelter Grant Rapid Re-Housing Program; Plumas County Mental Health cabins positioned across communities countywide; 24/7 Dad’s fatherhood initiative services; and additional crisis intervention, clothing, food and peer counseling supports. PCIRC collaborated with Feather River College Adult Education Consortium to assist transitioning offenders with career and workforce development opportunities to achieve independence, permanency and success in the community. Each of these activities and collaborations worked in tandem to reduce recidivism rates for transitioning offenders.

Participant-Level Outcomes	Broader Program Outcomes
<ul style="list-style-type: none"> • Less likely to be arrested for a new crime • Less likely to use alcohol/drugs • Less likely to skip supervisory appointments • Less likely to have probation revoked • Improved program completion rates • Increased awareness and utilization of community resources for sustainability • Improved housing & safety-net services 	<ul style="list-style-type: none"> • Improved partner collaboration • Use of evidence-based programs and risk assessment tools • Use of team case conferencing • Improvement in quality of short and long-term data collection • Reduced recidivism rates • Increased quality of life

Data Sources and Methods

Data Sources	Description
In-person and telephone interviews	Evaluation staff conducted interviews with individuals involved with the Plumas Project HOPE Program and focused on the program model, implementation, service delivery, partner coordination and successes and challenges. Interviews were also conducted with program participants to gain feedback on their experience in the program, whether recidivism has been reduced and their current quality of life.
Observations	Evaluation staff participated in Plumas Project HOPE case conferencing sessions and formal court proceedings held in the Plumas County Superior Court, and weekly activities held at the Day Reporting Center. The observations provided the evaluation staff an opportunity to learn first-hand about participant characteristics and their interactions with the diverse array of partners involved with Plumas Project HOPE, including the Judge, case managers, probation officers, and staff from the Public Defender and District Attorney’s office. Program activity was well-documented.
CaseLoad Pro	Evaluation staff was provided access to CaseLoad Pro information on program participants including court case information and direct and referral services provided.

Plumas Project Hope Program Documents	Evaluation staff conducted a review of relevant program documents such as the Plumas County District Attorney & Alternative Sentencing Program’s grant proposal to California BSCC and well as all quarterly reporting documents. This review provided valuable information as to the model, partners and real-time outcomes of program participants.
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II. Implementation

“The success of Plumas Project HOPE depends on the ability of the courts, law enforcement and probation to coordinate and communicate effectively and stay true to the original program design. This program has the potential to create a systems change in how criminal justice partners conduct services and help to stop the “revolving door” system some families have been experiencing for generations”
 – Plumas Project HOPE Partner

Prior to the development and implementation of the Plumas Project HOPE model, there were no dedicated plans of collaboration or coordinated systems of community partnership to collectively meet the needs of individuals navigating the criminal justice system. Services were random as many partners operated in silos and were not present to provide a continuum of care to probationers. As a rural county, the path to successful reentry for formerly incarcerated individuals and their families in Plumas County is riddled with obstacles. Because successful reentry intersects with issues of health and housing, education and employment, family and community well-being, it is vital to have a coordinated team and consistent program delivery system.

Scope of the Problem

The Plumas Project HOPE is the result of a joint collaborative initiative between the Plumas County Office of the District Attorney, Plumas County Sheriff’s Office, Plumas County Superior Court, Plumas County Probation, and critical county and non-profit agencies serving the community. The Plumas County Office of the District Attorney served as the lead agency, coordinating the equities of this multi-partner grant program.

Plumas County is located in the Northern Sierra Nevada Mountain Range and has a population of approximately 18,859 people covering a land area of 2,613 square miles – larger than the states of Connecticut, Delaware and Rhode Island combined. The County seat of Quincy is located approximately 146 miles from Sacramento, 87 miles from Chico and 82 miles from Reno, Nevada. Points of access include State Highway 36, State Highway 49, State Highway 70, and State Highway 89. The area supports one incorporated city, Portola, within its borders. The majority of the population resides within the unincorporated area of the county. The United States Forest Service controls a significant amount of acreage within the county borders, including Plumas National Forest. The county boasts more than 100 lakes and 1,000 miles of rivers and streams with over a million acres of national

forest. The County does not have a diverse population, with the majority of people being Caucasian followed by a growing Hispanic/Latino population (8.3%). Income levels range from the extreme high to those living at the very lowest levels of poverty. Employment rates fluctuate greatly (over 20% in winter) due to the seasonal nature of many of the jobs. Leading economic industries include lumber and wood products, hydroelectric power, tourism, and railroad and government agencies. Private small businesses make up the majority of the manufacturing and retail industries inside the county. Residents aged 65 and older account for 24% of the area population and 13% are Veterans. Approximately 14% of the population lives below poverty.

