Yolo County
Proposition 47
Steps to Success Final Evaluation Report
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This report was developed by Resource Development Associates under contract with the Yolo County Health and Human Services Agency.

Resource Development Associates, 2021
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Executive Summary

In June 2017, Yolo County was awarded $5.97 million in Proposition 47 funds to develop and implement the Steps to Success Program, a voluntary diversion program that used restorative justice and trauma-informed care to provide direct wraparound services to individuals facing criminal charges related to their mental health and/or substance use condition. Yolo County Health and Human Services Agency was the lead agency managing Steps to Success, with program partners including local community-based organizations (CommuniCare, Empower Yolo, and Legal Services of Northern California), the Yolo County District Attorney’s Office, the Yolo County Probation Department, and the Yolo County Public Defender’s Office.

Program Impact

- **Steps to Success positively impacted participants’ behavior and lives in the areas of housing stability, mental health, family relationships, day-to-day functioning, self-sufficiency, and justice involvement.** For many participants, the impact of Steps to Success and the dedicated support of program staff went far beyond the material services and resources provided through the program. Steps to Success provided the space and the support for individuals to grow, learn from their mistakes, and make the changes they wished to see in their own life.
- Of the 158 unique participants, **two (1%) were convicted of new criminal offenses committed during program enrollment** and **five (3%) were convicted of new criminal offenses committed after exiting Steps to Success.** Only one of the individuals convicted for a new criminal offense after exiting Steps to Success had successfully graduated from the program.
- Of the 60 individuals who maintained eligibility for housing support by actively engaging in Steps to Success case management, **55 (92%) were successfully placed in permanent housing.**

Key Program Strengths

- **Program partners shared a vision** about the goals and objectives of Steps to Success and developed **strong collaboration and communication practices.**
- Participants appreciated the individualization of services to address their specific needs, the array of wraparound services available, the **exceptional support from the Steps to Success team, and the positive, trusting relationships with staff.**
- Strong relationships with landlords and master leasing properties helped housing advocates connect participants, especially those facing barriers like poor credit history or eviction records, to housing in a competitive market with limited affordable housing.
- All program partners continued to provide services during the COVID-19 pandemic and adapted the services and resources to meet the changing needs of participants.

Challenges and Barriers

- Although Steps to Success partners created data sharing processes, they **lacked a shared database, which created some challenges in data tracking and participant engagement.**
- The effects of the COVID-19 pandemic significantly reduced the number of referrals to Steps to Success, and ultimately, the number of individuals served through the program.

**Summary Statistics**

- **158** Unique participants enrolled in intensive case management through CommuniCare.
- **112** Individuals received supportive housing services through Empower Yolo.
- **476** Individuals received civil legal services and/or education through Legal Services of Northern California.
- **79** Participants graduated from Steps to Success, with 76 completing a restorative justice conference.
Introduction

Program Background

In November 2014, California voters approved Proposition (Prop) 47, which reclassified certain low-level, nonviolent felonies as misdemeanors. Due to the expected decrease in the State’s prison population, the California Legislative Analyst’s Office estimated annual state correctional savings between $150 million and $250 million. Prop 47 requires these savings to be placed in the Safe Neighborhoods and Schools Fund and mandates the Board of State and Community Corrections (BSCC) to allocate 65% of the Fund for mental health and substance abuse treatment to reduce recidivism, 25% for crime prevention and support programs in schools, and 10% for trauma recovery services for crime victims.

In June 2017, Yolo County was awarded $5.97 million in Prop 47 funds over 38 months to develop and implement the Steps to Success Program. Yolo County Health and Human Services Agency (HHSA) was the lead agency managing Steps to Success, with program partners including local community-based organizations (CommuniCare, Empower Yolo, and Legal Services of Northern California), the Yolo County District Attorney’s Office, the Yolo County Probation Department, and the Yolo County Public Defender’s Office. Of the $5.97 million in funding received by Yolo County, $4 million (67%) was “passed through” to local community-based organizations (CBOs) to provide direct services to program participants.

Steps to Success was a voluntary diversion program that used restorative justice and trauma-informed care principles and practices to provide direct wraparound services to individuals facing criminal charges related to their mental health and/or substance use condition. Through these services—which span case management, behavioral health treatment, civil legal services, employment, and housing assistance—participants received intensive supports to address their behavioral health needs, increase self-sufficiency, and reduce justice system involvement. Individuals were eligible for Steps to Success if they had an open misdemeanor or low-level felony case, lived in Yolo County, and had mild-to-moderate mental health conditions and/or substance use disorders that contributed to their criminal behavior. More detail about the specific services provided to participants can be found in the How Much Did We Do? section.

In addition to the array of partners involved in Steps to Success implementation, Yolo County established a Prop 47 Local Advisory Committee (LAC) to provide strategic guidance and oversight of Steps to Success. The LAC includes representatives from public agencies—including social services and law enforcement—and CBOs.

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1 Yolo County accepted a 12-month no-cost extension to extend the grant through August 2021.
2 Individuals that were gang members or registered sex offenders, had strike convictions, or were facing specific charges (i.e., child abuse, sexual assault, domestic violence, driving under the influence) were not eligible for Steps to Success.
Steps to Success Overview

Enrollment Process
The majority of Steps to Success referrals came from the Yolo County Superior Court’s arraignment calendar, which staff from the District Attorney’s (DA) Office reviewed to identify individuals who appeared eligible for Steps to Success based on the individual’s charge(s) and criminal history. In addition to the arraignment calendar, referrals could also come from other sources (i.e., Public Defender’s Office, local law enforcement agencies, and CBOs). Individuals identified as eligible for Steps to Success were invited to a program orientation. While COVID-19 pandemic restrictions were in effect, program staff gave eligible individuals one-on-one orientations via telephone or video conferencing. At orientation, staff from the Probation Department and CommuniCare—the CBO providing case management and wraparound services—provided an overview of the program and a probation officer conducted the Ohio Risk Assessment System (ORAS) to determine the potential participant’s risk level.

After orientation, CommuniCare engaged in a four- to six-week outreach and engagement process to assess the needs and strengths of potential participants through evidence-based assessment tools (Level of Care Utilization System, Adults Needs and Strengths Assessment, and American Society of Addiction Medicine Placement Criteria). At any point during the eligibility determination or outreach and engagement process, potential participants could be referred to civil legal services or housing services funded through Prop 47, as well as the County’s other diversion programs. See Figure 1 for an overview of Steps to Success Process and Services.

After concluding the outreach and engagement process, eligible individuals were offered the opportunity to enroll in Steps to Success intensive case management. Steps to Success intensive case management participants met with CommuniCare’s program team to develop a comprehensive, individualized case plan. Participants received intensive case management and behavioral health interventions combined with, as needed, linkage to civil legal services, employment assistance, and support to obtain and maintain safe and appropriate housing. Individuals who received intensive case management were supervised collaboratively between CommuniCare case managers and a Steps to Success probation officer, who provided regular status updates on participants’ progress to the DA’s Office.

