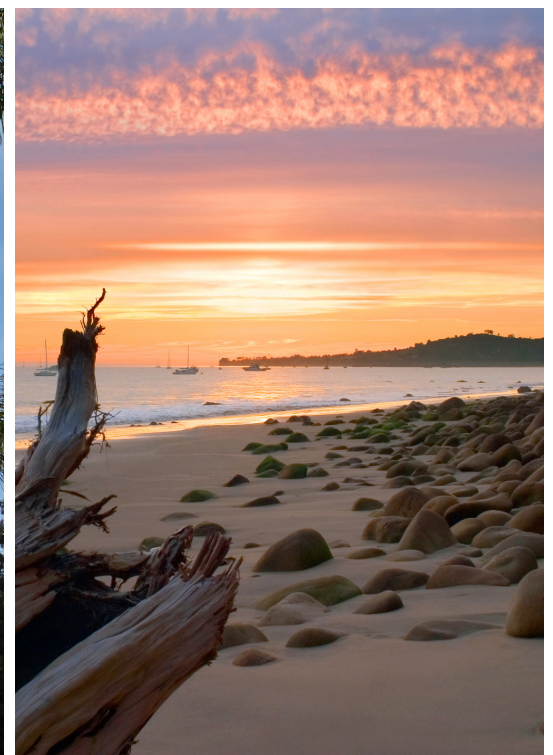




County of Santa Barbara  
Community Corrections Partnership

# Public Safety Realignment Plan

FY 2018-2019







# County of Santa Barbara

## Public Safety Realignment Plan

### Fiscal Year (FY) 2018-2019 Plan

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#### **Executive Committee of the Community Corrections Partnership**

- Bill Brown, Sheriff
- Joyce Dudley, District Attorney
- Alice Gleghorn, Ph.D., Director, Department of Behavioral Wellness
- Tanja Heitman, Chief Probation Officer (Chair)
- Patricia Kelly, Presiding Judge of the Superior Court
- Tracy Macuga, Public Defender
- Pat Walsh, Lompoc Police Chief

#### **Community Corrections Partnership** at large members

- Eduardo Cué, Council on Alcoholism and Drug Abuse (Community Based Organization)
- Ray McDonald, Workforce Development Board
- Daniel Nielson, Director, Department of Social Services
- Susan Salcido, Ed.D., Superintendent of County Schools
- Alison Wales, North County Rape Crisis and Child Protection Center (Victim Advocate)
- Janet Wolf, 2<sup>nd</sup> District Supervisor

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# Introduction

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Santa Barbara County's Realignment Plan continues to highlight the Community Corrections Partnership's (CCP) commitment to the development of strategies that will reduce recidivism through an understanding of the diverse and vast needs of the criminally justice-involved populations in the County. The local stakeholders have continued to base the plan for implementation on data-driven evidence-based practices and evaluation with equal emphasis on jail population management, supervision, and treatment.

Data gathered over the last seven (7) years have been employed to drive decision making regarding programming and service delivery, which are pivotal to the plan's success. The FY 2018-2019 Realignment Plan continues to be aligned with key efforts focused on jail population management, alternative sentencing, case management, supervision, treatment and support for Realigned offenders, and includes expansion in the areas of pretrial supervision, expanded jail programming, and community engagement, as well as endeavors to pinpoint potential solutions related to the criminal justice related portion of Santa Barbara County's homeless population. Dynamic approaches have been implemented to the task of improving the quality of interventions such as the Results First Initiative (pages 30-31) and various process and program outcome evaluations in partnership with University of California, Santa Barbara (UCSB) (pages 28-29), where identification of gaps in services and programming can be met with swift adjustments designed to overcome shortfalls and improve outcomes.

In sum, the FY 2018-2019 Realignment Plan for Santa Barbara County is reflective of the CCP's continued focus on providing a forum for transparency and optimism in the use of Realignment funds, while promoting efficiency and productivity with the driving goal of public safety.

**Santa Barbara County's FY 2018-2019 Realignment Plan may be viewed at**  
<http://www.sbprobation.org/sbcprob/ccp/realignmentreports/fy18-19ab109plan.pdf>



# I. Local Planning & Oversight

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## A. Community Corrections Partnership

Each year, the CCP develops a plan for the Public Safety Realignment Act and the Executive Committee of the Community Corrections Partnership (ECCCP) votes to approve the annual spending plan submission to the Board of Supervisors (BOS). As required by statute, the annual plan and recommended programs are to be consistent with local needs and resources as applied to the Realigned population.

The ECCCP, which oversees and reports on the progress of the plan, is chaired by the Chief Probation Officer. The ECCCP makes recommendations to the BOS for the application of funding to the various components of the plan. The BOS maintains full authority over the appropriation of Realignment funds.

## B. Community Corrections Partnership Workgroup

A workgroup was appointed by the CCP and tasked with the identification and preparation of recommendations regarding the FY 2018-2019 Realignment Plan. An opportunity for public comment was offered at all workgroup meetings. Staff assigned to the CCP Workgroup include:

### CCP Workgroup Voting Members

- Alice Gleghorn, Ph.D., Director – Santa Barbara County Department of Behavioral Wellness
- Tracy Macuga, Public Defender – Santa Barbara County Public Defender’s Office
- Joe Mariani, Captain – Lompoc Police Department/County Law Enforcement Chiefs Representative
- Ray McDonald, Executive Director – Santa Barbara County Workforce Development Board
- Mag Nicola, Chief Deputy District Attorney – Santa Barbara County Office of the District Attorney
- Terri Nisich, Assistant County Executive Officer – Santa Barbara County Executive Office
- Mary O’Gorman, Chief of Staff – Santa Barbara County Board of Supervisors, 2<sup>nd</sup> District Office
- Darrel Parker, Court Executive Officer – Santa Barbara County Superior Court
- Kimberly Shean, Deputy Chief Probation Officer – Santa Barbara County Probation Department
- Vincent Wasilewski, Chief Custody Deputy – Santa Barbara Sheriff’s Office

The following committees were formed to consider a variety of issues that impact the County's Realignment Plan and to develop strategies that would be responsive to identified needs.

#### Reentry Steering Committee (RSC)

The Santa Barbara County RSC, which exists as a standing committee of the CCP, focuses efforts on ensuring that every person released from prison/jail within or to Santa Barbara County is linked to the appropriate services, supports, and resources he or she needs to succeed in being a productive, law abiding citizen. The group's mission is to reduce recidivism and promote community safety by implementing and seeking creative funding options to leverage and increase resources for a seamless plan of coordinated evidenced-based services and supervision developed for each individual based on his or her risks and needs. The membership, which expanded in 2017 to include formerly justice-involved individuals, collaborates to design a reentry planning process that centers on an individualized plan from the time of an individual's intake at a correctional facility, through the period of incarceration, to the period of transition, reintegration, and aftercare in the community. The group's mission is grounded in the measurement of outcomes and an emphasis on continuous improvement.

RSC voting membership:

- Paloma Arnold, EOPS Director – Santa Barbara City College
- Sylvia Barnard, Executive Director – Good Samaritan Shelter Services
- Anthony Ivanich, Parole Administrator – California Department of Corrections and Rehabilitation
- Christina Kelley, Executive Director – Changes Outpatient Wellness Center
- John Lewis, Ph.D., Forensic Manager – Santa Barbara County Department of Behavioral Wellness
- Tracy Macuga, Public Defender – Santa Barbara County Public Defender's Office
- Eddie Perez, Pastor – Impact Prison Ministry
- John Savrnoch, Chief Deputy District Attorney – Santa Barbara County Office of the District Attorney
- Kimberly Shean, Deputy Chief Probation Officer – Santa Barbara County Probation Department (Chair)
- Deirdre Smith, Program Coordinator – Community Solutions, Inc.
- Vincent Wasilewski, Chief Custody Deputy – Santa Barbara County Sheriff's Office

#### Evidence-Based Practices Quality Assurance Committee (QA Committee)

The QA Committee is comprised of representatives from the Probation Department, the Santa Barbara Sheriff's Office (SBSO), the Department of Behavioral Wellness (DBW), community based organizations (CBO), and UCSB. The ongoing goals of the QA Committee are to assess and ensure fidelity with the use of evidence-based models, to support skill building by creating opportunities for joint training and development, to identify gaps in service, to ensure efficient service delivery, and to promote improved outcomes through collaborative quality assurance efforts. The QA Committee meets bimonthly to further their endeavors and to work with the Results First Initiative in the analysis of the cost and effectiveness of programs made available to offenders in Santa Barbara County.

## II. Goals, Objectives & Outcomes

Public Safety Realignment places enormous responsibility on the local jurisdiction and brings with it numerous challenges; however, by extending considerable flexibility it also presents a great opportunity. The local CCP is committed to mitigating challenges and seizing opportunities to improve the local criminal justice system. To guide their efforts and focus on the work before them, the following goals, objectives, and outcomes have been developed.

### GOAL 1

#### Enhance public safety by reducing recidivism.

Recidivism reduction is the primary focus of Santa Barbara County's Realignment efforts. Given the predominantly high risk population being served, any reduction in recidivism is to be seen as an achievement. The CCP has endorsed "Results First" as a means of ensuring the program strategies are consistently focused on the most cost effective programs which have been proven to reduce recidivism in a high risk population. In FY 2016-17 Santa Barbara Superior Court and Probation records reveal that the percentage of the Realigned population without a felony conviction during the term of probation supervision was 79%, or a recidivism rate of 21%.

#### FY 2017-2018 Outcomes

- Evidence-based programming in the jail to high risk offenders did not increase from 3% of the general population in FY 2017-2018 as was anticipated due to multiple program staff vacancies. With the deployment of Edovo tablets in the jail, it is hoped that additional populations will receive evidence-based learning opportunities in the coming year despite the staffing challenges.
- Bi-annual trainings on the eight (8) principles of evidence-based practices focusing on offender risk-needs and responsivity, and cognitive behavioral treatment (CBT) interventions were provided to 31 individuals representing community-based service providers and justice partners.

Objectives	FY 2018-2019 Proposed Outcomes
Deliver evidence-based programming that is data driven and matched to offender risk and needs.	<b>85% of all supervised high risk offenders will be referred to a CBT intervention such as Reasoning &amp; Rehabilitation, Thinking for a Change, Moral Reconation Therapy or Seeking Safety - an increase from 81% in FY 2016-2017.</b>
Expand the use of best practices for evidence-based sentencing and adjudication that utilizes offender-specific risk-needs, and responsivity measures.	<b>Increase the percentage of the Realigned population without a felony conviction during the term of probation supervision from 79% to 80%.</b>
Support professional training to advance system-wide knowledge of evidence-based practices in the criminal justice field.	<b>Continue to provide training opportunities related to evidence-based practices and/or interventions to service providers.</b>



## GOAL 2

### Enhance the use of alternative detention (pre- and post-sentence) for appropriate offenders.

As significant resources have been allocated for alternative detention resources, it is anticipated that these efforts will be expanded to include additional offenders in the coming year.

#### FY 2017-2018 Outcomes

- On March 5, 2018, evidence-based risk assessment information was available for 84% of the jail inmates, a decrease from 93% in FY 2016-2017.
- Efforts continued through FY 2017-2018 to ensure that jail resources were utilized appropriately. As of March 5, 2018, 12% of the total housed jail population was low risk offenders.

Objectives	FY 2018-2019 Proposed Outcomes
Expand the use of an evidence-based assessment tool for pretrial and post-sentence jail release decisions.	Utilize the Virginia Pretrial Risk Assessment Instrument (VPRAI) to drive the release of offenders to the Pretrial Supervised Release Program.
Strive to maximize jail capacity by appropriately identifying offenders who can safely be released and those who should be held in physical custody.	Strive to ensure that no more than 10% of the total housed jail population are low risk offenders.

## GOAL 3

### Provide for successful reentry of offenders back into the community.

While the reentry period can be challenging for an offender, it is also a crucial window of opportunity to influence success. To move strong evidence-based reentry principles and programs forward, the CCP has adopted the Reentry Steering Committee as a standing committee.

#### FY 2017-2018 Outcomes

- Fifty-six percent (56%) of unemployed Realigned offenders were referred to an employment/vocational development program.
- Eleven-percent (11%) of Realigned offenders secured housing through the collaborative reentry process and subsidized housing.
- Between July 1, 2017 and January 31, 2018, the Reentry Steering Committee expanded to include two (2) additional voting members who represent consumers and advocacy-based organizations.

Objectives	FY 2018-2019 Proposed Outcomes
Provide services and treatment to offenders in partnership with existing community providers.	Increase referrals to an employment, vocational development program by 10%. Currently, 56% of those unemployed Realigned offenders who are available for supervision have been referred.
Facilitate access to sober living and transitional housing, as well as supportive long-term housing.	Ensure that 70% of Realigned offenders experiencing homelessness secure sober living and transitional housing.
Increase community partnership and engagement.	Facilitate a minimum of four (4) focus groups/trainings throughout all regions of the County to be comprised of three (3) components: training, brainstorming, and feedback.

## GOAL 4

Coordinate efforts to eliminate duplication, increase efficiencies, and promote best practices.

Santa Barbara County has a strong history of collaboration. Through Realignment, a diverse group of stakeholders is actively involved in a team approach to discharge planning (attachment #1).

### FY 2017-2018 Outcomes

- Community based service providers successfully completed self-assessment and peer program fidelity reviews as overseen by the QA Committee.
- A process evaluation was completed by UCSB on the northern region's Mental Health Treatment Court (MHTC) to ensure adherence to best practices and to support the efforts of team members in remaining current with latest research related to treating criminal offenders.
- The Compliance Response Team (CRT) completed 519 compliance checks of Realigned offenders between July 2017 and January 2018.
- The Master Name Index, or MNI, was implemented and successfully utilized to connect data between the Probation Department and the SBSO. With the 'proof of concept' realized, additional agencies can now partner.

Objectives	FY 2018-2019 Proposed Outcomes
Identify additional resources that address gaps in services and leverage funding collaboratively, whenever possible.	Assist treatment programs in completing curriculum specific program fidelity reviews.
Focus funding on evidence-based and data driven programming that is matched to offender risk and needs.	Collaborate with UCSB to complete a process evaluation on one (1) MHTC and conduct an outcome evaluation of the SATC.
Partner with local law enforcement for information sharing, compliance checks, and warrant apprehension.	Increase compliance checks by 15%.
Capture and integrate data necessary to measure outcomes.	Implement and utilize the MNI to allow for data linkages across additional justice stakeholders beyond Probation and the SBSO.



### III. Plan Revisions

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Santa Barbara County's FY 2018-2019 Realignment Plan emphasizes the continuation of a balanced approach to jail population management, alternative sentencing, case management, supervision, treatment and support for Realigned offenders. The plan also allows for expansion and refinement in the areas of pretrial supervision, expanded jail programming, and community engagement, and strives to facilitate potential solutions related to the local homeless population. The following summaries provide an overview of how this year's plan has been revised to respond to these areas of need.

#### Housing Specialists – Public Defender

Two (2) full time equivalent (FTE) Housing Specialists have been included in the FY 2018-2019 Realignment Plan to assist homeless individuals secure shelter. The United Way of Northern Santa Barbara County will provide the staff to the Santa Barbara County Public Defender's Office to engage with men and women who are experiencing homelessness or at risk of being homeless, in an effort to address barriers to residential stability. Outreach will extend to offenders who are enrolled in the County's various Collaborative Courts.

The Housing Specialists will deliver the following:

- Intensive case management and rehabilitation services including referrals to treatment for substance use and mental health disorders
- Assistance in securing identification documents
- Assistance with temporary housing placement and applications for permanent housing
- Assistance with referrals to community based organizations for food, employment, educational, medical and dental services
- Engage in street outreach and provide transportation to appointments for service linkage

The staff will consult with the multi-disciplinary team assigned to Santa Barbara County's Collaborative Courts and develop a comprehensive case management plan for individual participants of these courts. Semi-annual reports will be submitted and reviewed to ensure that progress is achieved. The utilization of these positions will be monitored on a quarterly basis.