The Plumas County Anti-Drug Enforcement Project takes a multi-disciplinary approach to the drug problem in Plumas County. The project is comprised of members from the Plumas County Sheriff's Office, Plumas County District Attorney and Plumas County Probation. The county also coordinates the Drug Endangered Children (DEC) Program with Child Protective Services to improve the health and well-being of exposed children, as well as minimizing the possibility of re-victimization. Drug abuse in Plumas County continues to rise at alarming rates as evidenced by local needs assessments and the California Healthy Kids Survey. According to California Department of Public Health data in 2010, the rate of non-fatal Emergency Room visits due to alcohol and/or other drugs totaled 620.9 visits, nearly double that of California rates. The rate of non-fatal hospitalizations due to alcohol and/or other drugs was 40% higher than the California rate. Methamphetamine, prescription drugs and marijuana represent main illegal drug activities and sales in the county. Crystal methamphetamine is the most popular drug in the area and has a higher purity rate than the old style powder. Cocaine is still in use but psilocybin mushrooms and MDMA are growing in popularity. Other illegal drugs such as heroin and other designer drugs are available but used by a very small percentage of the population. Prescription drug usage, sales and diversion have increased heavily over the past few years, resulting in multiple deaths.

Plumas County shows a high correlation between unemployment and alcohol and/or drug abuse as well as an increase in drug-related violent crimes. In Eastern Plumas County, a growing Hispanic population constitutes the majority of traffickers in that area of the county. Caucasians continue to be the predominant traffickers in other areas in the main population centers of Quincy, Portola, Chester and Greenville. Due to the large percentage of USDA Forest Service land in Plumas County, the area is a prime target for marijuana cultivation and increased use by Drug Trafficking Organizations (DTO). These organizations are also involved in the sales and transportation of methamphetamine.

Plumas County has been a recipient of CalEma Anti-Drug Abuse Enforcement Team funding for many years. During the 4th and final quarter of this funding, which ended on 9/30/14, Plumas County reported the following statistics: 51 investigations leading to arrest; of these 9 were drug-related and 42 were meth-related and all cases being referred for prosecution and 46 cases filed; 3 children were removed due to meth investigations; 74 drug-related searches occurred including 42 probation and

parole searches; drugs seized included .01 powder cocaine (street-value of \$1,000), 17,496 marijuana plants (street value \$37 million), 248 pounds of processed marijuana (street value \$620,000), 18 LSD tablets (street value \$360), .041 kilograms of ice methamphetamine (street value of \$4,104), .112 oz of Butane honey oil (street value of \$11,200), and 98 Hydrocodone pills (street value of \$1,960). This provides a snapshot of one quarter of the year of illegal drug activity in the county. In month prior to submission of the grant application, Plumas County had two alcohol and/or drug-related deaths of young adults under the age of 25. The most recent case was the result of a heroin overdose. Alcohol and drug abuse are leading factors in the recidivism rates of defendants navigating the criminal justice system, which currently exceed 70% in the county.

The path to successful reentry for formerly incarcerated individuals in Plumas County is challenged by poverty, substance abuse issues, chronic medical conditions, mental health issues and a lack of affordable housing. Many have co-occurring mental health and substance abuse issues that are undiagnosed, untreated or self-medicated. The area has no homeless or transitional housing sites for adults to offer support. Formerly incarcerated individuals are often thrust back into the environments that started their journey in the criminal justice system. Since realignment began in 2011, the Plumas County Jail is frequently at capacity. It is clear in Plumas County that there has been a “revolving door” system for some offenders that often continue through generations of families. Responses to violations can be sporadic, and lengthy delays between violations and sanctions do not send consistent messages to probationers. This process creates a ripple effect for families and children when the offender is sentenced to jail. Impacts include loss of employment, the removal of children by Child Protective Services and the dependence on public benefits for housing and food.

Through JAG funding, Plumas County has introduced a comprehensive evidence-based program and other activities to address and improve the local system.

Target Population Served

The target population includes all populations who are arrested for any offense in Plumas County. Clients include men and women over the age of 18 who have served time in County Jail, or who are participating in Drug Court or Prop 36 programs. Many are homeless, all are without employment. Their social support systems are often part of their offending problems. Multiple activities are provided to transitioning offenders and their families through collaborative re-entry services.