Program Goals and Objectives
Steps to Success aimed to improve the lives of program participants by expanding the number of participants who successfully completed diversion, thereby decreasing their criminal justice involvement and increasing their housing stability, physical and behavioral health, and self-sufficiency. Utilizing a Results Based Accountability (RBA) framework, Yolo County developed three Steps to Success goals and 19 associated objectives that address the RBA’s three evaluative questions: (1) How much did we do?, (2) How well did we do it?, and (3) Is anyone better off? (see Table 1).
<table>
<thead>
<tr>
<th>Goal</th>
<th>Objectives</th>
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<tr>
<td>How much did we do?</td>
<td><strong>150 people</strong> will be contacted and assessed during outreach each year&lt;br&gt;<strong>75 people</strong> will be provided with case management and treatment each year&lt;br&gt;<strong>200 people</strong> will be provided with civil legal education and/or services each year&lt;br&gt;<strong>30 people</strong> will be provided with rapid rehousing assistance each year</td>
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<td>Provide support services to eligible participants with a history of mental health issues and/or substance use disorders.</td>
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<tr>
<td>How well did we do it?</td>
<td><strong>90% of potential program</strong> participants will have an assessment completed (ORAS, LOCUS, ASAM, ANSA, and/or VI-SPDAT as appropriate) within 30 days of initial engagement&lt;br&gt;<strong>50% of individuals</strong> who are contacted through outreach and determined to be eligible for the program will voluntarily choose to participate&lt;br&gt;90% of program participants will be engaged in case management and treatment services within 30 days of enrollment in the program&lt;br&gt;Demographic makeup of program participants will be comparable to demographic makeup of overall arrestee population in Yolo County</td>
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<td>Effectively and equably engage participants in the program and provide services in a timely manner.</td>
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<tr>
<td>Is anyone better off?</td>
<td><strong>75% of participants</strong> will not recidivate while engaged with the program&lt;br&gt;<strong>75% of participants</strong> will not recidivate within 12 months of graduating the program&lt;br&gt;<strong>50% fewer days</strong> in jail for participants while in the program&lt;br&gt;<strong>50% fewer arrests/tickets</strong> for participants while in the program&lt;br&gt;70% of participants will secure and/or maintain permanent housing&lt;br&gt;<strong>80% of participants</strong> who secure permanent housing will remain housed at 6 months&lt;br&gt;50% fewer emergency care visits while in the program, as compared to year prior to enrollment&lt;br&gt;<strong>75% fewer days</strong> in psychiatric hospitalization while in the program, as compared to year prior to enrollment&lt;br&gt;60% of participants will secure monthly income&lt;br&gt;<strong>90% of those eligible</strong> will enroll in CalFresh&lt;br&gt;100% of those eligible will enroll in health insurance</td>
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<td>Improve the lives of program participants.</td>
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Evaluation Methodology

Yolo County HHSA contracted with Resource Development Associates (RDA) to conduct a preliminary and final evaluation of Steps to Success. To assess the implementation and impact of Steps to Success, RDA conducted a mixed-method process and outcome evaluation. A mixed-method design maximizes validity and provides different perspectives on complex, multi-dimensional issues. An evaluation design that uses both qualitative and quantitative approaches offers insights that might be overlooked by one approach alone. RDA analyzed individual-level and aggregate quantitative data to calculate both process and outcome measures, including service receipt and recidivism outcomes. Descriptive analyses provide an overview of the population served and the services provided, such as the average risk level and duration of service enrollment. RDA also collected qualitative data from program administrators, program staff, program partners, and participants to provide key insights and perspectives into the facilitators, barriers, and outcomes of Steps to Success.

This report describes program implementation and participant outcomes from the beginning of Steps to Success implementation in June 2018 through August 2021 and assesses the program’s progress in reaching its intended goals and objectives over this period. Findings from the Preliminary Evaluation Report, completed in August 2019, were also used to inform this report.

Qualitative Data
RDA analyzed qualitative information to provide in-depth knowledge and insight into the Steps to Success program. Data collection methods included interviews and focus groups with program leadership, community-based service providers, program participants, 3 program partners, and members of the LAC. Interviews and focus groups focused on program implementation, strengths and challenges, services provided to participants, and the perceived impact of the program on the participants and Yolo County.

Quantitative Data
RDA requested administrative data from CommuniCare, the Yolo County DA’s Office, Probation Department, HHSA, Empower Yolo, and Legal Services of Northern California (LSNC) to report on the services provided through Steps to Success, the participants receiving Steps to Success services, and participant outcomes. RDA requested service data from the beginning of program implementation through August 15, 2021, and recidivism data from three years prior to a participant’s enrollment through June 30, 2021.

Quantitative analyses included program retention and completion rates; number of participants utilizing each service such as housing and civil legal services; recidivism outcomes; and participant demographics.

Limitations
Although RDA made efforts to collect qualitative data from a range of Steps to Success stakeholders, participation in interviews and focus groups was voluntary and therefore may not be representative of all program staff, participants, and partners. Additionally, data relating to a number of the program’s objectives, including data on participants’ emergency room visits; psychiatric hospitalizations; eligibility and enrollment in CalFresh, health insurance, and other benefits; and changes in monthly income, were not consistently collected or available for this evaluation.

3 Twelve program participants took part in interviews for the final evaluation and seven program participants took part in a focus group for the preliminary evaluation. All participants were provided with gift cards as compensation for their time.
Evaluation Findings

The following sections provide the key findings in the evaluation of Steps to Success, assessing outcomes in relation to the program’s stated goals and objectives and structured in alignment with the RBA framework’s three evaluative questions:

- “How Much Did We Do?” describes the types and number of services that were provided to Steps to Success participants.
- “How Well Did We Do it?” assesses the quality of the program (e.g., timeliness of services, level of communication and collaboration, and whether the program is serving the target population).
- “Is Anyone Better Off?” reports on program outcomes based on recidivism data analyses and stakeholders’ perception of program impact on participants and Yolo County.
How Much Did We Do?

This section describes the types and number of services and activities provided across Steps to Success’s five stages and service areas: (1) Outreach and Engagement, (2) Intensive Case Management and Treatment, (3) Housing, (4) Civil Legal Services, and (5) Diversion Program.

Outreach and Engagement

From 2018 to August 2021, approximately 500 individuals were referred to Steps to Success by the DA’s Office through the Yolo County Superior Court arraignment calendar. The number of program referrals declined significantly after March 2020 when court proceedings were suspended due to the COVID-19 pandemic. Prior to the pandemic, the DA’s Office referred an average of 21 individuals per month through the arraignment calendar. This dropped to an average of less than 2 individuals per month from April to December 2020 (see Figure 2).