**Figure 1: FY 2018-2019  
Housing Specialists Funding**



## Department Business Specialist

Over the years, the CCP has enlisted a variety of strategic approaches towards enhancing the efficiency and effectiveness of Realignment implementation in Santa Barbara County. During the course of continued refinement of the County's Plan, the CCP has become increasingly aware of the need for consistent monitoring of the funded programs throughout the FY. In order to achieve this objective, the Realignment Plan has been augmented by the inclusion of a Department Business Specialist I/II (DBS I/II). This position will support departmental staff in the proper and efficient application of business process, improve the service delivery of programs, analyze and report on program requirements and performance, and perform related duties as required. More specifically, the DBS I/II position will be responsible for the following duties:

- Monitor fidelity of services and enhance programmatic quality assurance
- Coordinate and collaborate on increased community engagement and housing efforts
- Expand internal program evaluation efforts
- Prepare Realignment presentations for the BOS
- Prepare quarterly Realignment reports for the Chief Probation Officers of California (CPOC) and the annual Board of State and Community Corrections (BSCC) Realignment survey
- Design, create, and coordinate annual Realignment Plans
- Provide data cleaning for evaluation purposes
- Support expansion of Results First efforts

It is anticipated that through the addition of the DBS I/II, Realignment efforts in Santa Barbara County will be greatly enriched.

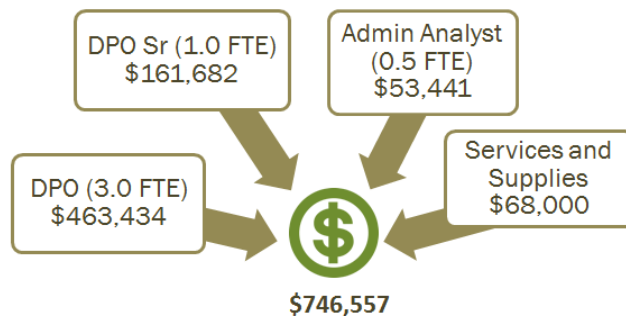
**Figure 2: FY 2018-2019 Department Business Specialist Funding**



## Pretrial Supervised Release Program

The Pretrial Supervised Release Program was implemented in July 2017, adding a community supervision component to the pretrial program that was in existence. In August 2017, the first of two (2) Deputy Probation Officers (DPO) identified as Pretrial Compliance Officers (PTCO) was appointed to the Pretrial Supervised Program. In FY 2018-2019, the Pretrial Supervised Release Program has been enhanced. The first version includes the elevation of the second PTCO to a Senior DPO classification to not only enhance the supervision of defendants, but to provide administrative support including representation at planning meetings and to assist with the development and implementation of policies and

**Figure 3: FY 2018-2019 Pretrial Funding**



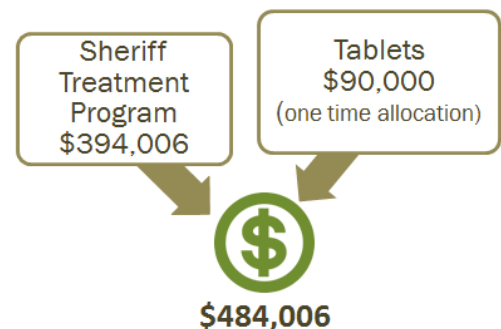
protocols. Further, based on recent case decisions and other projected bail reform measures two (2) additional DPO positions were added. These positions will be added in proportion to growth in releases and at a 1:20 supervision ratio. Funding for a half-time (0.5 FTE) Administrative Analyst was also continued for the collection of data to measure program performance.

Staff assigned to the Santa Barbara Superior Court's Pretrial Unit administer the Virginia Pretrial Risk Assessment Instrument (VPRAI) to assess each defendant's risk of re-offense while pending court and the probability of his/her appearance at future court hearings, and submit a recommendation for release. Defendants who are denied release on their Own Recognizance (OR) are recommended for release on Supervised Pretrial Release or the matter is referred to the Probation Department for further evaluation. Once he/she is released on supervised release, the PTCO supervises him/her according to a Supervision Decision Matrix, which determines the level of supervision based on his/her charge and risk level. Additionally, a review process has been implemented in which the PTCO will further evaluate cases involving defendants denied basic OR, but who may later be appropriate for Supervised Pretrial Release.

### **Jail Programming (Expanded Sheriff's Treatment Program)**

Evidence-based learning and rehabilitation opportunities afford an extra layer of support to inmates in the Santa Barbara County Jail. Once deployed, the use of Edovo tablets will allow the jail to serve the harder to reach populations and create avenues in which they are able to learn new behaviors and skills that prepare them for in or out of custody treatment, reentry, and a pro-social life. Many inmates with shorter stays in custody will benefit from tablet-based instruction with robust programming that meets a "just in time" intervention model and enhance their chances of continuing out of custody programming.

**Figure 4: FY 2018-2019 Sheriff Treatment Funding**



Multiple circumstances, such as the SBSO's redirection of resources to the Thomas Fire and the associated catastrophic mudslides that occurred in Santa Barbara in late 2017 and early 2018, as well as staffing issues experienced at the jail, have delayed Edovo access; however, it is anticipated that the project will be fully implemented in 2018. The addition of 90 Edovo tablets and overall expansion of STP will increase the delivery of targeted CBT interventions, as proven most effective in reducing the recidivism of the community's most costly criminal offenders.



## Mental Health Treatment Beds

Last year, the CCP approved support for the development of a forensic-focused Mental Health Rehabilitation Center (MHRC) as an alternate setting to incarceration for those with mental illness. MHRCs operated statewide as secure step-down facilities for patients with serious mental illness who are unable to function independently in the community without ongoing treatment services. MHRCs allow for longer periods of stabilization on medications, close supervision of treatment groups, and opportunities to gain skills to transition to lower levels of care in the community. The MHRC, as approved, was designed to serve a variety of functions:

- Provide a step-down for acute psychiatric inpatient care
- Provide long-term treatment for individuals undergoing competency restoration proceedings
- Accommodate those with non-acute safety issues referred directly from jail
- Create a safe environment for those who have been conserved by the Public Guardian with pending legal issues

The Santa Barbara MHRC is intended to have a program focus on individuals involved in the criminal justice system including those needing restoration to competency services. Those referred to the facility will have a history of severe mental illness and involvement with the criminal justice system and cannot be properly treated at lower levels of care. The program will provide psychosocial rehabilitation programs in a secure, residential setting with a focus on brief lengths of stay. During their residency, justice-involved individuals will participate in independent life skills training, behavior intervention, vocational and pre-vocational training, self-advocacy, peer counseling, and case management. Individuals will receive group/individual counseling or therapy, crisis intervention, educational services and remediation, and self-control and symptom management assistance.

Prior to commencing the capital project, a feasibility study was conducted at the former Santa Barbara Juvenile Hall campus. The feasibility study included a review of facility issues specific to the proposed MHRC as well as improvements to the Probation Report and Resource Center (PRRC) and other ancillary Probation operations that currently occur at that site. Funding for the MHRC initiative remains earmarked within the budget; however, further planning and review will need to occur as other sites are being explored.

**Figure 5: FY 2018-2019 Mental Health Services Expansion Funding**



## Community Engagement

A need was recognized to develop a means of engaging a wider segment of the community in the CCP's goals and Realignment Plan, and to capture input on program development and other justice system reform efforts included in justice reinvestment. Subsequently, a committee worked towards securing an organization that could spearhead the community engagement initiative to mobilize community members, families, advocates, faith-based organizations, formerly justice-involved individuals, and treatment service providers in a large-scale collaborative effort, and to provide education and information about Realignment and the broader issues of restorative justice.

**Figure 6: FY 2018-2019  
Community Engagement  
Funding**



The following services will be executed as part of this community engagement initiative:

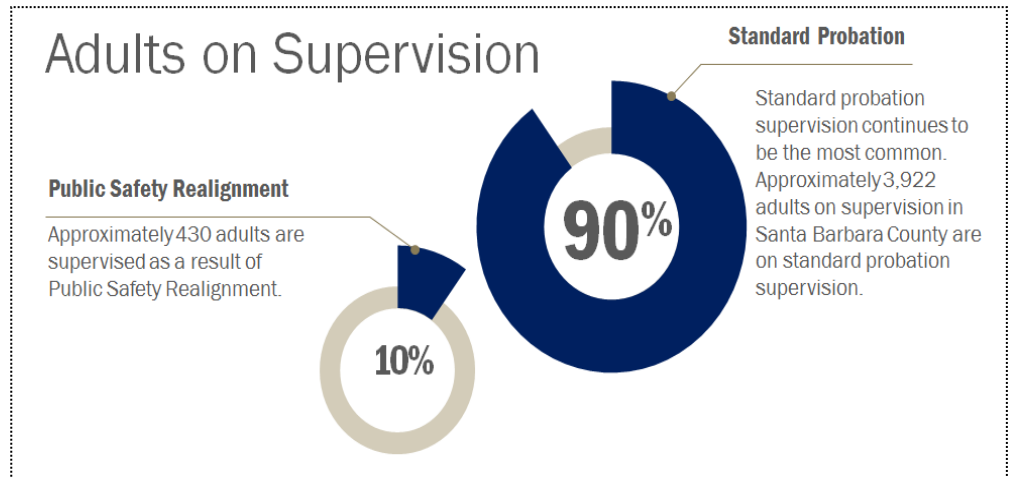
- Conduct outreach to increase awareness of the challenges facing formerly incarcerated individuals returning to the community and the lack of meaningful and useable resources available to this often-marginalized population
- Conduct community forum(s) to provide information about Realignment efforts and seek input regarding development and implementation of the plan
- Organize and mobilize communication among existing community groups and service agencies to better leverage community support services
- Consider utilizing the practices of restorative justice to develop opportunities for victim, offender and community reconciliation, rehabilitation and repair
- Institute a sustainable model of collaboration among various agencies, both public and private and consider a model of Collective Impact to better leverage, sustain and support long-term justice reinvestment
- Engage diverse populations of the community to ensure cultural competence and wide representation among collaborative partners

To further compliment these efforts, the Reentry Steering Committee has expanded their base of community organizations to include partners not formally involved in reentry, but who share a common mission, including individuals who were formerly involved in the justice system.

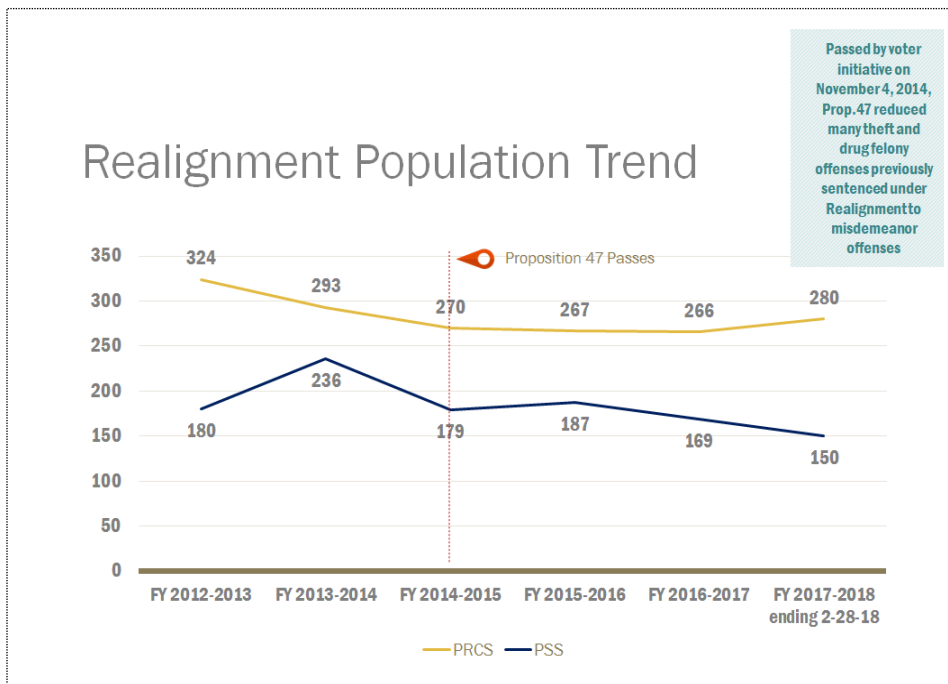
## IV. Population

Justice-involved individuals exited from prison after serving a commitment for a non-violent, non-serious felony and who are not deemed to be high risk sex offenders, are released on Post Release Community Supervision (PRCS), and individuals who are convicted of a non-serious, non-violent offense and who are not registered sex offenders without a prior “strike” (serious and/or violent felony) will serve their felony sentences locally pursuant to §1170(h)(5) PC. These sentences can either be a straight commitment to County Jail known locally as a “Prail Sentence” or a split sentence of a period of jail time followed by a period on mandatory supervision by Probation, known locally as Post Sentence Supervision (PSS).

**Figure 7: Adults on Community Supervision**



**Figure 8: Realignment Population Trend**



The number of Realigned offenders continues to be relatively small when compared to the total number of supervised offenders. (Figure 7) However, 76% of these offenders have assessed as high risk to reoffend or reoffend violently as compared to 31% on standard probation supervision.

For the past three (3) years, the Realignment

population numbers remained fairly constant despite the passing of Proposition (Prop.) 47 in 2014 which reclassified several categories of felonies to misdemeanors. In late 2017, an

increase in the PRCS population was observed. In October 2017, the total PRCS population was 277, by February 2018 that total had climbed to 295. The PSS population has remained fairly stable (Figure 8). Projections for the coming year show a gradual increase in the PRCS population with slight a decrease in PSS population (Figure 9).