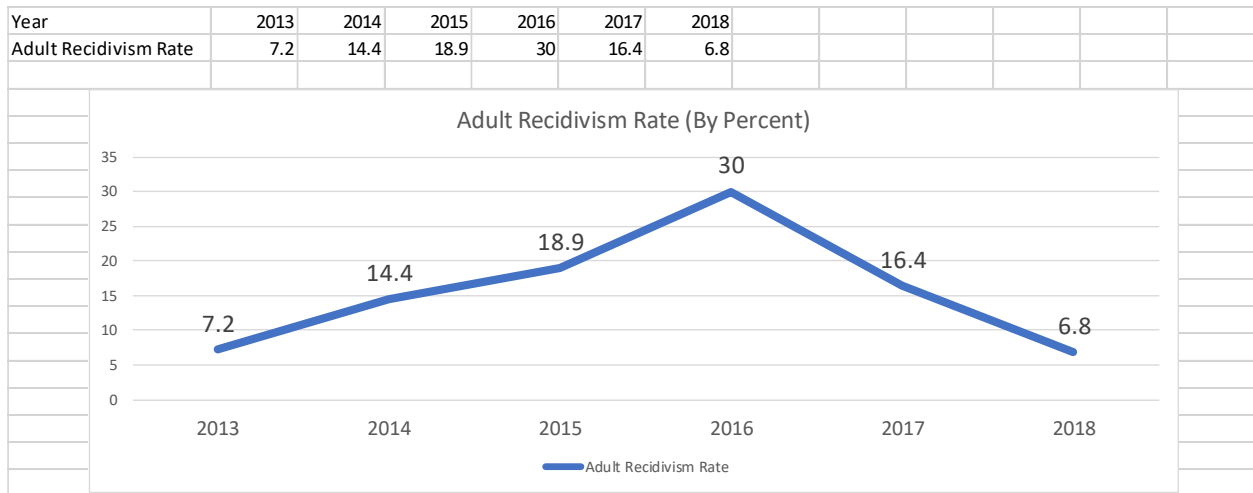
“Before this program, I was in trouble all the time and went to prison twice. This team didn’t give up on me and now I’ve learned what I want in life and I’m stronger. I’ve learned to smile and now I can help others”
- Project HOPE Participant

Plumas County’s economy is poor and outmigration has increased over the past decade as lack of job opportunities and unemployment rates grow due to seasonal availability (13.1%-21.2%). Child poverty

rates stand at 24%, well exceeding the California state averages. National statistics show that rural areas like Plumas County typically have higher rates of alcohol, substance abuse and drug addiction due to social determinants of health including poverty, health access and chronic health conditions. Alcohol, substance use and drug addiction are alarming problems for adults and youth and impact the entire community including offenders and their families. Local Child Protective Services statistics show that 90% of children are testing positive for meth exposure and many cases involve alcohol and substance use, specifically methamphetamines. Plumas County exceeds state averages in all behavioral health indicators as well (illicit drug use, binge drinking, serious mental illness, suicidal tendencies and depression). Non-fatal emergency room visits due to alcohol or other drugs in Plumas County are nearly double the California rate.

Violation & Recidivism Rates

Prior to the preparation of this application for funding, the Alternative Sentencing Program had only been in operation for 15 months and was just beginning to implement a new data collection and tracking system. Baseline data at that time was not available. The Plumas County recidivism rate stood at 28%. The estimated ASP recidivism rate for the 189 cases referred during the 15-month period prior to the implementation of the JAG program stood at approximately 69%. This rate was directly correlated to the fact that the program was engaging with the areas highest risk-highest needs habitual offenders. As noted in the graph below, at the conclusion of the JAG program period in December of 2017, recidivism rates were down to 16.4%. At the present time in 2018, recidivism rates have further declined to 6.8%.



III. Year One to Three

Program Services

A total of \$68,033 was awarded to Plumas County Sheriff’s Department Drug Task Force annually

from the 2015 JAG Byrne funding. The drug task force was asked to provide data regarding the amount of drugs seized from April 2015 to December 2017. Amounts and combined totals for each drug are displayed in the following tables.

Drug Task Force Activity, April 2015 -December 2016: Drugs Seized

	2015	2016	2017	Total
Cocaine (crack)	.6	0	0	.6
Cocaine (powder)	34.4	34.4	.5	69.30
Ecstasy*	10	10.86	4	24.86
Heroin	0	3.71	26.42	30.13
Heroin Units Liquid	0	130	0	130.00
Marijuana	280,773	273, 593.6	568,350.77	1,122,717.37
Marijuana Plants	16,858	163,823	14,052	194,733
Methamphetamine	0	0	32 cc	32 cc
Methamphetamine (ice)	35.12	76.746	480.57	592.436
Psilocybin	219.5	214.5		434.00
Prescription pills*	39	587	145.50	771.50
Butane Honey Oil	88	0	2.02	90.02
Hash	56	62	4	122.00
Fentanyl Powder	4.29	4.129		8.419
LSD		1	1	2.00
Lysergic Acid		195		195.00

*Amounts measured in dosage units. All other categories measured in grams.

Drug Task Force Activity, April 2015 - December 2016: Investigations Initiated/Closed

	June 2015	Sept 2015	Q - 1 2016	Q - 2 2016	Q - 3 2016	Q - 4 2016	Total 2015-2016
New Investigations	52	86	87	73	86	61	445
Cases Closed	49	83	85	69	83	60	429
Misdemeanor Arrests	45	52	93	74	52	65	381
Felony Arrests	14	15	7	4	15	1	56
Drug Task Force Hours	247	560	566	318	365	560	2,616

Drug Task Force Activity, January 2017 - December 2017: Investigations Initiated/Closed

	Q - 1 2017	Q - 2 2017	Q - 3 2017	Q - 4 2017	Total 2017	Totals
New Investigations	43	48	88	69	248	693
Cases Closed	38	45	80	68	231	660
Misdemeanor Arrests	44	49	74	71	238	619
Felony Arrests	4	2	8	6	20	76
Drug Task Force Hours	261	195	261	249.5	966.5	3,582.5