![Figure 2. Referrals to Steps to Success Over Grant Period](image)

Of the 504 individuals referred to Steps to Success, program staff were able to contact 348 individuals (69%). Largely due to the COVID-19 pandemic, Steps to Success did not meet its objective to contact 150 individuals each year. In the two years of program implementation prior to the pandemic, Yolo County was on track to meet this objective by averaging 167 individuals contacted per year. However, as discussed above, pandemic-related court suspensions significantly reduced the number of referrals. Of the 348 individuals who were contacted, 20 (6%) were deemed not eligible or not appropriate for the program and/or referred to another program and eligibility data was missing for one individual, resulting in 327 individuals determined eligible for Steps to Success.

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In addition to the arraignment calendar review, a limited number of referrals may have also originated from police departments, the Public Defender’s Office, and local CBOs.

Referral data is missing for three individuals. No individuals were referred to Steps to Success after December 2020.
Intensive Case Management

Steps to Success exceeded its goal of enrolling 50% of contacted and eligible individuals in intensive case management with 166 (51%) of the 327 voluntarily choosing to participate in the program and enroll in intensive case management (see Figure 3).^{6}

As part of intensive case management, each participant worked with CommuniCare’s Steps to Success team—which consisted of one program manager, three behavioral health clinicians, two case managers, two peer advocates, and one employment specialist—to develop an individualized case plan that included treatment services and external referrals. In addition to the CommuniCare staff, a housing case manager from Empower Yolo and a probation officer were part of the Steps to Success case management team co-located in the CommuniCare office. Case management staff connected participants with necessities, documentation, and health insurance; connected participants to medical care; offered peer mentorship and life skills workshops; provided transportation to appointments; and created an accessible support network. The employment specialist supported participants with applying for jobs and driving participants to job appointments. CommuniCare also provided group classes to participants, including Living Skills, Seeking Safety (CommuniCare offered separate women’s and men’s groups), and Dialectical Behavioral Therapy (DBT) mindfulness.^{7}

Over the three years of the program, Steps to Success provided intensive case management to an average of 55 individuals per year. Steps to Success exceeded its goal of providing intensive case management to 75 individuals while the program was fully operational but did not reach this goal in the first year as the program was being developed or in the last year due to the effects of the pandemic on referral and enrollment.

Housing

At any point during the Steps to Success eligibility determination, outreach and engagement, and enrollment stage, individuals experiencing homelessness, at risk of homelessness, or requiring other housing support could be referred for housing services through Empower Yolo. Using a rapid rehousing model, housing navigators strove to connect participants to some form of permanent housing with tailored packages that include time-limited financial assistance, including assistance for rent, motel stays, security deposits, and practical housing items and utilities. Steps to Success emphasized self-sufficiency for its participants by providing support beyond financial assistance. In addition to financial assistance, program staff supported life skill development by helping participants complete housing

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^{6} Of the 327 contacts made, Steps to Success contacted 286 unique individuals and enrolled 158 unique individuals in intensive case management. Eight participants enrolled in the program twice.

^{7} These groups began in 2019.
applications, move into their homes, interact with landlords and property managers, and learn how to troubleshoot home appliances such as AC units. Housing navigators also collaborated with Legal Services of Northern California (LSNC) to assist participants with credit repair and help individuals establish goals for financial independence.

During the grant, Empower Yolo received 142 referrals for 140 unique individuals and **provided housing or other support services to 113 individuals**, which exceeded its objective to provide 30 individuals with rapid rehousing assistance each year (see Figure 4). Individuals received housing assistance for an average of 252 nights, ranging from 7 to 831 nights.

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**Figure 4. Admissions to Housing Services Over the Grant Period**

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**Civil Legal Services**

At any point during the Steps to Success eligibility determination, outreach and engagement, and enrollment stage, participants with civil legal issues could be referred to LSNC to receive individualized legal assistance. LSNC helped participants address any non-criminal barriers to accessing services such as housing, healthcare, employment, and government benefits. **LSNC provided civil legal services to 139 individuals. Over half of legal services (53%) were related to housing (e.g., federal subsidized housing, private landlord/tenant disputes, housing discrimination, public housing), with the remaining services related to debt collection, supplemental security income (SSI), criminal record expungement, employment, and other civil legal needs. Most participants (63%) received counsel and advice for civil legal issues, and eight participants (6%) negotiated a settlement.**

Through the Prop 47 grant, LSNC also offered civil legal classes for the community, including Know Your Rights workshops addressing hiring (criminal records and employment records), occupational licensing, housing (tenant screening, credit reports, criminal background checks, and access to housing), public benefits, and driver’s license reinstatement. During the grant period, LSNC provided **43 workshop sessions to 337 unique individuals**, with many individuals attending more than one workshop. LSNC held these workshops at various locations, including CommuniCare, Empower Yolo, the Yolo County Day Reporting Center, and other community organizations, and provided virtual workshops during the pandemic. LSNC also provided workshops in Spanish and worked with CommuniCare to provide community legal education to individuals attending CommuniCare’s support groups.
With a total of 476 individuals receiving civil legal services and/or education through Steps to Success, Yolo County did not meet its goal of providing civil legal services or education to 200 individuals each year. To help address the urgent need to safely house all participants during the COVID-19 pandemic, Yolo County reallocated approximately $70,000 from LSNC’s budget to support housing services. As a result of the budget reduction, LSNC scaled back the number of Know Your Rights workshops offered between September 2020 and August 2021. The COVID-19 pandemic also created a challenge for LSNC to provide these workshops, as many of the individuals for whom these workshops are targeted did not have access to the technology needed to participate in virtual presentations. Prior to the pandemic, LSNC provided workshops to an average of 31 individuals per quarter. However, between April 2020 and August 2021, this fell to an average of 14 individuals per quarter (see Figure 5).

![Figure 5. Individuals Provided Civil Legal Services and/or Education](image)

**Diversion**

All participants who enroll in Steps to Success must participate in a restorative justice process to successfully graduate from the program. Restorative justice provides the opportunity for Steps to Success participants to engage in a facilitated conference with community panelists and a trained community member facilitator as an alternative to the traditional court process. Yolo County’s restorative justice model takes a holistic approach to repair the harm caused by crime, focusing on the needs of the victim and utilizing a three-step framework that (1) recognizes the injustice committed, (2) restores equity/makes things right, and (3) clarifies future intentions. Restorative justice conferences result in the development of an agreement that addresses the harms caused by the crime and emphasizes connection and engagement with community resources and services. Participants who successfully complete the restorative justice process have their charges dropped or dismissed and will not have to disclose the case on most job applications.