Figure 9: Population Projections

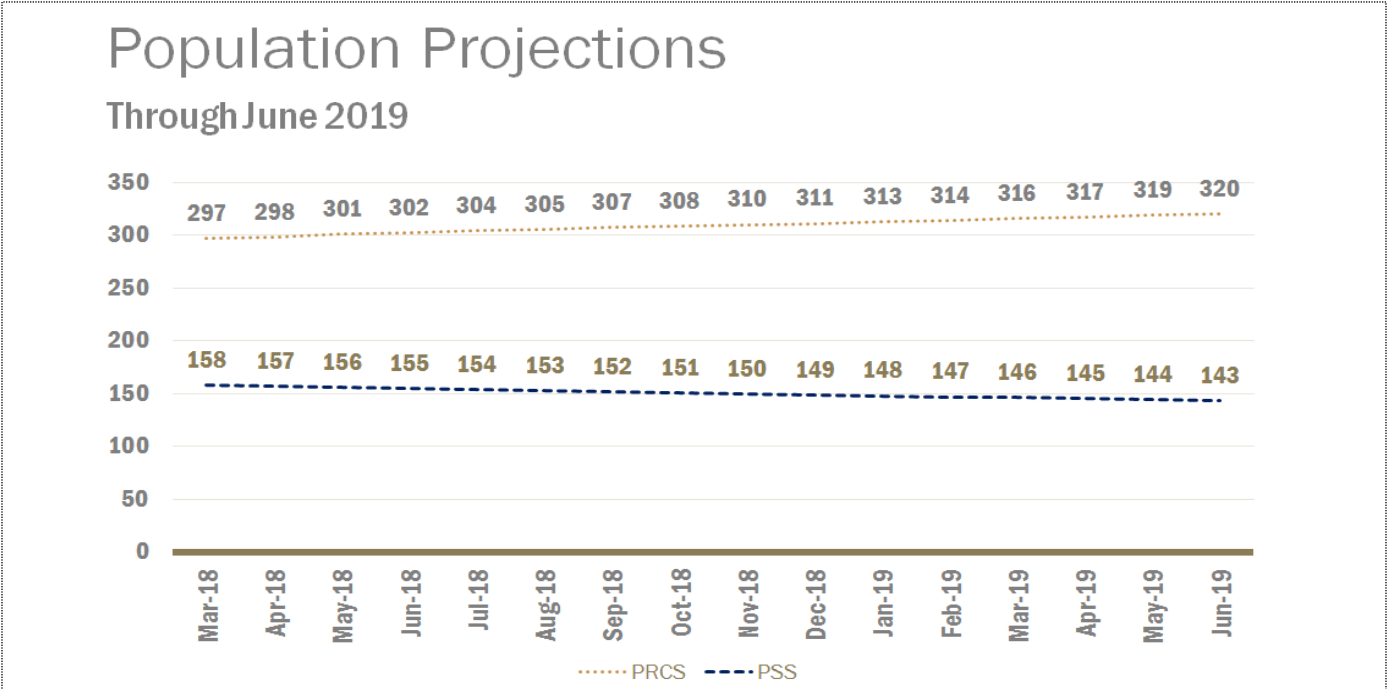


Figure 10: Demographic Distribution

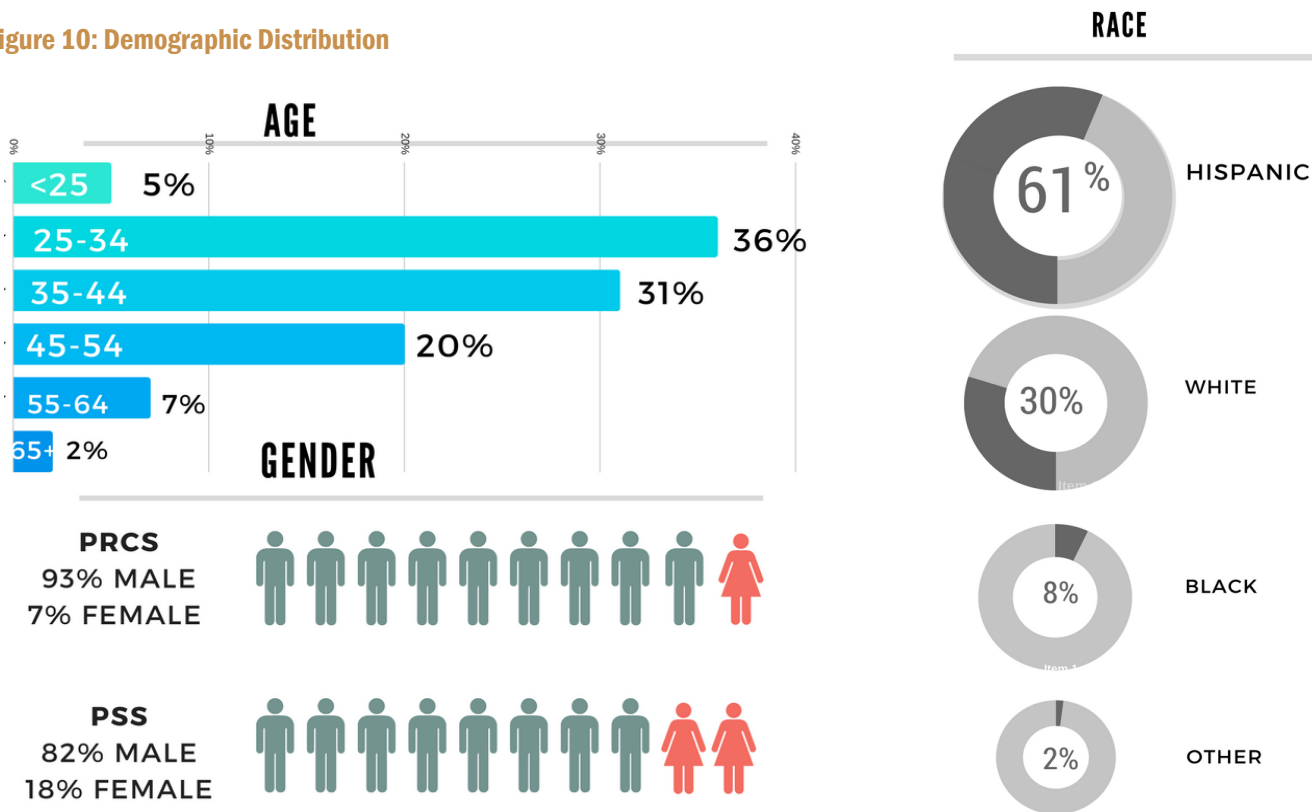
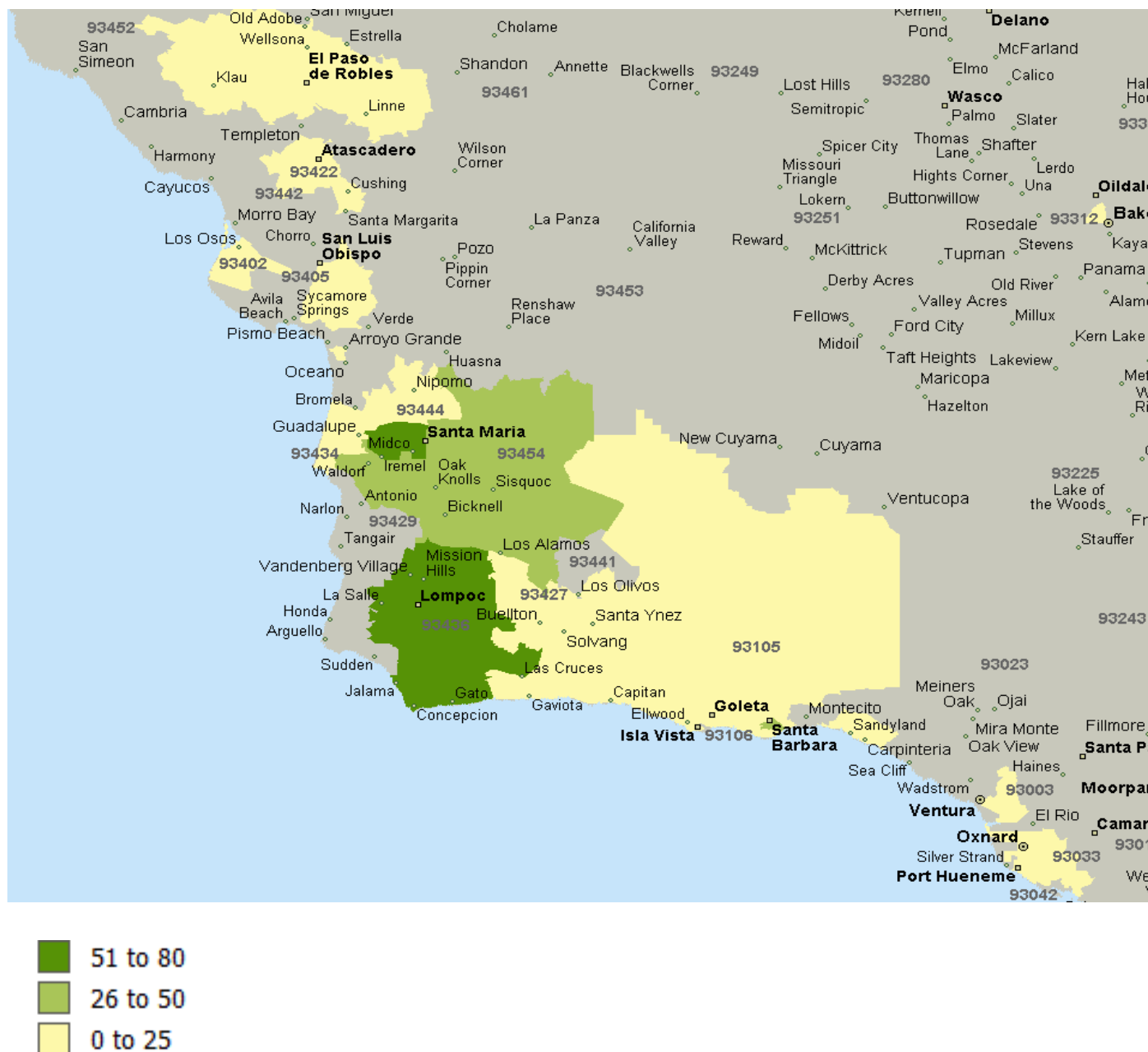


Figure 11 displays a snapshot of the Realigned population’s geographic distribution across Santa Barbara County on January 31, 2018. The map demonstrates that the majority of these offenders are being supervised in the northern portions of the County with the color variances representing the density in the corresponding areas.

**Figure 11: Distribution of the Santa Barbara County Realigned Population as of January 31, 2018**

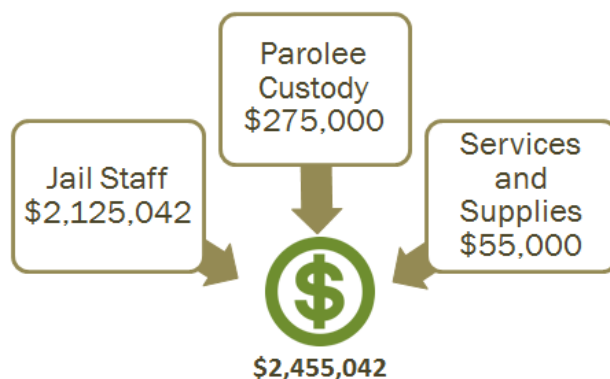


## v. Current Program Strategies

### A. Jail Population Management

Realignment funding is directed to supplement jail resources as a means of ensuring that justice-involved individuals who require a custody setting have a jail bed and to facilitate short flash incarcerations, as needed. Classification requirements mandate the housing of Realigned inmates throughout the jail facilities. The funded jail positions help to ensure there is adequate staff available to address and respond to the needs of the inmates. This staffing is compulsory for the delivery of supervision during housing, booking and release processes, meals, medical and mental health services, movement related to programming opportunities, and emergency response. According to jail records as of February 2018, the number of Realigned justice-involved individuals represents approximately 17% of the jail's population.

**Figure 12: FY 2018-2019 Jail Population Management Funding**



Prior to enactment of Realignment, the SBSO was able to collect approximately \$375,000 annually from the State to help offset a portion of the cost of incarcerating State parolees who were held solely on a parole revocation. Upon implementation of Realignment, the State was no longer required to provide money to house State parole offenders in local jails. The Realignment funds provided to the SBSO for jail custody replace this lost State revenue and provide increased funding to house the justice-involved individuals that would have previously been confined in State facilities and are now held in the County Jail.

### Sheriff's Treatment Program (STP)

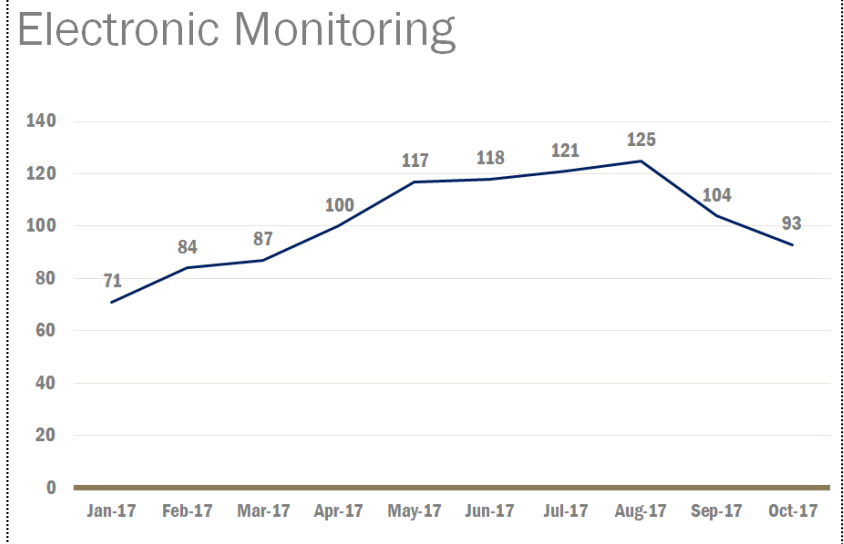
Between July 1, 2017, and September 30, 2017, 209 inmates exited STP. As of November 27, 2017, 55 had graduated, 36 remained enrolled, and 115 did not graduate. While 19 of those that did not graduate were released from custody and 12 were removed from the program for various reasons, 84 did not have a disposition entered. This lapse in record keeping and data collection will be addressed in the coming year.



Figure 13: Clients on Electronic Monitoring

Among the SBSO's targeted goals for STP are the following:

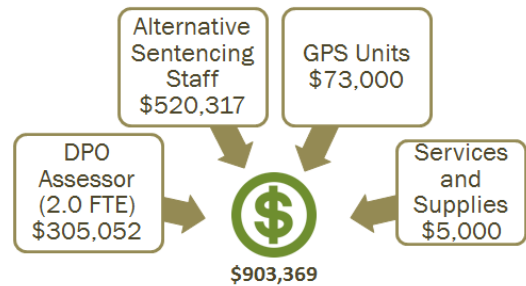
- Maintain an average STP enrollment of 80% or more of the capacity for General Population male inmates
- Attain 75% graduation rate for all inmates admitted that remain enrolled for 30 days or more
- Achieve 95% of participants who complete 30 days of STP have completed risk and needs assessment
- Achieve 95% of STP graduates have a completed needs-based discharge plan prior to release



## B. Alternative Sentencing Strategy

The SBSO's Electronic Monitoring (EM) Program is available to the general jail population, which is inclusive of Realigned offenders providing they meet eligibility criteria. Inmates who are not automatically disqualified because of their conviction charges are assessed with evidence-based instruments to determine their eligibility for release on an alternative program. Embedded at the Alternative Sentencing Bureau (ASB) office are two

Figure 14: FY 2018-2019 Alternative Sentencing Funding



(2) FTE DPOs who conduct evidence-based risk assessments predictive of future recidivism and violence, as requested, on inmates being considered for placement into the EM Program, targeting those who have remained in-custody for 14 days or longer. Additional factors included in the EM decision making process are the pre-sentence report and court commitment period, in-custody behavior, participation and progress in jail programs and services, eligibility based on current charges and prior convictions, and the availability of alternatives to incarceration best suited for the offender.

Although the ASB has continued to work diligently with the Probation Department to screen eligible inmates for release, the population eligible and suitable for release on alternative sentencing has narrowed, based on the SBSO's current criteria. The SBSO has monitored trends in alternative sentencing (both general population and Realigned offenders) via comparison of a baseline number of participants to ongoing usage. As demonstrated in Figure 13, a decline in the numbers of EM participants was experienced in the fall of 2017, which was due to staff attrition and a lack of qualified inmate candidates. Ongoing adjustments are being made to the criteria and screening processes towards the goal of boosting program participation.

## C. Community Supervision & Case Management

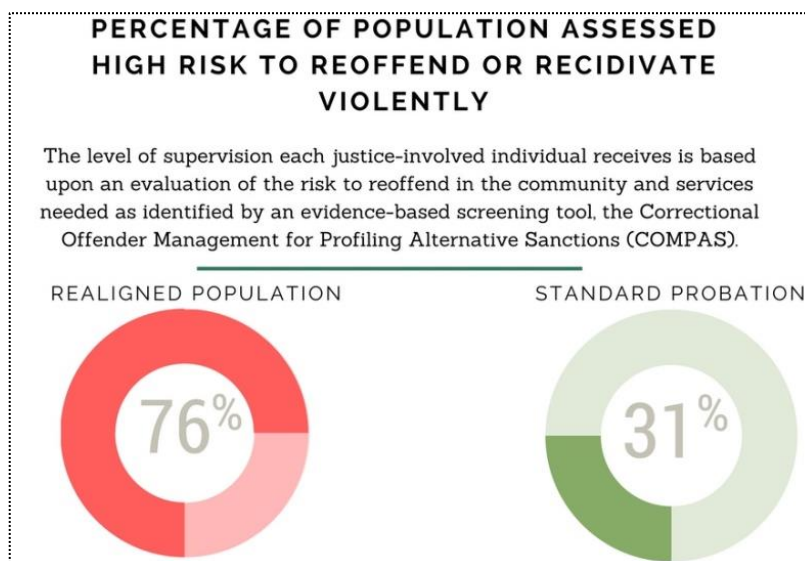
The Santa Barbara County Probation Department remains intent and dedicated to providing the highest level of intervention via ongoing community supervision efforts. Through a risk-needs-responsivity (RNR) model, efforts focused on reducing recidivism and improving outcomes for the offenders served are individualized and have remained fluid to flex with the changing landscape of community corrections. A commitment to utilizing interventions sourced from the most current evidence-based practices has allowed for a rich and varied menu of services and strategies designed to respond to the risks and needs of the offenders being served.