As noted in the above data, the Drug Task Force was very successful in its task of removing drugs from the streets and eradicating marijuana gardens throughout the county. It should be noted that there was a significant increase in the amount of Crystal Methamphetamine (ice) seized between year one and year three. This drug represents one of the most serious threats to Plumas County. Opioids follow closely in this threat as the county had the highest rate of opioid associated accidental deaths in the State of California for the period 2005-2016 totaling 50 deaths. In addition, the Center for Disease Control (CDC) identified Plumas County as one of two California counties at high-risk of developing an epidemic of intravenous injection (IV) street drug-related Human Immunodeficiency Virus (HIV) and Hepatitis C. In 2014, the California Department of Public Health (CDPH) placed opioid overdose death rate per 100,000 Plumas residents at 20.5%. A total of 29 firearms were seized and 3 firearms crimes were filed. A total of 7 state forfeiture cases were filed and \$10,330 in assets was seized. This program has been successful in sustaining anti-drug operations in Plumas County and has more than met its proposed 20% reduction in illegal drug activities of targeted offenders through law enforcement, prosecution and probation efforts.

Historically, Plumas County has relied on funding from the California Community Corrections Anti-Drug Abuse Enforcement Team Program to address the work of the Plumas County Anti-Drug Enforcement Operation. JAG funds provided support for coordinated efforts between law enforcement, prosecution and probation in identifying, arresting, prosecuting and conducting supervision of narcotics offenders with a goal to decrease narcotics activity through surveillance and enforcement. This work was complemented by community education activities and cooperative protocols to effectively support the safe removal and placement of Drug Endangered Children (DEC) into the care and custody of Children's Protective Services. Plumas County Social Services receives approximately 225 allegations of child abuse annually and substantiates as many as 55 cases per year. The program provides protection for approximately 75 children annually when their caretakers are absent or lack the capacity to care for their children.

A total of \$152,214 was awarded to the Plumas County District Attorney's Office annually and the Alternative Sentencing Program from the 2015 JAG Byrne funding. ASP provided data regarding the number of cases, direct services and referrals that were provided from April 2015 to December 2017. According to CaseLoad Pro, the JAG Program served 498 program participants with an array of comprehensive and collaborative services both directly and through community-based and county partners. The following tables reflect these statistics on a quarterly basis throughout the grant period.

Courts – Community, Drug & Re-Entry, April 2015 - December 2016

	June 2015	Sept 2015	Q – 1 2016	Q – 2 2016	Q – 3 2016	Q – 4 2016	Total 2015-16
New Cases Prepared	43	38	37	39	73	60	290
Open cases end period	23	38	148	168	200	245	822
Cases closed	15	27	23	22	13	10	110
Case Mgmt Assessments	43	32	41	28	34	72	250
Case Plans Prepared	35	32	74	104	87	45	377
Referrals to Services	33	41	50	185	213	176	698
Service Coordination	729	813	809	1,015	1,234	970	5,570
Services Provided	534	756	572	678	1,154	591	4,285
Trained	0	11	0	0	0	0	11

Courts – Community, Drug & Re-Entry, January – December 2017

	Q – 1 2017	Q - 2 2017	Q – 3 2017	Q – 4 2017	Total 2017	Totals
New Cases Prepared	43	52	78	78	251	541
Open cases end period	239	164	135	172	710	1,532
Cases closed	35	25	79	100	239	349
Case Mgmt Assessments	43	50	76	62	231	481
Case Plans Prepared	26	45	15	13	99	476
Referrals to Services	64	164	56	36	320	1,018
Service Coordination	974	1,206	656	355	3,191	8,761
Services Provided	892	1,154	522	333	2,901	7,186
Trained	0	0	0	0	0	11

The Plumas Project HOPE Program provided many individuals the opportunity to change their lives. Program participants engaged with staff daily through mandated activities at the Day Reporting Center, group classes, one-on-one peer counseling, and intensive case management and through services and programming provided by the Behavioral Health Department. Transitional Sober Living Home placements were provided to eligible candidates. Mental health and alcohol and drug treatment services allowed participants the opportunity to address addictions and behaviors and work on improving their health and wellness. The Probation Department assisted JAG staff with testing services and home visits to assure program compliance. Many program participants engaged in workforce development while in the program.

“I spent 20 years living the gang life, but really most of that time was spent in prison. This program got me off the street and provided me a place of safety and an opportunity for a whole new life I didn’t think was even possible. It allowed me to really see another path. It was real, genuine and non-judgmental. Support was there 24/hours a day whenever I needed it. Now I have a full-time job, a home and I have my family back. This program gave me the opportunity to change my life. I would tell others this isn’t fake – it’s the real deal – give it a chance.
- JAG Program Graduate

The bar chart below notates the average timeline for supervised cases during the course of this project.