Of the 79 Steps to Success graduates, **76 individuals successfully completed the restorative justice process**. As discussed in more detail in the How Well Did We Do It? section, program staff determined that participation in a restorative justice conference was not appropriate for all participants and worked with the DA’s Office to waive this requirement for three participants.
How Well Did We Do It?

This section discusses the successes, challenges, and the lessons learned by Yolo County and its program partners over the course of Steps to Success implementation in eight key areas: (1) Participant Profile, (2) Program Administration, (3) Participant Outreach and Engagement, (4) Case Management, (5) Housing, (6) Civil Legal Services, (7) Restorative Justice, and (8) COVID-19 Pandemic Impacts.

Participant Profile

Steps to Success enrolled 158 unique participants. As shown in Table 2, the highest proportion of participants were White (46%), with an average age of 40. More males (56%) enrolled in Steps to Success than females (43%). Overall, the known composition of the participant population is similar to the demographic distribution of the arrestee population of Yolo County.\(^8\)

As part of the orientation process, Probation staff assessed potential participants’ risk to recidivate using the ORAS assessment tool. Of the 327 individuals contacted and determined eligible for Steps to Success, 296 (91%) were assessed using the ORAS, meeting the County’s objective of assessing 90% of potential participants within 30 days of initial engagement. The sizeable majority (86%) of unique Steps to Success participants were assessed as moderate or high risk to recidivate.\(^9\)

Steps to Success was initially designed for individuals facing misdemeanor criminal charges related to their mental health and/or substance use condition, but after an initial period of implementation, the DA’s Office expanded the eligibility criteria to include low-level felonies. Of the 155 unique participants who received an ORAS assessment, the referring offense for 25% (38) of Steps to Success participants was a felony criminal charge.

<table>
<thead>
<tr>
<th>TABLE 2. PARTICIPANT CHARACTERISTICS</th>
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<tr>
<td>Race / Ethnicity (n=158)</td>
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<tr>
<td>White</td>
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<tr>
<td>Hispanic</td>
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<tr>
<td>Black</td>
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<tr>
<td>Other/Multiracial/Native American</td>
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<td>Asian/Pacific Islander</td>
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<tr>
<td>Declined to Answer/Unreported</td>
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<tr>
<td>Gender (n=158)</td>
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<tr>
<td>Female</td>
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<tr>
<td>Declined to Answer/Unreported</td>
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<tr>
<td>Average Age (n=158)</td>
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<tr>
<td>Risk of Recidivism (n=155)</td>
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<tr>
<td>High</td>
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<tr>
<td>Moderate</td>
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<tr>
<td>Low/Moderate</td>
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Program Administration

Program partners’ dedicated engagement and productive collaboration strengthened Steps to Success and supported a shared vision of program goals and objectives. All partners, including the County, the DA’s Office, the Public Defender’s Office, the various service providers, and the Probation Department, shared an understanding that Steps to Success’s primary goal was to build the self-sufficiency of participants and address underlying causes of criminal behavior through supportive services and resources. With this shared vision, program partners established good working relationships and mutual respect that supported strong collaboration across the partners. The success of the program partners’

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\(^8\) The 2015 arrestee population of Yolo County was 48% White, 32% Hispanic, 13% Black, and 7% Other/Multiple Races. In comparison to the total Yolo County population, Black individuals are overrepresented in the arrestee population (13% of arrests, compared to 3% of the population).

\(^9\) ORAS scores are missing for three (2%) of the 158 unique participants.
collaboration and the program was supported by the flexibility of staff and leadership to adapt and try new approaches.

**Steps to Success partners created multiple venues for open and collaborative communication, which supported program improvements, adaptations, and refinements.** The Steps to Success team proactively communicated to address gaps and barriers through regularly scheduled meetings and calls, including weekly phone conferences with CommuniCare and the DA’s Office and monthly meetings with all program partners. Partners on the case management team—which included staff from CommuniCare, Empower Yolo, and the Probation Department—coordinated services through weekly meetings and frequent communication. Due to this open communication, program partners effectively addressed challenges as they arose. For example, to increase program enrollment and serve the individuals who could most benefit from the program, the partners worked together to expand the eligibility criteria to include individuals with felony charges. Additionally, while Steps to Success originally envisioned that most program referrals would come through law enforcement agencies, the DA’s Office was later identified as the most efficient agency to identify potential participants through the arraignment calendar.

In accordance with Prop 47 funding requirements, Yolo County established a Local Advisory Committee (LAC) to facilitate discussion on how to best identify the needs of the target population, the strategies and services provided to address those needs, and the ongoing implementation of the program. The LAC comprised local stakeholders, such as representatives from local government and law enforcement, community members and advocates, and behavioral health professionals. The LAC met regularly throughout the grant period but did not take an active role providing oversight or direction to Steps to Success. Partners suggested that reminding members of the purpose of the LAC at the beginning of each meeting and sharing discussion topics ahead of time could have helped increase their engagement.

**As a new program, Steps to Success effectively overcame start-up challenges spanning contracting, staffing, process development, and data collection and sharing.** Initially, Yolo County selected a case management provider that did not meet the grant’s qualifications, which caused some delay in implementation. Once all providers were contracted, the program partners worked collaboratively to develop and refine program processes—spanning referrals, assessments, orientations, and service delivery—and fully staff the new program.

Partners also faced challenges defining data points, identifying where data would come from, and creating data tracking systems specific to Steps to Success. Although Steps to Success partners created data sharing processes, they lacked a shared database, which created some challenges in data tracking and participant engagement. Steps to Success partners each tracked their own data, which created challenges for updating data across program partners. This made the task of compiling complete and accurate information for reporting purposes more burdensome. Additionally, with a limited ability to easily update participant contact information across program partners, providers could not immediately access the most up-to-date participant contact information.

**Participant Outreach and Engagement**

Over the course of the program implementation, **Steps to Success adopted multiple strategies to engage individuals during the outreach and enrollment process.** These strategies included:

- **Providing program orientations**—As a new program, many potential participants did not know what to expect from Steps to Success, which created barriers to engaging and enrolling...
participants. To address this, Steps to Success offered potential participants an orientation after their referral. Prior to the COVID-19 pandemic, orientations were provided three days per week at different locations across the county. After the pandemic started, program staff offered potential participants one-on-one video or telephone orientations. These orientations allowed program staff to explain the program and the services offered and provided an opportunity for case management staff and peer support advocates to begin building rapport with the potential participant.

- **Facilitating warm hand-offs**—The outreach, assessment, and enrollment process included several phases across multiple locations with various staff, which posed challenges to maintaining participant engagement. Steps to Success facilitated warm hand-offs at multiple points in the outreach and enrollment process to help maintain participant engagement. Prior to the pandemic, in the City of Woodland, program staff would walk with potential participants from the court where they had just been referred to the orientation location. Many program stakeholders noted that this helped ensure potential participants arrived at the correct location and continued forward in the outreach process.