**Figure 15: FY 2018-2019 Community Supervision and Case Management Funding**

Community Supervision and Case Management	
<b>Supervision and Support</b>	
• Probation Manager (0.5 FTE)	102,914
• SPO (2.0 FTE)	352,417
• AOP (2.0 FTE)	199,814
<i>Subtotal Supervision &amp; Support</i>	<i>655,145</i>
<b>PRCS &amp; PSS</b>	
• DPO Sr (1.0 FTE)	164,046
• DPO (14.0 FTE)	2,068,550
<i>Subtotal PRCS &amp; PSS:</i>	<i>2,232,596</i>
<b>Operating Expenses</b>	
• Vehicle Costs and Travel Expenses	46,100
• Services and Supplies	33,000
<i>Subtotal Operating Expense:</i>	<i>79,100</i>
Urinalysis	10,000
<b>Total Community Supervision &amp; Case Management</b>	<b>\$2,976,841</b>

An ongoing focus throughout Realignment has been on building and maintaining positive lines of communication. Implementation of approaches like regular Realignment Wraparound Team meetings, collaborations with CBOs both in the community and at the PRRCs, use of the Violation Response and Incentive Matrix, and officers' use of Motivational Interviewing (MI) during client interactions are just a few of the methods employed to keep information flowing between all involved parties. MI helps not only the officers gain better insight into offender behavior, but also allows for the offender to rely on his/her own inner strengths to effect change in their behaviors and outcomes. Realigned offenders continue to be supervised at caseload ratios that help officers coordinate and integrate advanced case planning so that individualized interactions produce meaningful results.

**Figure 16: Criminogenic Risk of Supervised Populations**



## D. Collaborative Efforts

### Regional Response Teams

#### ■ Compliance Response Teams (CRT)

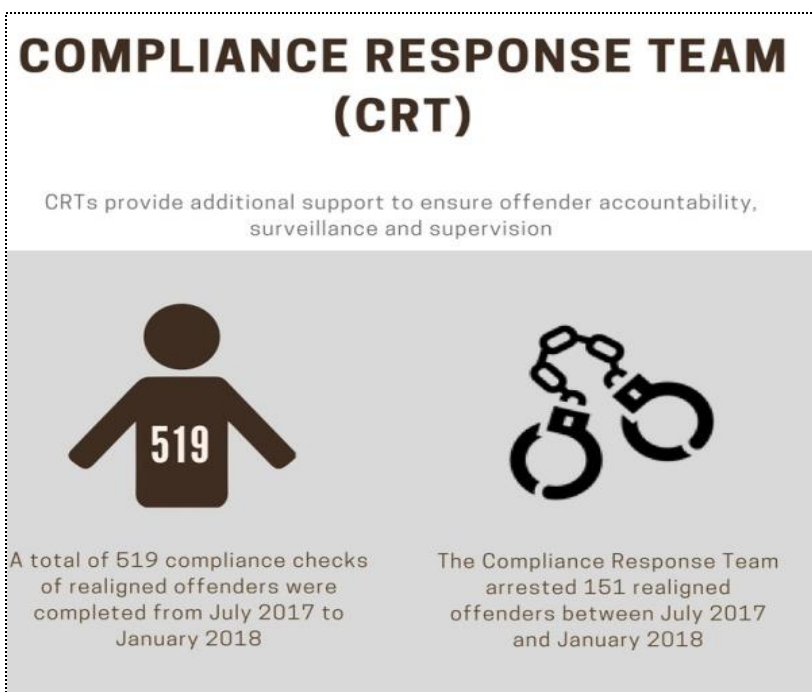
The two (2) CRT teams funded by Realignment are comprised of a Senior DPO and a Sheriff's Deputy. In addition, a Sheriff's Sergeant is funded to maintain oversight of the two (2) teams, providing field supervision and guidance in tactical operations. A third CRT team was operated in the Lompoc region since 2013 and was funded through a separate funding stream. This funding stream is no longer available, and going forward, two teams will provide coverage countywide.

**Figure 17: FY 2018-2019 Collaborative Efforts Funding**

Collaborative Efforts	
	
<b>Regional Response Teams</b>	
• DPO Sr (2.0 FTE)	323,777
• DSO (2.0 FTE)	384,326
• Deputy SGT (1.0 FTE)	231,805
• Services and Supplies – Sheriff	2,420
• Vehicle Costs – Sheriff	<u>70,000</u>
<i>Subtotal Regional Response Teams:</i>	<i>1,012,328</i>
• Regional Realignment Response Activity Fund (Guadalupe PD)	<u>5,000</u>
<b>Total Collaborative Efforts:</b>	<b>\$1,017,328</b>

Working collaboratively with DPOs, treatment providers and law enforcement agencies, the CRTs provide a resource to address emerging community safety concerns created as a result of the Realigned population. The mission of the CRTs is to provide additional support to ensure offender accountability, surveillance and supervision through mobile,

**Figure 18: Compliance Response Team Summary**



intensive, evidence-based practices, leading to improved public safety and offender compliance. The CRTs support local law enforcement in incidents involving the Realigned population and are deployed as needed on a countywide basis. The CRTs conduct field checks through random home visits, tracking of offenders on Global Positioning Satellite (GPS) monitoring, perform searches, facilitate and lead warrant apprehensions, and other duties as community safety requires. Additional objectives include mitigating the need for jail as a sanction through prevention and intervention strategies, bringing

offenders who may have violated their terms and conditions into compliance, and

providing support and encouragement to the Realigned population who remain in compliance with their supervision requirements.

■ **Regional Realignment Response Fund**

Guadalupe Police Department (GPD) is budgeted \$5,000 to support operations on an overtime basis to respond to incidents related to the Realigned population of justice-involved individuals and to participate in multi-agency operations to conduct warrant apprehensions or other operations as coordinated by the CRTs. As the smallest police department, it was determined that GPD required this funding to continue their activities under Realignment.

### Mental Health Services

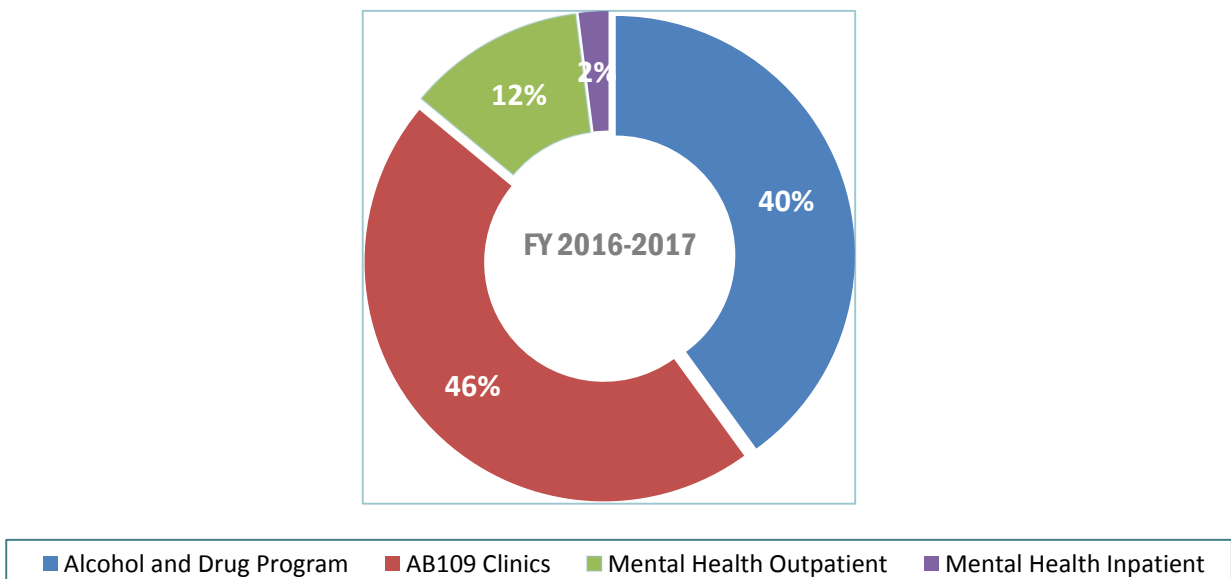
Santa Barbara County's DBW operates dedicated Realignment Clinics to respond to the needs of the clients who require psychiatric services upon release from prison. In FY 2018-2019 a full range of services, including assessment, medication management, and case management, will be delivered by a 0.5 FTE Psychiatrist, a 1.0 FTE Licensed Psychiatric Technician, and a 0.25 FTE Mental Health Practitioner/Post Doctoral Intern to accommodate the immediate

needs of the clientele. During the course of treatment, communication will be maintained with Probation. Additionally, DBW staff are housed at the PRRCs in Santa Maria and Santa Barbara, which facilitates client access and promotes further collaboration between DBW and Probation.

**Figure 19: FY 2018-2019 Mental Health Funding**



**Figure 20: Clients Served by Department of Behavioral Wellness**



In FY 2016-2017, a total of 68 clients were served at the Realignment Clinics and in the first quarter of FY 2017-2018, 40 clients received a total of 138 services. Service delivery includes an assessment process consisting of patient documentation (Release of Information [ROI], treatment authorization, patient representative information, Health Insurance Portability and Accountability Act [HIPAA] advisement), a 60-90 minute clinical intake assessment with documentation, treatment planning, and any additional referrals that need to be made to outpatient therapy or higher level of care services.

Upon completion of the clinical assessment process, clients are placed immediately on the psychiatric schedule and are usually seen within a week. Follow up appointments also occur if their symptoms change and in the event they need additional services for referrals, or to be linked to the County for services pending discharge from supervision.

<b>Clients Served</b>	<b>FY 16-17</b>	<b>FY 17-18 1<sup>st</sup> Quarter</b>		<b>Services Provided</b>	<b>FY 16-17</b>	<b>FY 17-18 1<sup>st</sup> Quarter</b>
<b>AB109 Clinics</b>	68	40		<b>AB109 Clinics</b>	413	138
<b>Mental Health Outpatient</b>	18	14		<b>Mental Health Outpatient</b>	280	89
<b>Mental Health Inpatient</b>	3	1		<b>Mental Health Inpatient</b>	12	5
<b>Alcohol Drug Program</b>	59	22		<b>Alcohol Drug Program</b>	1238	354
<b>Total Services</b>	<b>148</b>	<b>77</b>		<b>Total Services</b>	<b>1943</b>	<b>586</b>

## Discharge Planning

Transitions can be some of the most stressful times for justice-involved individuals. Critical times of change can have dramatic impacts on long term success. Given this, a major component in this plan is focused on service delivery. One such key time is the transition from the custody setting to the community. The Santa Barbara County Discharge Planning Team utilizes a true collaborative approach to incorporate evidence-based principles and practices in helping inmates chart a course of action to support their reentry to the community.

Historically, the team has consisted of one (1) Community Release Specialist, one (1) Discharge Planner, two (2) DPOs, and two (2) social workers employed through the Public Defender's Office. These key staff utilize their skills and knowledge to collaborate in the assessment of inmates' needs and subsequent discharge planning. To further enhance this critical area of need, Realignment funding supports two (2) AmeriCorps workers to assist offenders with housing and/or programming upon their release.

In the first 7 months of the fiscal year, July 1, 2017-January 31, 2018, the Discharge Planning Team had processed 998 referrals for assistance. These services, combined with detailed action plans, have allowed justice-involved individuals to achieve a greater probability of stability and success.

**Figure 21: FY 2018-2019 Discharge Planning/Collaborative Courts Funding**



### **Discharge Planning/Collaborative Courts**

• Community Release Specialist - Sheriff (1.0 FTE)	95,918
• Contract Discharge Planner - Sheriff (1.0 FTE)	79,137
• Services and Supplies - Sheriff	2,420
• Collaborative Courts – District Attorney (1.0 FTE)	290,881
• Social Workers – Public Defender (2.0 FTE)	222,439
• LOP – Public Defender (1.5 FTE)	53,416
• Travel Expenses – Public Defender	33,996
<b>Total Discharge Planning/Collaborative Courts:</b>	<b>\$778,207</b>

## Collaborative Courts

Investing in Collaborative Courts is specifically authorized as a justice reinvestment strategy under §1230(d) PC, which states that drug courts help to maximize the effectiveness of criminal justice resources. Because the individuals assigned to these courts are often charged with Realignment-eligible felony offenses, these courts can provide positive, therapeutic alternatives to jail that help end the cycle of recidivism. Realignment funds enable the DA's Office to staff the Collaborative Courts with 1.0 FTE Deputy DA, allowing for full-time sharing between the northern and southern regions of the County.

*Ramona, age 19 years from Santa Barbara graduated from the Sheriff's Treatment Program at the Santa Barbara County Jail. She was an active participant in class and was able to grow as a person in this environment. The discharge planning team helped by getting her to complete the Residential Treatment Program (RTP) application and assisted in facilitating an interview with the director of the RTP. She is now participating in a one year RTP with high hopes of starting a new life.*

**- AmeriCorps Outreach Worker**



Consideration of the Collaborative Courts is interwoven in the Realignment discharge planning process. Of note is that applying the same criteria set forth for alternative sentence releases, evidence-based assessment tools are utilized for both the PRCS and PSS populations in order to determine the appropriateness of early release and to develop reentry service case plans. Ideally, the assessment and planning activities occur 45 days prior to an offender's release from incarceration to ensure that the offender will be properly connected to all required services in advance of his/her release.

**Figure 22: Collaborative Courts**

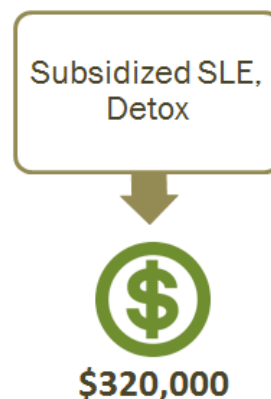
**COLLABORATIVE COURTS ENROLLMENT REPORT – February 27, 2018**

		SANTA BARBARA	SANTA MARIA	LOMPOC
		# of defendants	# of defendants	# of defendants
Substance Abuse Treatment Court (SATC)	Legacy Pre-Plea	8	18	0
	Post-Plea	11	25	0
Reentry Drug Court (RDC)			14	
Dual Diagnosis Court (DDX)		16	18	1
Mental Health Treatment Court (MHTC)		53	19	4
Proposition 36 (Prop. 36) Court		279	278	166
Veterans Treatment Court (VTC)		5 supervised defendants	20 supervised defendants	5 supervised defendants

## Housing, Subsidized Sober Living Environments (SLE) & Detox

Maintaining long term supportive housing and substance use continue to be substantial barriers for the Realigned population. A significant number of offenders are released on PRCS without a stable residence and report a history of substance use. As a result, sober living, transitional housing and detox have been incorporated as fundamental components when preparing case plans with offenders who are reintegrating into the community. This past year sober living provider options have been enhanced adding new options for the Lompoc region, including an additional home for women. From July 1, 2017, to January 31, 2018, approximately 51 offenders were in sober living at one point during their term of supervision. In its attempts to seek affordable options and engage in new partnerships, the Probation Department contracted with the Council on Alcoholism and Drug Abuse (CADA) to provide a Short Term Residential Treatment Program (STRTP) as a portion of a continuum of care that begins with detox and is followed up by residence in a sober living environment. Treatment includes evidence-based CBT programming for substance abuse, which targets a reduction in recidivism. Additionally, offenders are provided with a full range of services which include, but are not limited to, individualized treatment plans, individual counseling, group therapy, education and awareness, family involvement, 12-step meetings, acupuncture and amino acid therapy, and aftercare support.

**Figure 23: FY 2018-2019 Subsidized Sober Living & Detox Funding**



Additionally, a housing sub-committee of various stakeholders will be established through the CCP Workgroup. This committee will inventory existing permanent supportive housing options available for justice-involved individuals, identify any gaps and barriers, and develop a recommendation to move forward to the CCP for consideration.