Supervised Case Status	Total Days	Case Count	Case Average	Individual Count	Individual Average
Active Parole	1505	3	502	3	502
Active Probation	140229	406	345	266	527
Total	141734	409	423.5	269	514.5

Structure for Success

The JAG Program in Plumas County has made remarkable progress in broadening stakeholder involvement to collectively design and plan new programs, utilizing evidence-based and data-generating services, to improve the justice system and reduce local crime. In replicating the successful Hawaii Opportunity Probation with Enforcement (HOPE) Program, the Plumas County Superior Court was able to deliver swift, certain and proportionate jail consequences or other interventions for probation violations. This joint effort between the courts, probation, parole and corrections served as a systems change in the Plumas County criminal justice system and significantly reduced positive drug tests, missed appointments, probation revocations, new arrests and incarceration.

Plumas County Challenges & Needs

Within the first year of the Plumas Project Hope Program, the Coordinated Response Team met one of its greatest challenges during early implementation. Plumas County incurred extensive changes in county department leadership; specifically, Behavior Health and the Probation Department, each playing significant roles in the JAG team of stakeholders. These changes impacted timely and consistent program services. Leadership changes continued through the end of the grant period. Non-compliance with some partners greatly impacted services to program participants and often created situations in which progress was lost. As a result, the remaining Coordinated Response Team members continued to address and fill gaps to assure that the program was not compromised and program participants were given the best possible services and support to succeed.

Additional challenges occurred during the course of this program when the Plumas County Drug Court and the Day Reporting Center discontinued services. Many factors entered into these decisions and were mostly associated with the non-compliance and non-participation of several community partners. It is conceivable that these closures have had a direct impact on Plumas County's chronic offenders, and most particularly, those who are high-risk and high-need methamphetamine users. These offenders often include entire families who have been generationally involved in the criminal justice system.

Finally, the Plumas County Jail, a small 60-bed facility, has been challenged by the passage of Assembly Bill 109 in 2011, California's prison sentence structure. The average length of stay at the jail was 37 days prior to this legislation. Now inmates are sentenced up to nine years at the local facility.

In 2014, Proposition 47 further changed non-violent crimes once thought to be prison-worthy to misdemeanors. Jails throughout the state experienced reduced populations; however, the Plumas County Jail population increased by 4% in 2015. While violent crimes dropped by 36% and property crimes dropped by 52%, the jail population increase was directly attributed to increased drug use in the county. Plumas County is slated to complete the building of a new jail facility in 2019, but until that time, space is limited. The Plumas County Sheriff’s Office provided this overview of drug-related arrests in December 2017. Note that while county-wide bookings have been reduced, the number of offenders under the influence of a controlled substance has significantly increased, while possession of a narcotic has decreased. This data reflects the impact on the jail and community justice partners surrounding ongoing services to offenders.

Year	Bookings	11550 H&S	11377 H&S	11350 H&S
2010	1498	127	76	24
2011	1442	110	62	17
2012	1192	120	52	12
2013	1228	196	52	9
2014	1186	214	65	11
2015	1221	246	80	15
2016	1188	283	61	20
2017	1081	200	76	14

*An 11550 charge is for being under the influence of a controlled substance, an 11377 is possession of a controlled substance and an 11350 is the possession of a narcotic.

IV. Outcomes and Data

What We Learned

During the design, implementation and delivery of JAG services through Plumas Project HOPE, program partners learned and agreed that is difficult to know what determines a participant’s readiness, compliance and path to success. While utilizing evidence-based assessments upon arrest, including Ohio Risk Assessment System (ORAS), Risk and Needs Triage (RANT) and Supplemental Re-Entry Tool (STR) to identify individual risks such as high-risk, high-need; high-risk, low need, high violence, high drugs, etc., participant history of abuse or trauma, drug and alcohol additions, maturity, mental health status, safety-net of support and overall readiness for change all weighed in when reviewing ultimate outcomes. The ability to manage in independent settings with sufficient life skills also factor into success rates. According to CaseLoad Pro, ASP conducted and logged 481 assessments during the course of this project. Additional data reported included community partner referrals

totaling 320; service coordination activities totaling 3,191; and program direct services totaling 2,901.

As JAG partners began providing day-to-day services under Project HOPE, several significant gaps in community services became evident: a major lack of affordable housing units for transitioning offenders, and a lack of much needed sober living environments. In addition to these issues, partners also recognized the need for program participants to have daily intensive case management services and support to help them reintegrate into their communities and remain accountable to their commitment and the JAG program. This awareness led to the development of two sober living homes, one male home housing four participants, and one female home housing five participants. In year two of the JAG program, an additional program was developed and implemented by Plumas Crisis Intervention & Resource Center (PCIRC) entitled "Pathways Home" which is now in its second year of services to provide access to emergency motel sheltering, deposit and rental assistance for transitioning offenders and their families. The program has served over 100 transitioning offenders during the time period of this program. A final addition to addressing local housing was the development of the Ohana House Emergency & Transitional Shelter for Youth. This program, also of PCIRC, provides access to emergency and transitional shelter for homeless youth, foster and former foster youth and youth transitioning from the criminal justice system up to age 24. The home has served over 20 residents during the time period of this program. An intensive array of case management, education, workforce development and life skills support provide youth to prepare for adulthood and independence. The program has no time limits as each individual youth determines their level of readiness at their own pace.