- **Connecting participants to peer support advocates early on**—Some potential participants needed immediate support with substance use or recovery, so Steps to Success connected them to a peer support advocate. The immediate support provided by the peer support advocate helped potential participants stay engaged in the outreach process until they could be enrolled in Steps to Success and connected to additional substance use or recovery services.

- **Allowing participants to form natural connections with staff**—The Steps to Success team included case managers, clinicians, and peer support advocates. Although each team member held a different role, during the period of initial engagement, Steps to Success allowed potential participants to gravitate towards staff with whom they naturally developed a connection and felt comfortable.

Although Steps to Success utilized these engagement strategies, staff continued to face some challenges maintaining participant engagement during the outreach and enrollment process. When the program was receiving a large number of referrals, the clinicians spent the majority of their time conducting assessments, which left little time to conduct more frequent outreach to encourage engagement from potential participants. Additionally, for some participants with higher needs, a one- to two-week period between referral and connection to the services and resources limited their ability to fully engage in the program.

**Case Management**

Embedding peer support advocates in the case management team strengthened Steps to Success. Peer support advocates focused on building trust and engaging participants and expanded the team’s ability to provide support when participants needed it. Several participants shared an appreciation that a member of their case management team was available when they needed them.

“[Peer support advocates] would step in a lot when other staff wasn’t available. They can help advocate too. One offered to come with me to apartment search to drive me around and take applications.” – Steps to Success participant

In addition to the CommuniCare staff, a housing case manager from Empower Yolo and a probation officer were part of the Steps to Success team co-located in the CommuniCare office. Multiple stakeholders noted that having Probation integrated into the Steps to Success team allowed Probation to support service provision and contribute a different perspective to the team. Probation staff understood that in a diversion model such as Steps to Success, a higher level of supervision could be
counterproductive for participants. Therefore, they adjusted their practices to allow the CommuniCare clinicians and case managers to be the primary contact for participants. Additionally, integrating the housing case manager into the Steps to Success team supported streamlined coordination for housing services and support between CommuniCare and Empower Yolo staff.

**Steps to Success faced some challenges due to staff turnover, which may have impacted service coordination and engagement for some participants.** During the grant period, the Steps to Success team experienced turnover in the clinician and case management positions, and some participants described experiences of losing contact with their team when staff left their position. Interruptions in service coordination due to staff transitions may have created a barrier to maintaining engagement for some participants.

Participants appreciated the individualization of services to address their specific needs and the array of wraparound services and supports available through Steps to Success. Participants highlighted how Steps to Success felt tailored to their individual needs and supported their behavioral health, employment, and housing needs through direct services and additional supports, including life skills, credit help, transportation assistance, and access to documents and necessities (e.g., food, hygiene products). The ability to receive a suite of services from one program—and the ease of service access—was particularly valuable to participants.

Multiple stakeholders—including participants and Steps to Success leadership—described the exceptional support that the Steps to Success team provided to participants. Staff’s willingness to help participants and connect them to resources was a key strength of the program. Participants’ positive, trusting relationships with case management staff were key to supporting their progress and increased self-sufficiency. Participants valued how Steps to Success case managers made themselves accessible and worked with them to develop individualized case plans, support them to meet their case plan goals, and encourage their active engagement in the process. The availability of staff and willingness to assist with small tasks (e.g., replacing a light bulb, receiving hygiene products) and provide personal, unconditional support in difficult times was particularly meaningful to participants.

“It’s opened up a lot of resources for me and helped me tremendously. Basically, anything that I’m having trouble with they can point me in the right direction or have resources to help with it. It’s impacted me a lot in a positive way.” – Steps to Success participant

“I’m just completely grateful. I’ve learned so much. There was never that feeling like I couldn’t go to them with anything. They just helped me throughout all of this... They had this confidence in me, and I felt that in myself. There to support me through all the ups and downs that come with being new to recovery. Any time I would talk to them, they would say, ‘How can we support you? How can we get you to where you want to be?’ It was just amazing.” –Steps to Success participant

“It blows me out of the water how above and beyond they go to make sure a participant feels safe, comfortable, and heard... One participant was being transported to the hospital, and when he got there, he was anxious. Steps to Success staff left the hospital to clock out and called me to ask if she could go back and sit with him. He was successfully hospitalized and that made a difference in the outcome.” – Steps to Success leadership

“I am really grateful for the program. I think if I had had this support earlier, there are a lot of things I would have avoided. I’m dealing with mental health challenges and alcoholism. At some point people become very reductive in dealing with people like me, and this is the first time I’ve felt fully heard and seen. I am an active participant in my recovery.” – Steps to Success participant
Housing

Limited affordable housing is a challenge across Yolo County but can be particularly challenging for individuals with criminal justice involvement and behavioral health needs. Through Empower Yolo, Steps to Success established relationships with landlords throughout Yolo County, which helped housing advocates connect Steps to Success participants to housing in a competitive market with limited affordable housing. If participants were referred with additional needs, Empower Yolo could provide them with food, clothing, and hygiene products to help support them through their transition into housing.

Over time, Steps to Success adjusted the processes and timing for when participants were provided housing. Initially, participants were provided housing during the orientation process to assist with stabilization. However, this created challenges when participants did not engage in case management after receiving housing. Additionally, the most immediately available housing may not be the most appropriate, such as placing individuals in a sober living environment before they are sober, which can negatively impact other residents in the sober living home. Program staff balanced connecting participants to housing quickly while taking time to identify appropriate housing based on a participant’s needs. Staff adapted their practices to initially house participants who were early in the recovery process in motels rather than a shared recovery living environment. Steps to Success also modified its processes to provide housing only when participants were fully enrolled in the program.

Between September 2018 and June 2019, Empower Yolo executed leases for five properties for Steps to Success to allow program staff to place participants more rapidly into housing. The master leased properties reduced barriers to housing for participants, such as eviction records or credit history, and were more cost efficient than motel stays for the program. Additionally, the master leased properties created a more realistic living environment for participants where they could learn how to navigate communal living, learn tenant responsibilities, and provide support to each other. However, unlike motels that provide their own property management and security, Steps to Success housing staff faced additional workload from managing and securing these master leased properties.

The financial process for motel-stay assistance was burdensome. Unlike rent that could be paid monthly using checks, Empower Yolo initially had to pay for motel stays individually with credit cards, which required Empower Yolo to obtain receipts weekly from various motels and ensure that the charges matched the receipts. Staff sometimes had to drive to the various motel locations to resolve discrepancies. By the end of the grant period, Empower Yolo established relationships with some motels and was in the process of establishing monthly billing agreements with these motels to streamline the financial process.