*Michael was the first client under realignment to enter and complete Project Recovery's Short Term Residential Treatment Program (STRTP). He completed the 14 day detox and was found suitable and willing to transition into the STRTP where he completed an additional 6 days in program prior to entering a subsidized sober living home. When asked about his time in the program, Michael stated he believes he did well within the structure provided and that the program was a safe place to be. He stated he was introduced to a counselor during his time in program and continues to meet with them weekly. He added, "When you gotta get clean, that is the place to be." Michael transitioned into a sober living home which was combined with Cognitive Behavioral Therapy based programming at the Probation Report and Resource Center (PRRC).*

**- MICHAEL**  
**Age 53, Santa Barbara, CA**

## Treatment and Reentry Services

The PRRCs are a hub for help and assistance in Santa Barbara County. They provide a one-stop location for delivery of many of the necessary community based treatment interventions employed to assist justice-involved individuals in getting back on track in their lives and their communities. These treatment services are developed to provide help for offenders based on an individual's risk and needs. The funding provided by Realignment allows for the operation of the PRRCs and the contracts necessary to enlist the aid of CBOs. These CBOs in turn provide direct, hands-on interventions such as job development, sex offender therapy, Moral Reconciliation Therapy (MRT), and evidence-based CBT which targets substance abuse and reduces recidivism for high risk offenders. See attachments 4.1 & 4.2 for current PRRC menus of programming options.

One such service provided at the PRRCs is offered through the United Way of Santa Barbara County, in that workers are provided from AmeriCorps to focus on directly impacting homelessness in a positive way. A full-time staff is housed at each PRRC to provide engagement and outreach to justice-involved individuals who are experiencing homelessness or at risk of being homeless. Through their engagement, they assist in addressing barriers that lead to residential instability.

*After being released from prison, Cameron had difficulty adjusting to and complying with the simplest expectations of his probation terms. This hindered his ability to streamline back into the community on many levels. After careful consideration to create an individually tailored program to fit his needs, he successfully completed WAGE\$\$ and obtained fulltime employment. He was able to save up enough money to provide his own housing and successfully completed his term of GPS supervision. Cameron continued to test clean of illicit substances and successfully completed the Co-Occurring Disorders Program through Sanctuary Centers and successfully completed his term of probation as of January 29, 2018.*

**- CAMERON**

**Age 29, Santa Barbara, CA**

*John had been homeless for the past two and half years sleeping on the streets of Santa Maria and faces barriers to housing including persistent mental illness and physical health vulnerabilities. The Santa Maria PRRC AmeriCorps staff started working with John found him to be polite, reasonable, responsible – and very kind and receptive. Living on the streets had precluded John from saving any funds to move into permanent housing, so together they decided a two-step plan was needed: temporary housing in a shelter – where he could save money and rebuild his health – and then a move to long-term housing.*

*We were delighted when John called to wish us a Happy New Year and to say he was moving and had been accepted at a permanent and supportive housing provider in Santa Barbara. He was looking forward to having his own place – three blocks from the Santa Barbara Pier - and shopping for kitchen supplies and a microwave for his new home.*

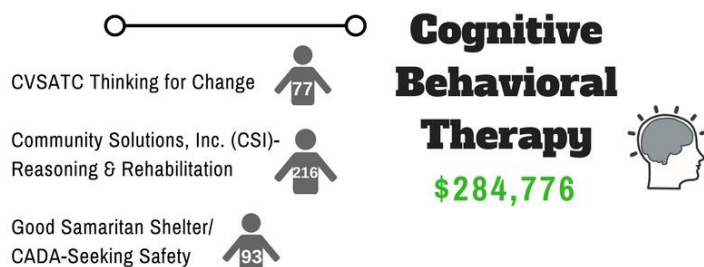
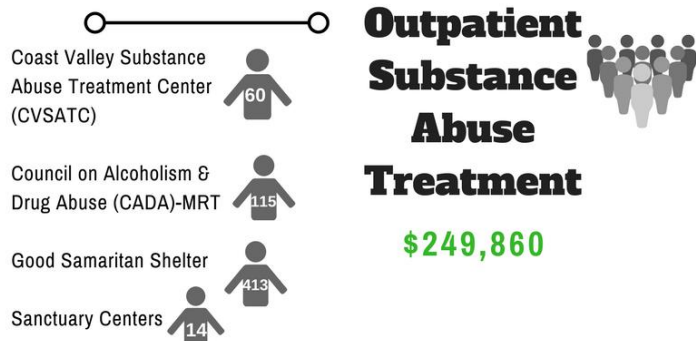
**- JOHN**

**Age 55, Santa Maria, CA**

Figure 24: Realignment Funded Treatment & Supportive Services

# REALIGNMENT FUNDED TREATMENT & SUPPORTIVE SERVICES

THE NUMBERS BELOW REPRESENT THE BUDGETED AMOUNTS FOR  
FY 2017-2018 AND THE PROJECTED NUMBER OF CLIENTS SERVED  
BY SERVICE COMPONENT BASED ON DATA FROM JULY 1, 2017,  
THROUGH JANUARY 31, 2018.



## OTHER SERVICES PAID FOR WITH REALIGNMENT FUNDING

**\$503,927**

**Probation Report & Resource Centers**  
Facility costs, case management services, WAGE\$, drop-in employment, and offender support items.

**\$52,000**

**Additional Supportive Services**  
Realignment funds additional treatment and supportive services including SCRAM, Batterer's Intervention Program and sex offender treatment, including polygraphs.

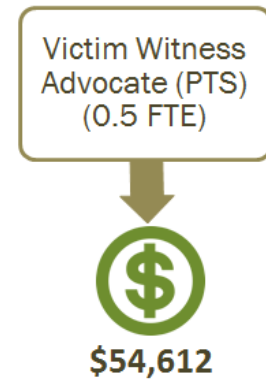
The informational graph above is provided for a generalized overview. It is not all-inclusive but representative of the most frequently used interventions. For specific budget allocations, see Spending Plan Section VIII for further details.

## Victim Services

Historically, Victim Witness Advocates were notified of criminal cases involving victims upon receipt of the law enforcement report in the DA's Office and after processing of the case and assignment to an Advocate. This created a lag in contact with victims of crime in various states of crisis and delayed interventions. In FY 2018-2019, the DA's Office will continue to provide early intervention to victims of crime at the arraignment stage or sooner.

The Victim Witness Program staffed a half-time Advocate on call for walk-in clients and available to Arraignment Court in Santa Maria. It is common for victims to come to the DA's Office as walk-in clients shortly after a crime occurs, and often before the DA has received the case for filing consideration. The Advocate makes contact with victims in person or via phone to assist the Court to make informed decisions relative to safety concerns, restitution, pretrial release and/or bail enhancements. The Victim Advocate's presence in court also expedites victims' access to crime prevention strategies, therapeutic interventions, and emergency financial assistance. Since July 1, 2016, 558 units of service have been provided to victims in Arraignment Court, which includes victims' rights notification, case status, criminal justice orientation, Criminal Protective Order provision, restitution determination, and victim compensation assistance.

**Figure 25: FY 2018-2019 Victim Witness Advocate Funding**



The additional staffing resources facilitates the Advocate's ability to meet the constitutional requirements of Marsy's Law, "to have the safety of the victim and the victim's family considered in fixing the amount of bail and release conditions for the defendant." Early contact expedites information sharing with the DA, the Public Defender, and the Courts. This shift also lends itself to a more comprehensive approach to criminal justice improvements. Often the victim and/or the victim's family members are well situated to inform the Court about factors that impact their safety and/or factors that contribute to either offender success or failure and how those failures may negatively impact victim and public safety. Ultimately, earlier victim contact will improve overall criminal justice efficiencies including a reduction in SBSO transportation costs to multiple court hearings, personnel impacts, and court and staff time, minimizing negative impacts on the system and the victim.

## Administration

To ensure the proper administration of Realignment funding, Santa Barbara County's CCP recommends a moderate administrative expense relative to each County department's direct program expenditures. Each County department receives 3% of the direct program expenditures they administer, with the exception of DBW, which will receive 15%. Realignment also requires Auditor-Controller resources resulting in the dedication of 0.5% of countywide direct Realignment expenditures to fund such requirements.

Figure 26: FY 2018-2019 Administration Funding

Administration	
• Probation Admin (3.0%)	201,573
• Sheriff Admin (3.0%)	85,471
• DBW (15%)	52,969
• District Attorney (3.0%)	10,365
• Public Defender (3.0%)	10,016
• Auditor-Controller (0.5%)	<u>64,420</u>
<b>Total Administration:</b>	<b>\$424,814</b>

## VI. Data Collection & Evaluation

Santa Barbara County is committed to measuring outcomes and continually informing practice through research and evaluation efforts. Realignment funding supports the following:

- **Public Safety Realignment and the Realigned population.** The current evaluation provides information of Realigned client outcomes in Santa Barbara County since the implementation of Public Safety Realignment. The report covers a variety of outcomes and variables as well as factors related to recidivism. The current report can be viewed at <http://www.sbprobation.org/sbcprob/CCP/Evaluations/Evaluation10-2011-12-2016.pdf>.

Future reports will focus on the impact of services on recidivism to guide and improve the County's collective practice and will include an engagement study to determine the factors related to client retention in MRT.

- **Santa Maria Mental Health Treatment Court and Santa Barbara County Substance Abuse Treatment Court.** Evaluation of the County's Collaborative Courts has resulted in the implementation of numerous best practices. The 2017 Santa Maria MHTC Process evaluation assessed adherence to best practices and guiding principles in the areas of treatment, courtroom processes, and programmatic structure. The current report can be viewed at <http://www.sbprobation.org/sbcprob/CCP/Evaluations/SM-MHTCEval5-2017.pdf>.



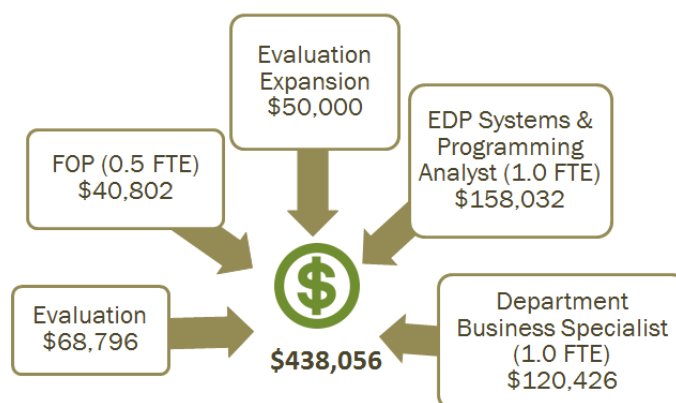
The UCSB research team is also conducting an outcome study of the Substance Abuse Treatment Court (SATC) implemented across Santa Barbara County. The report will address the characteristics of those served as well as completion outcomes.



## Findings

- The majority of all Realigned clients were male and Hispanic or White, and between ages 25-45 at entry.
- Approximately a quarter of PRCS clients were identified as being gang affiliated.
- The majority of Realigned clients were high risk to recidivate or reoffend violently on the COMPAS risk assessment tool.
- The first three (3) months of supervision was when the highest percentage of clients (25%) obtained positive drug tests.
- A general trend is the decrease over time in the recidivism rates for the first-year post-release of incarceration, with two-year and three-year post-release recidivism rates appearing to decrease over time.

**Figure 27: FY 2018-2019 Data Collection & Evaluation Funding**



## Criminal Justice Data Committee

The Criminal Justice Data Committee (CJDC) was relaunched in January of 2016. Participating agencies include the SBSO, DA's Office, Public Defender's Office, Superior Court, Probation Department, Lompoc Police Department, and DBW. The committee's mission is to increase the effectiveness and efficiency of participating members by utilizing technology to improve data collection and analysis, outcome measurement and reporting.

The CJDC is focusing on a data exchange infrastructure, process and governance between participating agencies to ultimately enhance the ability to collect and analyze data on shared clients and improve data integration and processes between agencies. As an initial step towards achieving those goals, a MNI project began in late 2016. The MNI is an innovation that resolves a core issue of cross-agency data sharing through its creation of a virtual 'handshake', or index allowing disparate systems to identify common clients. With this index in place, partner agencies are now able to connect data, allowing the entire justice system to better utilize comprehensive information for decision and policy making. In addition, this exciting innovation has allowed contributing agencies to explore workload efficiencies and applications to improve customer service as well as leverage business intelligence and mobile technology to display dynamic, up-to-date, visualizations of the data. The MNI applies a flexible technological architecture to support the addition of more County partners as the project scales in the future.

## VII. Results First

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The Santa Barbara County BOS endorsed the Results First Initiative on August 27, 2013. The Board recognized the need to identify effective forms of recidivism reduction in order to maximize limited jail capacity and staff service delivery, as well as the County's capacity to manage overall public safety expenses.

Participating in Results First allows the County to use public safety performance data (the degree to which a program or strategy reduces recidivism) and County costs to inform decisions about how resources are allocated. By considering benefit cost analysis, the County can identify and invest in effective strategies, allowing the County to:

- ▶ Increase public safety by reducing recidivism
- ▶ Increase the success rates for members of the community receiving post-release services
- ▶ Increase staff effectiveness
- ▶ Generate public support for using high quality cost and performance data to reduce recidivism

### HOW IT WORKS

Results First utilizes County specific data to calculate and monetize the benefits of operating a program in the County based on its expected effect on recidivism. The Santa Barbara Results First model measures recidivism by reconviction rates and calculates the cost of recidivism using the marginal costs associated with each part of the criminal justice system (victimization, arrest, prosecution, defense, court processing, jail, probation, prison, and parole). There are four (4) steps in the Results First Approach:

1. **PROGRAM INVENTORY** As a first step, the Results First approach includes the development of a comprehensive inventory of all funded programs. This comprehensive inventory of programs<sup>1</sup> allows local stakeholders to compare options in order to identify those that most effectively achieve outcomes with the best value for taxpayers.
2. **EVIDENCE REVIEW** Programs in the inventory are then examined to determine which are proven to reduce recidivism among individuals under supervision. Santa Barbara County utilizes the Results First Clearinghouse Database<sup>2</sup> which provides information on the effectiveness of various interventions as rated by eight (8) national research clearinghouses.

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<sup>1</sup> Santa Barbara County's Program Inventory is available online at:  
<http://www.sbprobation.org/sbcp/CCP/ResultsFirstProgramInventory.pdf>

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<sup>2</sup> The Results First Clearinghouse Database is available online at:  
<http://www.pewtrusts.org/en/multimedia/data-visualizations/2015/results-first-clearinghouse-database>

3. **BENEFIT COST ANALYSIS** Identifying the programs that most effectively achieve outcomes with the best values for taxpayers is achieved by monetizing the local costs related to the return of an offender to the criminal justice system. In partnership with the Results First team, Santa Barbara County created a *County specific* benefit cost model, which estimates long term costs and benefits of investments in evidence-based programs. The information assists the County to determine which

investments will yield the best and most cost-effective results.

4. **EVIDENCE-BASED POLICYMAKING** Equipped with both the research and cost-benefit information, the County can now systematically consider policy decisions with a clear summary of available evidence and knowledge of whether a program is likely to be an effective use of County resources known to reduce recidivism.

### GUIDING THE PROCESS

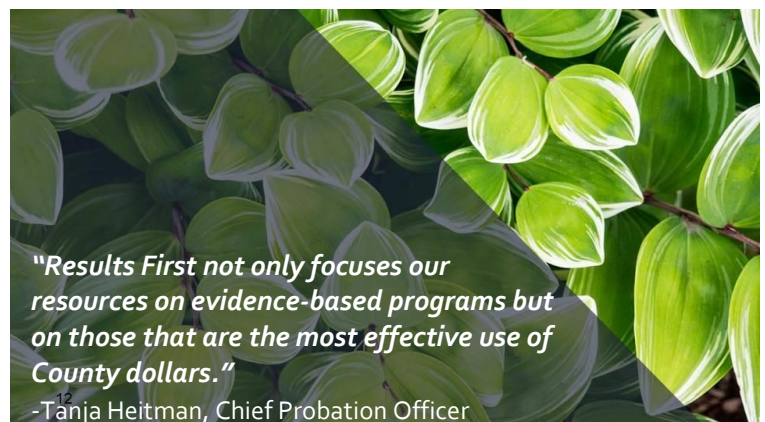
Santa Barbara County continues to incorporate this work to inform spending decisions. At the outset of a solicitation, agency representatives complete a Criminal Justice Funding Opportunity form to convey information regarding the target population, criminogenic need, desired program outcomes, and available evidence that demonstrates the program is likely effective. Where possible, the form also requests benefit-cost analysis using the Results First approach, or an assessment of the outcomes that are required for the County to break-even on its investment when a benefit-cost analysis is not possible (a novel application of the Results First benefit-cost model). This form can be found at

<http://www.sbprobation.org/sbcprob/ccpworkgroup/documents/FundingTemplate.docx>.