The Plumas County District Attorney further enhanced this promising practice by initiating the Plumas County Coordinated Response Team. Members included those currently recruited for the Plumas JAG Steering Committee. The team met weekly and reviewed arrest cases for inclusion in this model. This team also provided case management services in coordination with Plumas Project HOPE staff. An additional commitment by the Plumas County Superior Court integrated a new practice to link all cases across criminal, juvenile and family law to relieve contradictory orders and protect the best interests of minors. In addition, eleven of the Plumas Court Appointed Special Advocate (CASA) Program Volunteers received special training provided by Plumas Crisis Intervention & Resource Center to enhance their partnership with the courts and representation of children in the dependency system. Plumas CASA serves an average of 18-20 youth annually with 15 or more trained CASA Advocates. These activities operating in unison improved services immensely in Plumas County.

The Day Reporting Center component of this program provided program participants with a place of support, learning and socialization as they were mandated to attend daily classes, check in with case managers and engage in social activities. As participants successfully transitioned through program steps, recognition and rewards were made in this group setting. All JAG partners were invited to

attend monthly award ceremonies and enjoy lunch as a team. The Superior Court Judge, public defenders, probation and community partners gathered in support of participant progress. Expected outcomes as outlined in the initial application have exceeded the proposed percentages as follows:

Proposed	Actual
Anti-Drug Enforcement Operations	100% reduction in some levels of illegal drug activities; over 50% reduction in some levels of drug activities; and an increase in methamphetamine (ice) use of targeted offenders
PC Coordinated Response Team	100% improvement in coordination and services as this model as this practice was not in place prior to this JAG program
Coordinated Court Model	100% improvement in linking cases across courts as this practice was not in place prior to this JAG program and 100% improvement in the reduction of contradictory orders
Offenders:	75% improvement on arrests for new crimes 75% improvement on participant use of alcohol/drugs 75% improvement on missing meetings
Children with CASA Advocates	75% improvement on probation revocations 75% increase in advocacy through training of CASA Advocates - 40% increase in positive outcomes for children
Plumas Project HOPE Model	75% improvement in completion rates 77% reduction in recidivism rates 100% improvement in collaborative partnerships 100% improvement in quality of short and long-term data collection

Where Do We Go Next

Plumas Project HOPE engaged criminal justice partners and community collaborative partners to improve supervision strategies that reduced recidivism, increased partnerships, improved long-term data collection and increased the positive outcomes of offenders, their families and communities.

In 2016, Plumas County Superior Court received a Training & Technical Assistance Award from the

Judicial Council of California's Recidivism Reduction Fund Court Grant Program. These dollars were used for planning and implementation of a Pretrial Release Program launched in September 2016, including the development of new judicial forms for pretrial release and use of an electronic database and a risk assessment tool specific to pretrial. Each of these programs has prepared the county to advance to the next step to address current gaps in the criminal justice model.

The Plumas County District Attorney's Office and the Alternative Sentencing Program was selected as one of the 23 programs to participate in the first Cohort of the Prop 47 Program implemented by the California Board of State and Community Corrections. This project is the result of a collaboration between the Alternative Sentencing Program (ASP), Plumas County Superior Court, Plumas County Sheriff, Plumas County Public Health, Plumas County Behavioral Health, Plumas Crisis Intervention & Resource Center (PCIRC) and other community-based mental health and substance use disorder partners to expand the Plumas County Pretrial Release Program to create a full Pretrial Diversion Program and expand the ASP Bridges Program for offenders transitioning from incarceration. Specifically, the project will address service gaps by providing a comprehensive array of pretrial diversion and reentry services for transitioning offenders including mental health and alcohol and drug services, housing and related supports, intensive case management and job skills training through community partnerships that work to compliment and leverage existing resources, promote a regional approach and are trauma-informed and recidivism reduction minded.

Through this range of intensive services, , guided by the system developed and lessons learned in the Plumas JAG Program, participants will follow a six-step process toward successful completion both in the pretrial diversion and transitioning offenders' programs as follows:

- **Step One – Outreach & Assessments** – ASP staff in collaboration with the Plumas County District Attorney's Office and the Plumas County Sheriff will identify and engage potential participants, by conducting assessments and screenings to , identify risks for recidivism, mental health diagnoses, substance use disorders and eligibility for intensive case management and community support services at the time of arrest and booking in alignment with Penal Code 1001.85, the Law Enforcement Assisted Diversion (LEAD) model. The District Attorney's Office will make final decisions on eligibility for diversion programs. ASP utilizes evidence-based assessment tools referenced herein in Rating Factor 4, using those tools as the mechanism for referrals and creation of each participants individualized multidisciplinary team.
- **Step Two – ASP Pretrial Diversion Program** – The implementation of evidence-based practices begins immediately at intake utilizing a validated pretrial assessment tool to identify those that are eligible for release through the Plumas County Pretrial Release Program. The Pretrial Assessment Tool (PAT) one of the tools in the Ohio Risk Assessment System (ORAS) was designed to be quick to administer, but at the same time be predictive of both a defendant's failure-to-