Civil Legal Services

LSNC improved the referral process by implementing an online screener and referral form and conducting outreach and education activities. Initially, the number of referrals to LSNC was low as program participants and/or staff were not aware of the breadth of issues LSNC could address. Shortly after pandemic restrictions were put in place, LSNC developed an online referral tool for community partners to use. Community partners, including other Steps to Success providers, could use the tool to screen individuals for civil legal issues related to housing, healthcare, abuse, and financial exploitation and facilitate a direct referral to LSNC as appropriate. Additionally, LSNC provided presentations to other program partner staff and attended open office hours across partner organizations to increase staff and participant awareness of the civil legal issues participants may face and increase referrals to their services.
Restorative Justice

The restorative justice conferences were challenging but could be transformative for participants. Several participants described the process as healing and one participant described it as cathartic. These conferences created a space for the participants to share their story, explain their mistake, and process the incident through the lens of the community.

The Steps to Success team acknowledged that the restorative justice conferences could be nerve-wracking or cause anxiety for participants and adopted strategies to mitigate those concerns. Participants attended a preconference in which the purpose and process were explained. Many participants found the preconference informative and said it helped reduced their anxiety for the full conference. Steps to Success staff also attended the conference with participants to support them through unfamiliar situations and challenging conversations and were able to reframe the panelists’ questions or comments for participants when necessary. Participants generally described positive experiences with their restorative justice conference panel, and many felt the panel treated them with respect and were not judgmental.

“It was cathartic for me going through it in that way... It was a surprisingly good experience. What made it even better was the fact that I had my support team with me. This was a much better experience than my prior experience. It was very healing. It was all volunteers here. I didn’t feel patronized with this panel.”
– Steps to Success participant

The panel consists of community volunteers who were required to attend a full-day restorative justice training that included topics such as mental health and productive interviewing techniques. They also have access to supplemental trainings on victim service and implicit bias. However, restorative justice volunteers are not required to attend all supplemental trainings, and they did not receive training on trauma-informed practices, which some case management staff identified as a gap.

Completing the restorative justice conference was one of the last steps in the program, and participants often had made significant progress in their goals by that point. As a result, the agreements made during the conference often reflected goals or progress the participant had already achieved. Some staff suggested that holding the conference earlier in a participant’s enrollment could have been helpful in encouraging participants to be successful and actively engaged in the program. Additionally, holding the conference closer to when the criminal incident occurred could have made it easier for participants to reflect on the incident and their actions and thoughts at that time.

Restorative justice conferences were not appropriate for all Steps to Success participants, especially those with serious mental illness, interior stimulation, or paranoia or those who did not have a clear recollection of the incident that led to their charge. Steps to Success staff made recommendations to the DA’s Office when they deemed that a restorative justice conference would not be appropriate for a participant, and the DA’s Office waived that requirement for those participants. The DA’s Office waived this requirement for three participants.

COVID-19 Pandemic Impacts

As previously discussed, temporary suspension of Yolo County court proceedings due to the pandemic drastically reduced referrals and enrollment to Steps to Success. However, reduced caseloads allowed case management to communicate more frequently with participants and provide more intensive support. The Steps to Success team recognized the additional challenges participants faced during the pandemic and made efforts to increase contact with participants. Peer support advocates frequently called or texted to check in on participants. Staff also provided targeted outreach to especially vulnerable participants, including food box deliveries, pharmacy pickups, and laundry assistance.
After a period of temporary suspensions at the beginning of the pandemic, the Steps to Success team adapted service delivery to continue providing support and services to participants through pandemic restrictions. CommuniCare broadened its use of technology and telehealth services to safely provide services to participants, which also reduced staff driving time and allowed clinicians and case managers to spend more time directly providing services and support to participants. Empower Yolo donated computers to the program housing sites to support participants in connecting to telehealth services from their home. For participants who relied on face-to-face contact and support, the Steps to Success team adapted to provide socially distanced in-person services to meet participants’ needs.

The pandemic increased the urgency of housing needs for participants, and Steps to Success adapted to ensure all participants remained safely housed. As part of its response to the pandemic, in March 2020, the California Department of Social Services (CDSS) established Project Roomkey to provide non-congregate shelter options for people experiencing homelessness. Steps to Success staff maximized funding to safely house all participants in non-congregate housing by combining their Proposition 47 funds with funds from CDSS’s Project Roomkey. Yolo County also shifted $258,706 of Proposition 47 funding to Empower Yolo to support emergency housing needs during the pandemic. Additionally, Steps to Success staff provided ongoing rental support and extended motel stays to participants who lost income due to the pandemic and allowed participants who were in permanent housing and had previously been self-sufficient to void previous agreements so that they could obtain newly needed support.

After a brief pause due to the pandemic, Steps to Success held the restorative justice conferences and preconferences virtually through videoconferencing. The virtual format, particularly for the preconferences, was easier and more efficient for facilitators. Many Steps to Success participants also benefitted from the virtual restorative justice conference format because it removed transportation barriers and helped ease anxiety for some participants by allowing them to participate from an environment in which they felt comfortable and had some physical separation from a panel of strangers.

CommuniCare developed a strategy during the COVID-19 pandemic to improve staff morale by strengthening staff communication, connection, and support. This strategy was an informal twice-daily meeting known as huddles and cuddles in which staff could discuss plans, request additional support, and share successes and challenges.

“What helps me with the burnout is that we have a huddle in morning and cuddle in the afternoon. You don’t have to show up, but it’s time set aside and it’s nice to hear how people’s days went and if they needed help or support. That reduced burnout because you felt connected to a team and weren’t just doing this work all alone.” – Steps to Success staff

Lessons Learned

- The success of the program partners’ collaboration and the program was supported by the flexibility of staff and leadership to adapt and try new approaches.
- Multiple venues for open and collaborative communication support program improvements, adaptations, and refinements.
- Regularly discussing the purpose of the LAC and sharing discussion topics prior to meeting times could facilitate more meaningful member engagement.
- Accounting for an initial program start-up phase when setting program targets as well as revisiting program targets when there are shifts in budget or program priorities can help ensure that those targets are realistic and reflective of the program.
- An early focus on defining data collection processes, creating data tracking systems, and hiring staff to support data management is key when developing new programs.
• **Investing in a shared database** could have reduced the burden for partners when compiling and reporting program data.

• Adopting multiple **strategies that allow participants to meaningfully engage** and stay connected with program staff support program enrollment.

• A multi-faceted and **integrated case management team** helps support collaboration, streamlines service provision, and increases the team’s availability and ability to support participants.

• **Strategies that help** improve staff communication, connection, and support are crucial to help prevent burnout among case management staff.

• **Reduced caseloads** for clinical and case management staff **support more frequent communication with participants** and more intensive case management support.