This new protocol allows County agencies to not only systematically consider funding requests, but also equips partners with the information needed to provide the County BOS with a clear summary of available evidence and a confident recommendation of whether a proposal is likely to be an effective use of County resources.

### COMPLEMENTING PROGRAM EVALUATION

The Results First model is able to complement the work of UCSB by monetizing programs found most successful through local evaluation. Utilizing the Results First model and local cost information, the cost-benefits of programs can be calculated to demonstrate the benefits to taxpayers, further embedding evidence and information into decision making.



## VIII. Spending Plan

### A. Restricted Fund Balance - One Time Expenditures

In FY 2018-2019, a number of new initiatives are receiving one time funding from the Restricted Fund Balance.

<b>Estimated Available Fund Balance \$4,554,618</b>	
<b>FY 2018-19 Recommended One Time Allocations</b>	
Prop 47 Data Mining - Second Year (Public Defender)	140,039
Prop 47 Judicial Assistant III (Court)	84,500
Prop 47 (District Attorney)	51,500
Jail Treatment Expansion Tablets	90,000
Data Needs	40,000
<b>Total Use of One-Time Fund Balance:</b>	<b>406,039</b>

- **Prop. 47 Data Mining – Second Year (Public Defender)**

In response to the passing of Prop. 47, a data mining effort was initiated by the Public Defender's Office in FY 2017-2018. A thorough review of paper and electronic records occurred, which identified a multitude of potential petitions. Realignment funding will support two (2) paralegal positions for the continuance of this critically-important project in FY 2018-2019.

- **Prop. 47 Judicial Assistant III (Court)**

The aforementioned efforts by the Public Defender's Office revealed that increased numbers of petitions to be submitted and processed by the Court. Given the age and destruction of some of the eligible cases, court staff will need to re-create cases from microfilm and will also require manual updating to the Department of Justice, both of which are very time consuming procedures. The associated work will require one (1) FTE Judicial Assistant III, for one (1) year, to process these anticipated petitions.

- **Prop. 47 (District Attorney)**

It is estimated that significant numbers of petitions will be generated as a result of this project, which will have a significant and widespread impact on the DA's Office. Each petition must be processed by DA legal support staff and thoroughly reviewed by a Deputy DA. The requested funds will be used to allocate critical resources necessary to ensure the timely processing of Prop. 47 petitions.

- Jail Treatment Expansion Tablets

The use of technology in providing jail inmates with increased access to evidence-based learning and rehabilitation opportunities has afforded them with a new avenue in which they are able to learn new behaviors and skills that will prepare them for in or out of custody treatment, reentry, and pro-social lives. A one-time allocation of \$90,000 for the purchase of Edovo tablets will result in an expansion of the inmate population to which services can be offered.

- Data Needs

The CJDC has continued their work in identifying data-gathering gaps and considering methods of data integration across agencies. This is a one time \$40,000 allocation to be used in conjunction with ongoing funds to continue the data efforts and assistance to the individual departments with programming and query or report writing needs.

## B. Ongoing Funds FY 2018-2019

The proposed FY 2018-2019 budget of over \$13.3 million continues to be aligned with key efforts focused on jail population management, alternative sentencing, case management, supervision, treatment and support for Realigned offenders, and includes expansion in the areas of mental health housing, pretrial supervision and expanded jail programming. Having the narrative detail of each described in previous sections, the charts included in the following pages detail:

1. The County's FY 2018-2019 Public Safety Realignment Act Budget;
2. A Five (5) Year Use/Source of Funds Trend Summary;
3. A Five (5) Year Use/Source of Funds Trend (Detail); and
4. A Public Safety Realignment Act Restricted Fund Balance worksheet.

# FY 2018-2019 Public Safety Realignment Act Budget

	<u>FY 2018-2019</u>
<b>JAIL CUSTODY</b>	
Custody Sergeant (1.0 FTE)	183,143
Custody Deputy S/D (4.0 FTE)	641,072
Custody Deputy (8.0 FTE)	1,202,278
AOP II (1.0 FTE)	98,549
Parolee Custody	275,000
Services and Supplies	55,000
<b>Total Jail Custody:</b>	<b><u>\$2,455,042</u></b>
 <b>DETENTION ALTERNATIVES</b>	
DPO Assessor (2.0 FTE)	305,052
Custody Deputy (3.0 FTE)	437,459
AOP II (1.0 FTE)	82,858
GPS Units	73,000
Services and Supplies	5,000
<b>Total Detention Alternatives:</b>	<b><u>\$903,369</u></b>
 <b>COMMUNITY SUPERVISION AND CASE MANAGEMENT</b>	
<u>Supervision &amp; Support</u>	
Probation Manager (0.5 FTE)	102,914
SPO (2.0 FTE)	352,417
AOP (2.0 FTE)	199,814
<i>Subtotal Supervision &amp; Support:</i>	<i>655,145</i>
 <u>PRCS &amp; PSS</u>	
DPO Sr (1.0 FTE)	164,046
DPO (14.0 FTE)	2,068,550
<i>Subtotal PRCS &amp; PSS:</i>	<i>2,232,596</i>
 <u>Operating Expenses</u>	
Vehicle Costs and Travel Expenses	46,100
Services and Supplies	33,000
<i>Total Operating Expense:</i>	<i>79,100</i>
Urinalysis	10,000
<b>Total Community Supervision &amp; Case Management:</b>	<b><u>\$2,976,841</u></b>
 <b>COLLABORATIVE EFFORTS</b>	
<u>Regional Response Teams</u>	
DPO Sr (2.0 FTE)	323,777
DSO (2.0 FTE)	384,326
Deputy SGT (1.0 FTE)	231,805
Services and Supplies - Sheriff	2,420
Vehicle Costs - Sheriff	70,000
<i>Subtotal Regional Response Teams:</i>	<i>1,012,328</i>
Regional Realignment Response Activity Fund (Guadalupe PD)	5,000
Collaborative Courts - District Attorney (1.0 FTE)	290,881
<b>Total Collaborative Efforts:</b>	<b><u>\$1,308,209</u></b>
 <b>MENTAL HEALTH, AOD, RELATED TREATMENT, SUPPORTIVE SERVICES</b>	
Psychiatrist - DBW (0.5 FTE)	200,700
Psychiatric Technician - DBW (1.0 FTE)	117,508
MH Practitioner/Post Doc Intern - DBW (0.25 FTE)	34,922
Additional MH Services - DBW	69,274
MHRC Program	1,103,665
<b>Total Mental Health:</b>	<b><u>\$1,526,069</u></b>



# FY 2018-2019 Public Safety Realignment Act Budget

	<u>FY 2018-2019</u>
<b>RELATED TREATMENT</b>	
<i>(Continued from previous page)</i>	
<u>Sheriff Treatment Program (STP)</u>	
Correctional Counselors	150,000
Classification Case Manager	95,000
Security Escort (1.0 FTE)	129,006
Curriculum	20,000
Services & Supplies	-
<i>Subtotal Sheriff Treatment Program (STP):</i>	<u>394,006</u>
<b>Total Related Treatment:</b>	<u><b>\$394,006</b></u>
 <b>RE-ENTRY SERVICES</b>	
DPO Sr - PRRC (1.0 FTE)	162,385
DPO - PRRC (1.0 FTE)	173,295
AOP - PRRC (1.0 FTE)	101,853
Community Release Specialist - Sheriff (1.0 FTE)	95,918
Contract Discharge Planner - Sheriff (1.0 FTE)	79,137
Services and Supplies - Sheriff	2,420
Social Workers - Public Defender (2.0 FTE)	222,439
LOP - Public Defender (1.5 FTE)	53,416
Travel Expenses - Public Defender	33,996
Housing Specialists - Public Defender	24,000
Pharmaceuticals	20,000
Community Engagement	100,000
Treatment and Re-Entry Services	1,051,292
<b>Total Re-Entry Services:</b>	<u><b>2,120,151</b></u>
 <b>VICTIM SERVICES</b>	
Victim Witness Advocate (PTS) (0.5 FTE)	54,612
<b>Total Victim Services</b>	<u><b>\$54,612</b></u>
 <b>SUBSIDIZED SLE, DETOX</b>	<u><b>\$320,000</b></u>
 <b>PRE-TRIAL SERVICES</b>	
DPO Sr (1.0 FTE)	161,682
DPO (3.0 FTE)	463,434
Admin Analyst (0.5 FTE)	53,441
Services and Supplies	68,000
<b>Total Pre-Trial Services</b>	<u><b>746,557</b></u>
 <b>EVALUATION AND DATA ANALYSIS</b>	
Evaluation	68,796
EDP Systems & Programming Analyst (1.0 FTE)	158,032
Department Business Specialist (1.0 FTE)	120,426
FOP (0.5 FTE)	40,802
<b>Total Evaluation and Data Analysis:</b>	<u><b>\$388,056</b></u>

## FY 2018-2019 Public Safety Realignment Act Budget

	<u>FY 2018-2019</u>
<b>ADMINISTRATION</b>	
<i>(Continued from previous page)</i>	
Probation Admin (3.0%)	210,841
Sheriff Admin (3.0%)	85,471
DBW (15%)	52,969
District Attorney (3.0%)	10,365
Public Defender (3.0%)	10,016
Auditor-Controller (0.5%)	65,965
<b>Total Administration:</b>	<b>435,627</b>
<b>TOTAL FY 2018-2019 Budget:</b>	<b>\$13,628,539</b>
<b>FINANCING</b>	
FY 2018-2019 AB109 Allocation (Estimate)	\$12,414,598
FY 2016-2017 Growth Funds	894,172
Use of Rollover Funds	319,769
<b>Total Financing:</b>	<b>\$13,628,539</b>

**Public Safety Realignment Act  
Five (5) Year Source/Use of Funds Trend Summary**

	<b>FY 2015-2016 Actual</b>	<b>FY 2016-2017 Actual</b>	<b>FY 2017-2018 Adop Budget</b>	<b>FY 2017-2018 FYE Estimate</b>	<b>FY 2018-2019 Adop Budget</b>
<b>Source of Funds</b>					
<u>State Revenue</u>					
AB109 Base Allocation	11,078,836	11,619,868	11,619,868	12,414,598	12,414,598
PFY Addl AB109 Allocation	417,798	-	-	-	-
PFY Growth Funds	700,385	496,659	-	894,172	-
Implementation Funds	-	-	-	-	-
Planning Funds	150,000	150,000	-	150,000	-
Unanticipated Sales Tax Adj	-	-	-	-	-
Total State Revenue:	12,347,018	12,266,527	11,619,868	13,458,770	12,414,598
<u>Decrease To AB109 RFB</u>					
Use of PFY Unspent Base Allocation	-	-	756,910	-	1,213,941
Consultant for JMS - Sheriff	-	-	-	-	-
Consultant for Strategic Plan-CEO	-	94,800	-	-	-
Consultant for PTS - Courts	20,000	-	-	-	-
Consultant for Grant Writing-DBW	-	14,738	-	-	-
MHRC and PRRC remodel	-	-	4,000,000	-	-
Community Engagement	-	-	75,000	75,000	-
Data Needs - CJDC	-	43,486	40,000	40,000	40,000
Prop 47 Data Mining	-	-	132,000	132,000	140,039
Prop 47 Judicial Assistant	-	-	-	-	84,500
Prop 47 Distric Attorney	-	-	-	-	51,500
Jail Treatment Expansion Tablets and	-	-	180,000	180,000	90,000
Pre-Trial Program	-	-	375,000	375,000	-
Feasibility Study	-	50,000	-	-	-
Annual Training Allocation	48,326	10,861	25,000	2,874	25,000
Expansion of Evaluation Contract	-	-	50,000	50,000	50,000
Total Decrease To AB109 RFB:	68,326	213,885	5,633,910	854,874	1,694,980
Total Source of Funds:	12,415,344	12,480,412	17,253,778	14,313,644	14,109,578
<b>Use of Funds</b>					
<u>Component Expenditures</u>					
Jail Custody	2,307,425	2,346,974	2,318,695	2,318,695	2,455,042
Detention Alternatives	755,147	836,524	888,095	799,253	903,369
Community Supervision	2,588,588	2,622,981	2,944,735	2,700,934	2,976,841
Collaborative Efforts	826,681	799,851	996,511	892,001	1,017,328
MH, AOD, Tx	1,842,023	2,013,413	3,803,117	2,200,089	4,331,107
Victim Services	47,955	49,074	52,637	52,637	54,612
Subsidized SLE, Detox	183,353	181,547	320,000	298,990	320,000
Pre-Trial Services	-	-	384,499	291,994	746,557
Evaluation and Data Analysis	107,936	111,284	276,522	208,772	388,056
Administration	272,264	336,675	391,967	356,238	435,627
Total Component Expenditures:	8,931,372	9,298,323	12,376,778	10,119,603	13,628,539
<u>Other Expenditures</u>					
Program Implementation	-	-	-	-	-
Consultant for JMS - Sheriff	-	-	-	-	-
Consultant for Strategic Plan-CEO	-	94,800	-	-	-
Consultant for PTS - Courts	20,000	-	-	-	-
Consultant for Grant Writing-DBW	-	14,738	-	-	-
MHRC and PRRC remodel	-	-	4,000,000	-	-
Community Engagement	-	-	75,000	75,000	-
Data Needs - CJDC	-	43,486	40,000	40,000	40,000
Prop 47 Data Mining	-	-	132,000	132,000	140,039
Prop 47 Judicial Assistant	-	-	-	-	84,500
Prop 47 Distric Attorney	-	-	-	-	51,500
Jail Treatment Expansion Tablets and	-	-	180,000	180,000	90,000
Pre-Trial Program	-	-	375,000	375,000	-
Feasibility Study	-	50,000	-	-	-
Annual Training Allocation	48,326	10,861	25,000	2,874	25,000
Expansion of Evaluation Contract	-	-	50,000	50,000	50,000
Total Other Expenditures:	68,326	213,885	4,877,000	854,874	481,039
<u>Increase To AB109 RFB</u>					
Unspent Base Allocation	2,147,463	2,321,545	-	2,294,995	-
PFY Addl AB109 Allocation	417,798	-	-	-	-
PFY Growth Funds	700,385	496,659	-	894,172	-
Implementation Funds	-	-	-	-	-
Planning Funds	150,000	150,000	-	150,000	-
Unanticipated Sales Tax Adj	-	-	-	-	-
Total Increase To AB109 RFB:	3,415,646	2,968,204	-	3,339,167	-
Total Use of Funds:	12,415,344	12,480,412	17,253,778	14,313,644	14,109,578