appear and risk of violating pretrial probation with a new offense. The PAT can be used on a stand-alone basis or as part of the suite of assessments provided in the ORAS. The Bridges Project plans to implement the full ORAS system to create a consistent and comprehensive continuum of care for participants. ORAS was designed to predict recidivism at different points in the criminal justice system. In all, five instruments were constructed: The Pretrial Assessment Tool (PAT), the Community Supervision Tool (CST), the Community Supervision Screening Tool (CSST), the Prison Intake Tool (PIT), and the Reentry Tool (RT). Additionally, the use of a standardized assessment tool allows consistency in the assessment of risk. The purpose of ORAS is to promote consistent and objective assessment of the risk of recidivism for offenders. Another advantage of using a risk assessment system that follows offenders through the criminal justice systems is that it improves communication and avoids duplication of information. In fact, many of the items in the individual assessments carry over into assessments at later dates. The total number of risk items that are collected from all assessment instruments is 63. Of these, 24 items are used on at least two, if not more assessment instruments. Further, since ORAS will be automated, items that are assessed at earlier stages have the potential to auto-populate into assessments at future dates. ORAS has long supported supervision and programming practices rooted in the ever-growing body of the "what works" literature. The O.R.A.S. tools can be used at pretrial, prior to or while on community supervision, at intake, and in preparation for re-entry just prior to release from custody. The benefits of ORAS include: provides reliable assessment instruments with consistent meaning; reduces duplication and enhances communication and sharing of information; gathers information regarding potential barriers to treatment; creates a system that expands as the offender moves through different processing stages; provides fully automated tools with potential for auto-population to other IT systems; provides thorough and useful information to aid in informed decision-making; allows for professional discretion and overrides; relies on instruments able to significantly distinguish between risk levels; assists in more efficient allocation of supervision and treatment resources; generates case plans that identify and prioritize individual offender needs and specific treatment domains; and predicts likelihood of re-arrest and recidivism at different points in the criminal justice system. ASP believes this process of prioritization and the development of detailed individualized plans will lead to greater successes for participants and a significant reduction in recidivism. Individuals will work with ASP diversion staff and community-based partners to receive intensive case management through coordinated MDTs. ASP Bridge Program services will also be offered to offenders exiting the criminal justice system that are in need of intensive case management, treatment, housing support and educational and workforce development services through additional diversion programs such as Prop 36, Community Justice Court, Anger Management and Petty Theft/Bad Check Program. ASP staff will take this opportunity to assess and redesign program components that meet the needs of the Proposition 47 target population and bridge gaps in local justice services.

- **Step Three – ASP Bridges Program & Intensive Case Management & Treatment – The Plumas**

County Public Health Agency (PCPHA) is supported by the California Health Care Foundation and California Department of Public Health, Safe and Active Communities Branch to convene and support a 4-county regional coalition. The Northern Sierra Opioid Safety Coalition was launched in January 2016 and now includes over 70 members. The effort is further supported by the 20,000 Lives Program, an effort in community collective impact and the way that Plumas County implements its Community Health Improvement Plan (CHIP). There are three action teams in the coalition including the Medication Assisted Treatment Team, the Naloxone Access Team and the Safe Prescribing Team. PCPHA will serve as a partner in this project to continue to strengthen the coalition, sustain newly launched Naloxone and Medication-Assisted Treatment (MAT) and align community efforts across the spectrum of prevention. MAT is the use of medications with counseling and behavioral therapies to treat substance use disorders and prevent opioid overdose. Through the development of a diverse pathway of treatment systems for participants in need of mental health services and/or substance use disorders, program components will include: individual and group counseling, contracted inpatient and residential treatment, intensive outpatient treatment, medication, peer support and intensive case management services. Restorative justice components will provide an opportunity for participants to engage in financial restitution activities to make victims whole, complete community service hours and promote the well-being of the communities where they reside. This project will also allow ASP to work closely with medical providers and participants to create medical homes for participants that upon entrance do not have a primary care provider. These expanded services with community-based mental health and substance use disorder providers, as well as new housing opportunities, will increase ASP's capacity and create a system change that allows participants immediate engagement in much needed services. ASP will also utilize this opportunity to redesign its Day Reporting Center options of group treatment activities to further address the needs of the Proposition 47 population. ASP fully adopts SAMHSA's concept of trauma-informed care and its six key principals in recognizing the impact of trauma in clients and families involved in the system while developing an array of services, policies and procedures that offer multiple paths for recovery, work collaboratively and mutually with partners and actively resist re-traumatization for those we serve.