• Adopting **multiple strategies to house participants** and establishing strong relationships and agreements with landlords and other housing providers support housing provision in a competitive market with limited affordable housing.

• Establishing **monthly billing arrangements** for motel-stay assistance prior to program implementation **streamline the financial process for housing assistance**.

• Participants benefit from **resources to help prepare them for moving into new housing situations**, such as workshops on tenant rights and responsibilities.

• **Online, easy-to-use screener and referral tools** streamline the referral process for program partners.

• Offering initial and ongoing training and education opportunities for program partner staff help **increase program staff awareness of the services offered by each program provider**.

• **Strategies for restorative justice conferences**, such as providing informative preconferences, having staff present to support participants, and using virtual conference options, **help reduce participant anxiety**.

• In some cases, **restorative justice conferences held earlier** in the program could be **more engaging** for the participant and a more integral part of a participant’s case management plan.
Is Anyone Better Off?

This section describes the impacts of the Steps to Success program on participants and on Yolo County. Since Steps to Success operated for three years, and many of the participants exited the program within the last year, which limited the collection of long-term outcome data for all participants. While this evaluation cannot report on long-term outcomes for participants, the data collected indicate positive impacts, and program participants and staff identified an assortment of positive impacts, including increased housing stability, self-sufficiency, and behavioral health outcomes.

Program Completion

From June 2018 through August 2021, 158 unique individuals enrolled in Steps to Success, and 79 unique participants graduated (50%) (see Figure 6). Those who graduated spent an average of 1.5 years enrolled in the program before graduating. Of the eight participants who enrolled in Steps to Success twice, four graduated on their second enrollment.

![Figure 6. Steps to Success Participant Completion](image)

Recidivism

As of June 2021, when the recidivism outcome data was collected, 33 (20%) participants were still enrolled in the program and 56 (35%) of the 158 unique participants graduated from Steps to Success. Of the 158 unique participants, two (1%) were convicted of new criminal offenses committed during program enrollment and five (3%) were convicted of new criminal offenses committed after exiting Steps to Success. The majority of these convictions were for misdemeanor offenses (71%). Only one (2%) of Steps to Success’s 56 graduates as of June 2021 was convicted of new criminal charges committed within 12 months of graduating the program. The other four participants were convicted of new criminal offenses committed within 12 months of unsuccessfully exiting the program.

During the three years prior to program enrollment, 144 of the 158 participants (91%) had arrests and/or tickets and 95 (60%) participants spent time in jail. During enrollment in Steps to Success, 35 participants

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11 Eight individuals enrolled in intensive case management twice, resulting in 166 total enrollments.
12 An additional 23 individuals graduated Steps to Success between June 2021 and August 2021, however recidivism data was not available for this time period.
(22%) were arrested/ticketed, and 30 participants (19%) spent time in jail. Nine participants (6%) were arrested/ticketed at least once after they exited the program.

As shown in Figure 7, Steps to Success participants averaged 1.3 annual arrests during the three-year period prior to program enrollment.\(^\text{13}\) This dropped to an average of 0.4 annual arrests during their program enrollment.

Although RDA could not evaluate outcomes during a full three-year period after enrollment for all Steps to Success participants, these trends indicate a decrease in arrests/tickets and jail time. During the grant period, the overall number of arrests in Yolo County also declined, with the most notable decline occurring between 2019 and 2020. The COVID-19 pandemic may also have contributed to the overall decrease in arrests/tickets and jail time for Steps to Success participants.

**Figure 7. Average number of annual arrests/tickets and days in jail per participant during three years prior to program enrollment compared to during their enrollment period**

![Bar chart](image)

**Housing**

Steps to Success provided housing placement and financial assistance including rental assistance, security deposit assistance, and utility assistance. Of the 60 individuals who maintained eligibility for housing support by actively engaging in Steps to Success case management, \(55 (92\%)\) were successfully placed in permanent housing. Of the 55 who obtained permanent housing, \(46 (84\%)\) were housed in an apartment or house paid by themselves or by a subsidy.

Empower Yolo staff conducted outreach calls to individuals who were referred for housing services to inquire about their housing status after exiting Steps to Success.\(^\text{14}\) Of the 56 individuals they reached, \(48\)...

\(^\text{13}\) To calculate the average annual arrests/tickets and jail days in the three years prior to enrollment for each participant, we divided the total number of arrests/tickets and jail days that occurred in the three years prior to enrollment by three. To calculate the average annual arrests/tickets and jail days for each participant during their enrollment, we divided the total number of arrests/tickets and jail days that occurred during their enrollment by the number of years each participant was enrolled in the program.

\(^\text{14}\) Empower Yolo conducted outreach calls to 119 of the 140 individuals who were referred for housing services.
Of the 26 individuals who had exited the program for at least six months, 88% (23) maintained permanent housing. Of the 30 who exited the program for less than six months, 87% (26) maintained permanent housing.

Health and Financial Stability

By providing clinical and case management support in addition to material resources, one of the objectives of Steps to Success was to reduce emergency care visits and psychiatric hospitalizations for participants. While Steps to Success staff collected some data on emergency care visits and psychiatric hospitalizations, this information was not collected consistently across participants, and this evaluation could not assess whether the program met this objective.

Through intensive case management, Steps to Success staff worked with participants to promote self-sufficiency, such as assisting participants in applying for health insurance. Many participants were already enrolled in health insurance and CalFresh, and program staff only tracked when they assisted participants in enrolling in these programs. Steps to Success staff documented that they assisted at least 12 participants enroll in health insurance and 17 participants enroll in CalFresh.

The Steps to Success team also worked with participants to secure stable monthly income to promote self-sufficiency prior to graduation. However, when a participant secured monthly income, this milestone was not consistently tracked in the electronic data system. Program staff reported a monthly income above zero for 41 participants in the electronic data system, with sources including full-time employment or benefits such as SSI, SSDI, CalWorks, and CalFresh.

Participant Perspectives

Staff and participants identified a host of ways in which Steps to Success positively impacted participants’ behavior and lives in the areas of housing stability, mental health, family relationships, day-to-day functioning, self-sufficiency, and justice involvement.

“Without Steps to Success, I wouldn’t be where I am today. It gave me stability. It gave me a lot—housing and case management.” – Steps to Success participant

“Today I have a wonderful relationship with my family, and when I first started this program, I didn’t. The program staff included repairing that relationship in what they wanted to help with. It’s great now—better than it’s ever been.”

– Steps to Success participant

Participants acknowledged that Steps to Success would be a challenging program for individuals who were not ready to fully engage in it or open to receiving the support, but for many participants, the impact of Steps to Success and the dedicated support of program staff went far beyond the services and resources provided through the program. Steps to Success provided the space and the support for individuals to grow, learn from their mistakes, and make the changes they wished to see in their own life.