**Public Safety Realignment Act  
Five (5) Year Use/Source of Funds Trend (Detail)**

	FY 2015-2016 Actual	FY 2016-2017 Actual	FY 2017-2018 Adop Budget	FY 2017-2018 FYE Estimate	FY 2018-2019 Adop Budget
<b>Source of Funds</b>					
<u>State Revenue</u>					
AB109 Allocation	11,078,836	11,619,868	11,619,868	12,414,598	12,414,598
PFY Addl AB109 Allocation	417,798	-	-	-	-
PFY Growth Funds	700,385	496,659	-	894,172	-
Planning Funds	150,000	150,000	-	150,000	-
Unanticipated Sales Tax Adj	-	-	-	-	-
Total State Revenue:	12,347,018	12,266,527	11,619,868	13,458,770	12,414,598
<u>Decrease To RFB</u>					
Use of PFY Unspent Allocation	-	-	756,910	-	1,213,941
Consultant for JMS - Sheriff	-	-	-	-	-
Consultant for Strategic Plan-CEO	-	94,800	-	-	-
Consultant for PTS - Courts	20,000	-	-	-	-
Consultant for Grant Writing-DBW	-	14,738	-	-	-
MHRC and PRRC remodel	-	-	4,000,000	-	-
Community Engagement	-	-	75,000	75,000	-
Data Needs - CJDC	-	43,486	40,000	40,000	40,000
Prop 47 Data Mining	-	-	132,000	132,000	140,039
Prop 47 Judicial Assistant	-	-	-	-	84,500
Prop 47 Distric Attorney	-	-	-	-	51,500
Jail Treatment Expansion Tablets and infrastructure	-	-	180,000	180,000	90,000
Pre-Trial Program	-	-	375,000	375,000	-
Feasibility Study	-	50,000	-	-	-
Annual Training Allocation	48,326	10,861	25,000	2,874	25,000
Expansion of Evaluation Contract	-	-	50,000	50,000	50,000
Total Decrease To RFB:	68,326	213,885	5,633,910	854,874	1,694,980
Total Source of Funds:	12,415,344	12,480,412	17,253,778	14,313,644	14,109,578
<b>Use of Funds</b>					
<u>Component Expenditures</u>					
<u>Jail Custody</u>					
Jail Staff	-	2,328,134	1,988,695	1,988,695	2,125,042
Parolee Custody	-	18,567	275,000	275,000	275,000
Services and Supplies	2,307,425	274	55,000	55,000	55,000
Total Jail Custody:	2,307,425	2,346,974	2,318,695	2,318,695	2,455,042
<u>Detention Alternatives</u>					
DPO Assessor (2.0 FTE)	257,146	284,531	303,953	291,049	305,052
Alternative Sentencing Staff	-	489,291	506,142	440,344	520,317
GPS Units	-	62,535	73,000	63,510	73,000
Services and Supplies	498,001	167	5,000	4,350	5,000
Total Detention Alternatives:	755,147	836,524	888,095	799,253	903,369
<u>Community Supervision and Case Management</u>					
<u>Supervision &amp; Support</u>					
Probation Manager (0.5 FTE)	92,853	80,126	101,576	97,386	102,914
SPO (2.0 FTE)	304,510	319,603	355,791	352,054	352,417
AOP (2.0 FTE)	142,548	179,265	184,248	180,305	199,814
Subtotal Supervision & Support:	539,911	578,994	641,615	629,745	655,145
<u>PRCS &amp; PSS</u>					
DPO Sr (1.0 FTE)	126,428	113,907	160,812	167,587	164,046
DPO (14.0 FTE)	1,838,129	1,843,888	2,053,208	1,814,502	2,068,550
Subtotal PRCS & PSS:	1,964,557	1,957,795	2,214,020	1,982,089	2,232,596
<u>Operating Expenses</u>					
Vehicle Costs and Travel Expenses	43,891	46,100	46,100	46,100	46,100
Services and Supplies	33,000	33,000	33,000	33,000	33,000
Subtotal Operating Expense:	76,891	79,100	79,100	79,100	79,100
Urinalysis	7,228	7,092	10,000	10,000	10,000
Total Community Supervision & Case Management:	2,588,588	2,622,981	2,944,735	2,700,934	2,976,841
<u>Collaborative Efforts</u>					
<u>Regional Response Teams</u>					
DPO Sr (2.0 FTE)	269,843	267,275	325,064	318,857	323,777
DSO (2.0 FTE)	-	318,560	371,363	319,372	384,326
Deputy SGT (1.0 FTE)	-	168,584	222,664	191,491	231,805
Services and Supplies - Sheriff	-	7,004	2,420	2,081	2,420
Vehicle Costs - Sheriff	556,251	38,428	70,000	60,200	70,000
Subtotal Regional Response Teams:	826,094	799,851	991,511	892,001	1,012,328
Regional Realignment Response Activity Fund (Police Depts.)	587	-	5,000	-	5,000
Total Collaborative Efforts:	826,681	799,851	996,511	892,001	1,017,328

**Public Safety Realignment Act  
Five (5) Year Use/Source of Funds Trend (Detail)**

	FY 2015-2016 Actual	FY 2016-2017 Actual	FY 2017-2018 Adop Budget	FY 2017-2018 FYE Estimate	FY 2018-2019 Adop Budget
<i>(Continued from previous page)</i>					
<u><b>Mental Health, AOD, Related Treatment, Supportive Services</b></u>					
Psychiatrist - DBW (0.5 FTE)	115,324	120,786	191,143	191,143	200,700
Psychiatric Technician - DBW (1.0 FTE)	96,953	112,945	111,912	111,912	117,508
MH Practitioner/Post Doc Intern - DBW (0.25 FTE)	10,237	29,447	67,157	67,157	34,922
Additional MH Services - DBW	51,854	108,762	34,352	34,352	69,274
MHRC Program	-	-	750,000	-	1,103,665
Pharmaceuticals	3,242	1,456	20,000	4,951	20,000
DPO Sr - PRRC (1.0 FTE)	141,423	150,420	162,138	145,050	162,385
DPO - PRRC (1.0 FTE)	149,145	138,938	171,054	152,954	173,295
AOP - PRRC (1.0 FTE)	82,970	88,672	96,990	97,647	101,853
Sheriff Treatment Program (STP)	-	-	393,194	128,393	394,006
Community Release Specialist - Sheriff (1.0 FTE)	-	-	93,004	23,251	95,918
Contract Discharge Planner - Sheriff (1.0 FTE)	-	63,211	79,137	19,784	79,137
Services and Supplies - Sheriff	96,106	304	2,420	605	2,420
Collaborative Courts - District Attorney (1.0 FTE)	234,029	261,572	278,494	278,494	290,881
Social Workers - Public Defender (2.0 FTE)	179,940	130,939	215,961	215,961	222,439
LOP - Public Defender (1.5 FTE)	16,284	61,736	51,863	51,863	53,416
Travel Expenses - Public Defender	24,300	3,758	33,006	15,000	33,996
Housing Specialists - Public Defender	-	-	-	-	24,000
Community Engagement	-	-	-	-	100,000
Treatment and Re-Entry Services	620,523	740,467	1,051,292	661,572	1,051,292
Total Mental Health, AOD, Related Treatment, Supportive Services:	1,822,330	2,013,413	3,803,117	2,200,089	4,331,107
<u><b>Victim Services</b></u>					
Victim Witness Advocate (PTS) (0.5 FTE)	47,955	49,074	52,637	52,637	54,612
Total Victim Services	47,955	49,074	52,637	52,637	54,612
Subsidized SLE, Detox	183,353	181,547	320,000	298,990	320,000
<u><b>Pre-Trial Services</b></u>					
DPO Sr (1.0 FTE)	-	-	263,058	170,553	161,682
DPO (3.0 FTE)	-	-	-	-	463,434
Admin Analyst (0.5 FTE)	-	-	53,441	53,441	53,441
Services and Supplies	-	-	68,000	68,000	68,000
Total Pre-Trial Services	-	-	384,499	291,994	746,557
<u><b>Evaluation and Data Analysis</b></u>					
Evaluation	68,568	68,221	71,488	71,488	68,796
EDP Systems & Programming Analyst (1.0 FTE)	-	-	160,000	92,250	158,032
Department Business Specialist (1.0 FTE)	-	-	-	-	120,426
FOP (0.5 FTE)	39,368	43,063	45,034	45,034	40,802
Total Evaluation and Data Analysis:	107,936	111,284	276,522	208,772	388,056
<u><b>Administration</b></u>					
Probation (3.0%)	140,964	150,300	186,769	162,147	210,841
Sheriff (3.0%)	69,237	72,725	85,057	85,057	85,471
Behavioral Wellness (15.0%)	19,693	50,477	41,258	41,258	52,969
District Attorney (3.0%)	8,460	9,319	9,934	9,934	10,365
Public Defender (3.0%)	5,460	5,893	9,025	9,025	10,016
Auditor-Controller (0.5%)	48,143	47,961	59,924	48,817	65,965
Total Administration:	291,957	336,675	391,967	356,238	435,627
Total Component Expenditures:	8,931,372	9,298,323	12,376,778	10,119,603	13,628,539
<u><b>Other Expenditures</b></u>					
Consultant for JMS - Sheriff	-	-	-	-	-
Consultant for Strategic Plan-CEO	-	94,800	-	-	-
Consultant for PTS - Courts	20,000	-	-	-	-
Consultant for Grant Writing-DBW	-	14,738	-	-	-
MHRC and PRRC remodel	-	-	4,000,000	-	-
Community Engagement	-	-	75,000	75,000	-
Data Needs - CJDC	-	43,486	40,000	40,000	40,000
Prop 47 Data Mining	-	-	132,000	132,000	140,039
Prop 47 Judicial Assistant	-	-	-	-	84,500
Prop 47 Distric Attorney	-	-	-	-	51,500
Jail Treatment Expansion Tablets and infrastructure	-	-	180,000	180,000	90,000
Pre-Trial Program	-	-	375,000	375,000	-
Feasibility Study	-	50,000	-	-	-
Annual Training Allocation	48,326	10,861	25,000	2,874	25,000
Expansion of Evaluation Contract	-	-	50,000	50,000	50,000
Total Other Expenditures:	68,326	213,885	4,877,000	854,874	481,039
<u><b>Increase To RFB</b></u>					
Unspent Allocation	2,147,463	2,321,545	-	2,294,995	-
PFY Addl AB109 Allocation	417,798	-	-	-	-
PFY Growth Funds	700,385	496,659	-	894,172	-
Planning Funds	150,000	150,000	-	150,000	-
Unanticipated Sales Tax Adj	-	-	-	-	-
Total Increase To RFB:	3,415,646	2,968,204	-	3,339,167	-
Total Use of Funds:	12,415,344	12,480,412	17,253,778	14,313,644	14,109,578

## Public Safety Realignment Act Restricted Fund Balance

### Program Restricted Fund Balance

Fiscal Year (FY)	Beginning Fund			Ending Fund	
	Balance	Increases	Decreases	Balance	
FY 2011-2012	\$ -	\$ 2,192,851	\$ -	\$ 2,192,851	
FY 2012-2013	\$ 2,192,851	\$ 1,989,390	\$ (1,828,606)	\$ 2,353,635	
FY 2013-2014	\$ 2,353,635	\$ 1,180,749	\$ (209,287)	\$ 3,325,097	
FY 2014-2015	\$ 3,325,097	\$ 1,273,852	\$ (314,006)	\$ 4,284,944	
FY 2015-2016	\$ 4,284,944	\$ 3,274,487	\$ -	\$ 7,559,431	
FY 2016-2017	\$ 7,559,431	\$ 2,818,205	\$ (58,838)	\$ 10,318,798	
FY 2017-2018 Est	\$ 10,318,798	\$ 3,189,167	\$ (802,000)	\$ 12,705,965	

### Planning Restricted Fund Balance

Fiscal Year (FY)	Beginning Fund			Ending Fund	
	Balance	Increases	Decreases	Balance	
FY 2011-2012	\$ -	\$ -	\$ -	\$ -	
FY 2012-2013	\$ -	\$ 150,000	\$ -	\$ 150,000	
FY 2013-2014	\$ 150,000	\$ 150,000	\$ -	\$ 300,000	
FY 2014-2015	\$ 300,000	\$ 150,000	\$ -	\$ 450,000	
FY 2015-2016	\$ 450,000	\$ 150,000	\$ (68,326)	\$ 531,674	
FY 2016-2017	\$ 531,674	\$ 150,000	\$ (120,399)	\$ 561,275	
FY 2017-2018 Est	\$ 561,275	\$ 150,000	\$ (52,874)	\$ 658,401	

### Implementation Restricted Fund Balance

Fiscal Year (FY)	Beginning Fund			Ending Fund	
	Balance	Increases	Decreases	Balance	
FY 2011-2012	\$ -	\$ 63,255	\$ -	\$ 63,255	
FY 2012-2013	\$ 63,255	\$ -	\$ -	\$ 63,255	
FY 2013-2014	\$ 63,255	\$ -	\$ -	\$ 63,255	
FY 2014-2015	\$ 63,255	\$ -	\$ (17,800)	\$ 45,455	
FY 2015-2016	\$ 45,455	\$ -	\$ -	\$ 45,455	
FY 2016-2017	\$ 45,455	\$ -	\$ (43,486)	\$ 1,969	
FY 2017-2018 Est	\$ 1,969	\$ -	\$ -	\$ 1,969	

## IX. Closing

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The FY 2018-2019 Realignment program and spending plan moves forward an array of approaches and interventions that have been highlighted in the strategic planning efforts over the past two (2) years. While some have been implemented or are on the cusp of launch, others, more complex and wide sweeping, are moving forward in their collaborative and planning processes. Thematically, two (2) assurances made in the early years of Realignment in Santa Barbara County remain steadfast and true – the commitment to a balanced approach and the belief in the value of collaboration.

***“In matters of truth and justice there is no difference between large and small problems, for issues concerning the treatment of people are all the same.”***

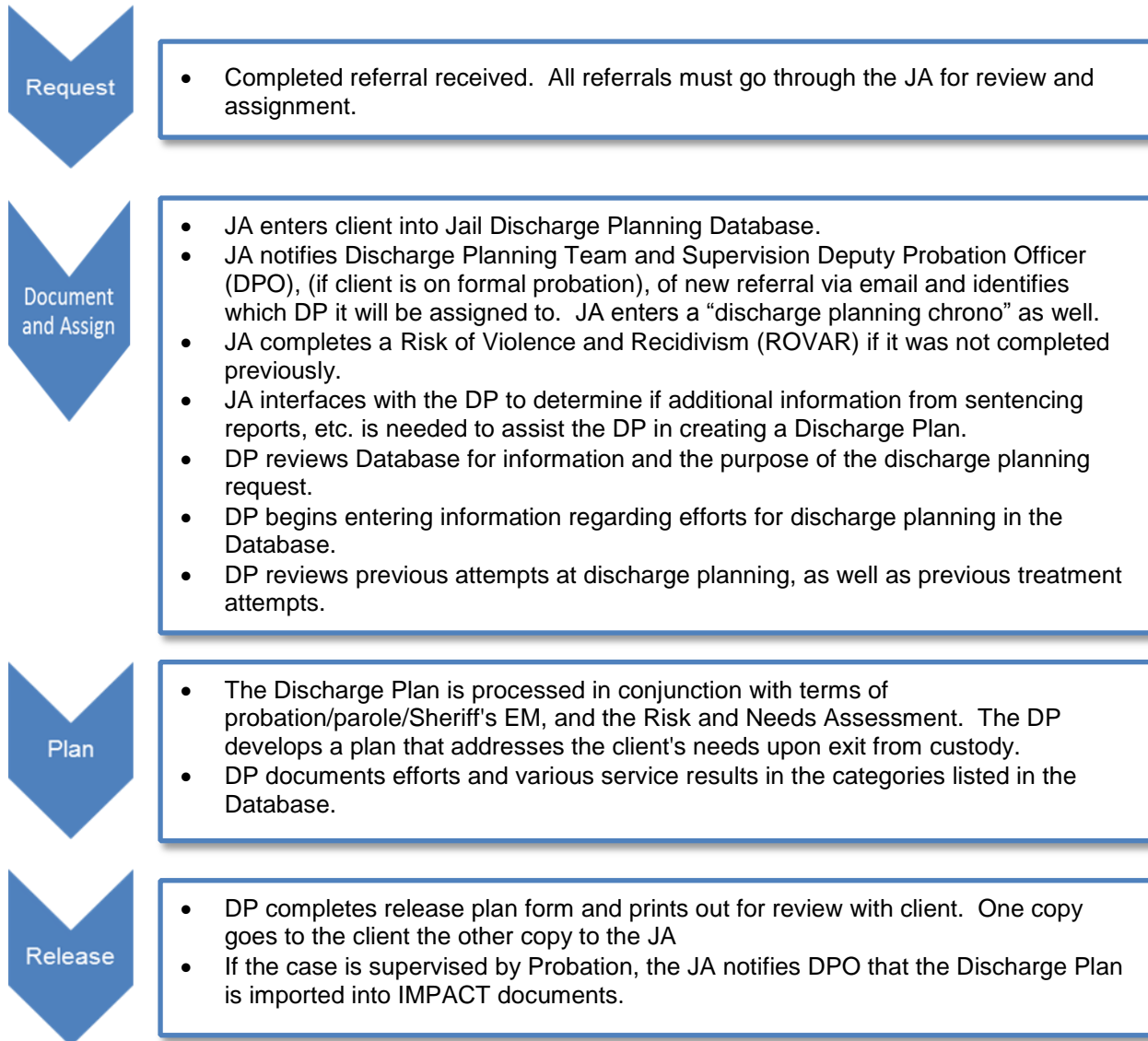
*Albert Einstein*



## Jail Discharge Planning Team

### PROCESS

JAIL ASSESSOR (JA) AND DISCHARGE PLANNER (DP):



### TARGET POPULATION:

All inmates exiting the Jail are eligible to receive some level of discharge planning assistance. The degree to which the services are provided are, in part, based upon the offender’s level of risk and needs, as determined by the Initial Screening Tool (IST) and the ROVAR. The lowest risk/needs inmates may only receive a Community Resource Guide. The level of discharge planning a client receives is determined by the assigned DP and the assessment results.