- **Step Four – Civil Legal Services** - In addition to the criminal legal issues addressed by the District Attorney's Office, some participants may also have civil legal problems which serve as barriers to their success. The Proposition 47 Project will work in collaboration with Legal Services of Northern California to assist participants in addressing any non-criminal barriers to accessing basic needs such as housing, healthcare, government benefits, employment and educational services.
- **Step Five - Permanent Housing Assistance** – Diversion and re-entry participants who are homeless or unstably housed will be offered an array of housing services led by PCIRC, the lead agency in a coordinated entry process which meets the goals of *Opening Doors: Federal Strategic Plan to Prevent and End Homelessness*. Plumas County currently supports 42 beds available for the

homeless, mentally ill and victims of domestic violence, of which many are not available for CJS use. The Proposition 47 Project will support the expansion of the following housing models and introduce a new model specific to high-risk, high-need transitioning offenders: **Bridge Housing** - Due to a lack of emergency housing options and no dedicated homeless shelters in the county for adults, PCIRC utilizes an emergency motel sheltering model through the Mac Homeless Program. Participants receive short-term stays while transitional or permanent housing is still being arranged. **Mac Homeless Prevention Program** – Provides emergency rent/utility assistance to prevent individuals from becoming homeless, thereby sustaining existing permanent housing. **Transitional Housing** – Ohana House Emergency & Transitional Shelter offers housing and intensive case management services for youth aged 15-24; Bridges House will be a new home following the Ohana model but address the needs of older adults aged 25-up offering housing and intensive case management services. Each program addresses whole-person care, provides 24/7 supervision with curfew and life skills training, onsite treatment and ATOD services, higher education and workforce development support and prepares residents for transition to independent living and permanent housing. Bridges Family Cottage will provide a third transitional housing site to meet the specific needs of families. **Sober Living Home** - Bridges Transitional Sober Living Home – will be a new home providing a supportive alcohol and drug-free living environment for individuals attempting to maintain abstinence from alcohol and drugs. This model offers Intensive case management and supports listed above minus the 24/7 caretaker. Participants are required to present for daily check-ins and TSLE site visits are conducted continually. Through the addition of these housing models, Plumas County will increase the number of available beds specifically for ASP use by 21 beds. PCIRC has 30 years of housing delivery with high outcome rates (HUD-CA-HCD-PCHCD). **Rapid Re-Housing Case Management & Services** - An intervention designed to help diversion and transitioning participants and families quickly exit homelessness and return to permanent housing. Services are offered without preconditions and assistance is tailored to each individual case and household. Support includes housing identification, rent and move-in assistance and intensive case management services. Each of these programs provides Plumas County, ASP and PCIRC the flexibility to meet the housing needs of program participants that offer the best avenue for success. This proposal will not supplant but complements existing housing funds leveraged and outlined in the budget.

- **Step Six – Higher Education/Workforce Development** - ASP works in collaboration with the Alliance for Workforce Development (AFWD) and Plumas Business & Career Network to enhance the skills of participants and connect them to potential employment opportunities. General Assessment of Instructional Needs (GAIN), is the chosen timed assessment tool of Plumas County Adult Education Consortium (PCAEC), and is administered by AFWD in English and Math and then scored. The test results are recorded in the Cal Jobs database along with client information collected on the Workforce Innovation & Opportunity Act application intake form. Additional workshops provide participants the opportunity to learn resume writing and interview skills. One-

on-one advocacy is provided by AFWD staff to support participants in connecting with job openings throughout the county. ASP also partners with PCIRC's Foster & Homeless Youth Success (FHYS) Program funded by PCAEC. The goals of these services are to improve adult learners' transition into postsecondary education or the workforce through one-on-one and group services; the delivery of lifeskills, financial literacy and culinary workshops; engagement in career planning and college activities; and access to leadership and experiential learning opportunities. Site-based work at Ohana House & Bridges Home will be conducted weekly. PCIRC staff and the FHYS Liaison further assist participants in accessing eligible benefits such as CalFresh, REACH/HEAP, Medi-Cal, food vouchers and food pantry, Salvation Army, FAFSA, scholarships, job applications and additional PCIRC programs and those of other community partners. Daily intensive case management provides participants with transportation and advocacy through accompaniment to assure needed tasks are completed and timely.

V. Conclusion

Through the support of the Edward J. Byrne Memorial Justice Assistance Grant, the Plumas County criminal justice system developed the tools, experience, data, and information to create a systems change throughout the county; identified critical gaps in services, and developed mechanisms to address current Prop 47 Program needs, ultimately benefiting the long-term needs of the community.

Following the successful implementation of Project HOPE initiatives, the Plumas County District Attorney's Office is currently engaged in advancing a similar, yet more robust, Community Justice Court. Leveraging the valuable lessons learned from Project HOPE, the Community Justice Court will advance the benefits of Project HOPE at a much larger scale. Representing elements of Project HOPE, with the addition of DUI Court, Drug Court, and Mental Health Court significantly increases the level of targeted services across the justice system and community. The Community Justice Court will be further support by the re-implementation of an Alternative Sentencings Day Reporting Center.

Despite a number of unanticipated barriers throughout the performance period of this grant, Project HOPE grantees created a significant paradigm shift throughout the justice system in Plumas County. Efforts made by project stakeholders established improved communication and collaboration, decreased duplication of effort, streamlined services to program participants, and ultimately improved public safety across Plumas County. Moreover, Project HOPE successes have laid the groundwork for follow-on programmatic efforts to address additional needs in the community.