“It’s really changed my life—given the opportunity to be in Steps to Success, for people to see something in you, [to get] back to the person that you were supposed to be… People make mistakes. The fact that a group of people want to support you
no matter what it takes, provide a solution, and give you choices to make the right decisions, molded me into the strong woman that I—at one point, I didn’t think I could get to, motivating me to the next step. It has been so rewarding, I’ll never forget it.” – Steps to Success Participant

“A lot of times people in our situation get overlooked, so to feel like you are important changes how you deal with things daily. To have so many people feel like that, it felt good.” – Steps to Success participant

“Those individuals who have multiple [court] cases and this isn’t their first time through, they’re not early in addiction, maybe dealing with a mental health issue for a long time. They are people who before would have been forgotten or dismissed. They think that they’ve been given chances before and this won’t do anything, but for the people who were able to take advantage of Steps to Success, even if the second referral or sixth… they’re now housed or sober. They’re somewhere better than they were. They can have that hope. Hearing from those people is a huge hope. When there’s a different option for people, they can make changes and get to a different place… It’s not just the easiest cases that are worth a chance. It leaves a mark. People say, ‘I shouldn’t have had this chance, or no one would have given me a chance.’” – Steps to Success staff

Impact on Yolo County

In addition to the program’s impact on the lives of participants, program staff and participants described how Steps to Success filled a gap in the behavioral health services available to justice-involved individuals in Yolo County. Steps to Success offered an alternative to the traditional criminal justice system by providing the support and resources to work on root causes of behavior, social and economic issues, and mental health challenges. By taking this approach, Steps to Success staff helped to prevent trauma that participants may have experienced with traditional criminal justice system involvement. Many participants expressed disappointment that Steps to Success would no longer exist to support other individuals in Yolo County in similar situations.

Justice agencies also described how their collaboration on Steps to Success has impacted their agencies’ understanding about working with this population—shifting to a more service-oriented approach—and has led to partnerships for other programs between Probation, the DA’s Office, and community organizations. Stakeholders described how the partnerships developed through Steps to Success helped pave the way for community-based nonprofits to become more involved in ongoing discussions and collaborative efforts with various County departments and agencies to serve the people of Yolo County.
Conclusion

The strength of the Steps to Success partners’ working relationships, sense of shared vision, and strong communication and collaboration practices supported their effective implementation of the program and their ability to adapt their administration and service delivery practices to overcome challenges during the initial start-up phase of the program as well as during the COVID-19 pandemic. For participants, key strengths of Steps to Success included the individualization of services to address their specific needs, the array of wraparound services available, the exceptional support from the Steps to Success team, and the positive, trusting relationships with staff. Although, pandemic restrictions reduced the number of referrals and enrollments in the program and limited Yolo County’s ability to reach several of its targets, Steps to Success and the dedicated program staff positively impacted many participants’ behavior and lives, ranging from improved day-to-day functioning and self-sufficiency to improved mental health and housing stability. By providing an alternative to the traditional criminal justice system and connecting participants to much-needed support and services, Steps to Success prevented additional trauma and offered individuals in Yolo County an opportunity to make the changes they wished to see in their own life.
## Appendix A: Steps to Success Logic Model

<table>
<thead>
<tr>
<th><strong>Inputs</strong></th>
<th><strong>Activities</strong></th>
<th><strong>Outputs</strong></th>
<th><strong>Outcomes</strong></th>
</tr>
</thead>
</table>
| What do we contribute to accomplish our activities? | What activities does our program area do to accomplish our goals? | Once we accomplish our activities, what is the evidence of service delivery? | |}

### Funding
- BSCC Prop 47 grant funding
- Leveraged funds

### Leadership, Oversight, and Staffing
- Partnerships
  - Health and Human Services
  - Probation
  - District Attorney
  - Public Defender
  - Law Enforcement
  - CBOs
  - Local Advisory Committee
  - Dedicated staff
  - 1 HHSA Analyst
  - 1 Paralegal
  - 1 Probation Officer

### Equipment
- 6 county vehicles
- 1 passenger van

### EBPs
- Motivational Interviewing
- Integrated Behavioral Health Treatment
- Seeking Safety
- Wellness Recovery Action Plans (WRAP)
- Moral Reconciliation Therapy
- 12 Step Facilitation Therapy
- Housing First model and Rapid Rehousing
- Family Psychoeducation

### Program Planning
- Development of diversion program eligibility criteria
- Law enforcement training

### Outreach and Engagement
- Referrals by law enforcement or other agencies (JA’s Office, Probation) to diversion program
- Ohio Risk Assessment System (ORAS)
- Level of Care Utilization System (LOCUS)
- American Society of Addiction Medicine (ASAM) Placement Criteria
- Vulnerability Index and Service Prioritization Decision
- Assistance Tool (ViSPDAT)
- Adult Needs and Strengths Assessment (ANSA)
- Self Sufficiency Matrix (SSM)

### Diversion
- Diversion courts & programs
- Restorative justice activities (e.g., case conferences, accountability circles)

### Intensive Case Management and Treatment
- Case management
- Substance abuse treatment
- Mental health treatment
- Permanent housing search and placement assistance
- Peer mentorship
- Employment assistance

### Civil Legal Services
- Civil legal assistance to address issues that may pose a barrier in accessing basic necessities
- “Know your rights” educational workshops

### Housing
- Rental subsidies
- Financial assistance with deposits, utilities, and household items
- Emergency shelter

### Criminal Justice (CJ) Involvement
- # completing & not completing diversion program
- CJ involvement for participants engaged in the program:
  - 75% of participants will not reoffend
  - 50% fewer days in jail
  - 50% fewer arrest/tickets (for felonies & misdemeanors)

### Behavioral and Physical Health
- Engagement in behavioral and physical health treatment
- # successfully completing case plan
- # stepping down to lower level of care
- # connected to primary care
- Reductions in emergency care visits
- Reductions in psychiatric hospitalization
- Reductions in psychiatric hospitalization while in the program as compared to year prior to enrollment
- Reductions in psychiatric hospitalization while in the program as compared to year prior to enrollment

### Housing Stability
- Maintained housing stability
- 80% of participants who secure permanent housing will remain housed at 6 months

### Self-Sufficiency
- Increased knowledge of supportive resources such as legal, financial, and health
- Access to basic necessities
- 90% of those eligible will enroll in CalFresh
- 100% of those eligible will enroll in health insurance

### Criminal Justice Involvement
- Recidivism every 6 months after program completion
- 75% of participants will not reoffend within 12 months of graduating the program

### Behavioral and Physical Health
- Maintained engagement in treatment
- Positive outcomes related to physical health treatment
- Positive outcomes related to behavioral health treatment

### Literacy
- Maintained access to necessities
- Maintained monthly income

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