Some inmates exiting the jail do not have other resources to assist in discharge planning, while others are being supervised and receiving treatment services via their participation in the Court-ordered treatment programs. The following list includes inmates who have other resources due to their special designation, and therefore those resources should be utilized before accessing the services of the discharge planners. On occasion and under special circumstances, the indicated population below may be eligible to receive services from members of the Discharge Planning Team.

- Sheriff's Treatment Program (STP) inmates, with STP personnel approval.
- SATC, DDX, RDC, MHTC, VTC, or Prop. 36 inmates with Probation Supervisor approval.
- Post-Release Community Supervision (PRCS) and Post-Sentence Supervision (PSS), with Probation Manager approval only, as the primary re-entry coordinator is the assigned DPO.
- Active high risk probationers with "special needs" requiring additional assistance in discharge planning efforts, with Probation Supervisor approval, as the primary re-entry coordinator is the assigned DPO.
- Any client with a "hold" is excluded; i.e. out-of-county hold.

#### DISCHARGE PLANNING TEAM MEMBERS' TARGET POPULATION:

##### Jail DP

- Clients previously assigned
- Restorative Court
- High mental health issues
- VTC
- Chronically homeless

##### Sheriff Pre-Release Coordinator(s)

- PRAIL - 1170(h)(5)(a) PC
- Electronic Monitoring (EM) applicants in custody
- STP requests generated by STP staff

##### Public Defender Rehabilitation Service Coordinator(s)

- Pre-sentenced and not on probation
- Probation referral; help with special need inmates.

Once the DP receives notice of a client assignment, and if the client is on supervised probation/parole, the DP will contact the assigned DPO or Attorney and determine if they have already made plans for the client. Additionally, this coordination and contact allows the DP to incorporate that information into their plan; thus creating efficiency and limiting duplication of services.

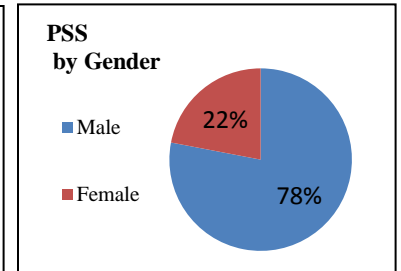
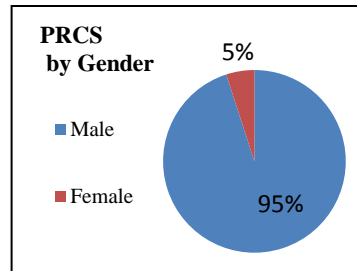
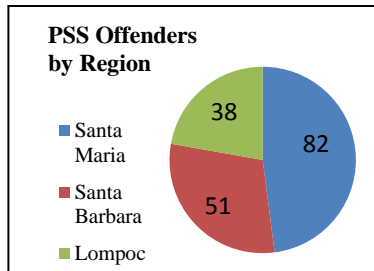
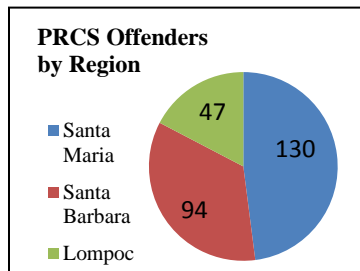
# Attachment 2.1

## Realignment Operational Impact Report July 2017

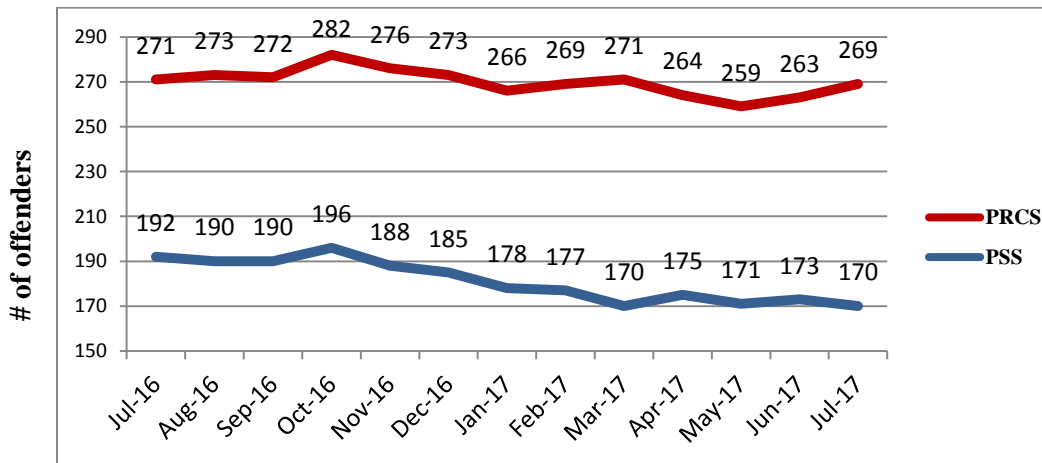
PROBATION		
# of PRCS		
Entered	Exited	Net
16	7	269
# of PSS (NX3)		
Entered	Exited	Net
0	3	170

SHERIFF			
Incarcerated Realigned Offenders			
	Custody	Alternative	Total
Sentenced	39	15	54
*PRCS/PSS	106	1	107
*Parole	21	0	21
<i>*Technical Violations Only</i>			
Total Planned Bed Days: 3346/Month (110 ADA)			
	Bed Days	% of Planned Bed Days	
Custody	3672	110%	
Alternative	471	14%	
Total	4143	124%	

COURTS		
# of NX3 Sentences		
	This Month	Last Month
Custody only	3	0
PSS	3	3
# of Individuals with Signed Waivers		
This Month	2	
Last Month	2	
# of PRCS Revocation Hearings		
This Month	11	
Last Month	14	



### SUPERVISED REALIGNED OFFENDER POPULATION -12 MONTHS



FY 17-18 FINANCIAL STATUS			
As of July 31, 2017		8% of Fiscal Year Elapsed	
Component	Budget	Expenditures	% of Funds Expended
Jail Custody	\$ 2,318,695	\$ 145,066	6.3%
Detention Alternatives	888,095	61,235	6.9%
Community Supervision	2,944,735	291,912	9.9%
Collaborative Efforts	1,275,005	70,244	5.5%
Mental Health	1,154,564	-	0.0%
Related Treatment	393,194	-	0.0%
Re-Entry Services	1,976,865	59,552	3.0%
Victim Services	52,637	-	0.0%
Subsidized SLE, Detox	320,000	-	0.0%
Pretrial Services	384,499	-	0.0%
Evaluation	276,522	7,771	2.8%
Administration	391,967	20,172	5.2%
<b>Total</b>	<b>\$ 12,376,778</b>	<b>\$ 655,952</b>	<b>5.3%</b>

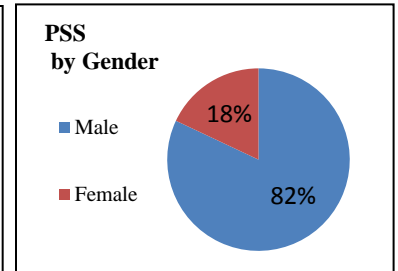
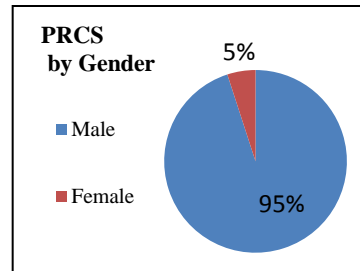
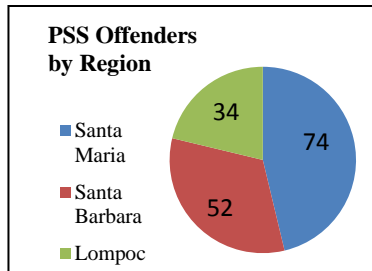
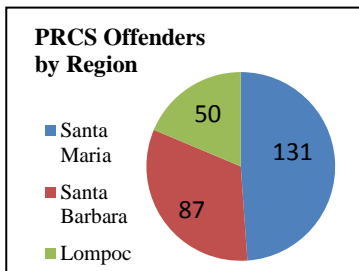
# Attachment 2.2

## Realignment Operational Impact Report August 2017

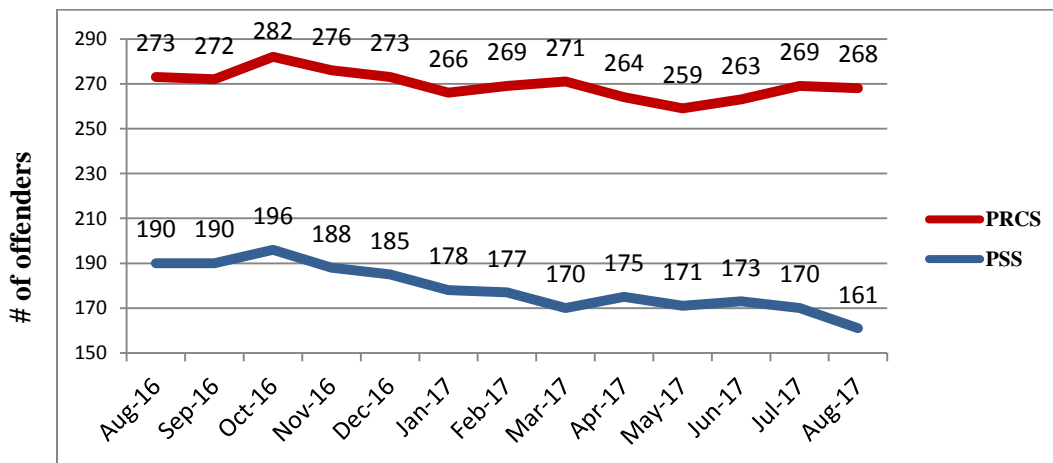
PROBATION		
# of PRCS		
Entered	Exited	Net
17	12	268
# of PSS (NX3)		
Entered	Exited	Net
2	6	161

SHERIFF			
Incarcerated Realigned Offenders			
	Custody	Alternative	Total
Sentenced	42	16	58
*PRCS/PSS	111	1	112
*Parole	18	0	18
<i>*Technical Violations Only</i>			
Total Planned Bed Days: 3346/Month (110 ADA)			
	Bed Days	% of Planned Bed Days	
Custody	3164	95%	
Alternative	504	15%	
Total	3368	110%	

COURTS		
# of NX3 Sentences		
	This Month	Last Month
Custody only	10	3
PSS	3	3
# of Individuals with Signed Waivers		
This Month	6	
Last Month	2	
# of PRCS Revocation Hearings		
This Month	15	
Last Month	11	



### SUPERVISED REALIGNED OFFENDER POPULATION -12 MONTHS



FY 17-18 FINANCIAL STATUS			
As of August 31, 2017		17% of Fiscal Year Elapsed	
Component	Budget	Expenditures	% of Funds Expended
Jail Custody	\$ 2,318,695	\$ 296,165	12.8%
Detention Alternatives	888,095	121,306	13.7%
Community Supervision	2,944,735	496,183	16.9%
Collaborative Efforts	1,275,005	138,762	10.9%
Mental Health	1,154,564	-	0.0%
Related Treatment	393,194	-	0.0%
Re-Entry Services	1,976,865	95,718	4.8%
Victim Services	52,637	-	0.0%
Subsidized SLE, Detox	320,000	16,980	5.3%
Pretrial Services	384,499	415	0.1%
Evaluation	276,522	10,815	3.9%
Administration	391,967	36,685	9.4%
<b>Total</b>	<b>\$ 12,376,778</b>	<b>\$ 1,213,029</b>	<b>9.8%</b>

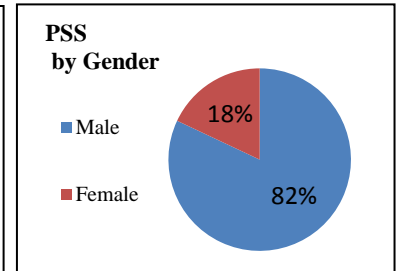
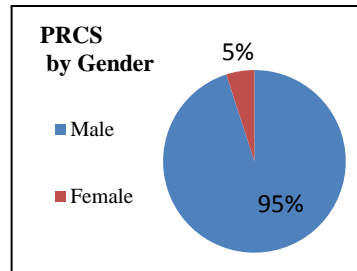
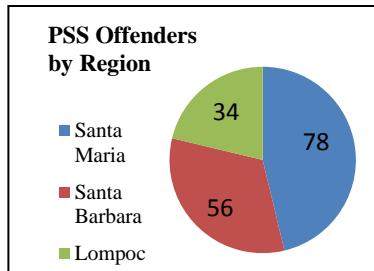
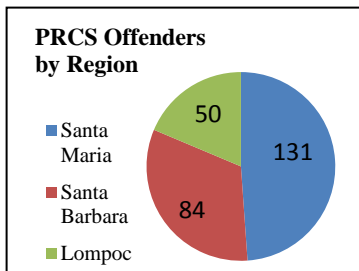
# **Realignment Operational Impact Report** **September 2017**

## **Attachment 2.3**

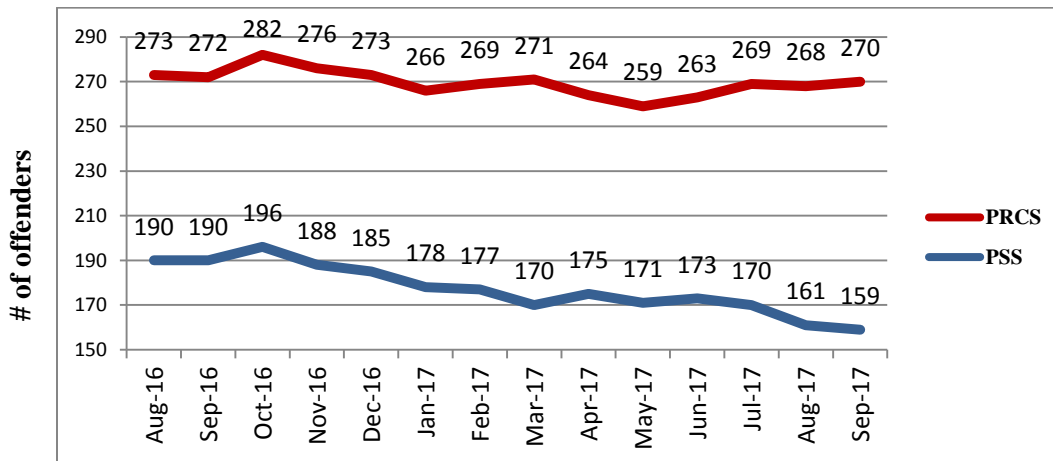
PROBATION		
# of PRCS		
Entered	Exited	Net
9	5	270
# of PSS (NX3)		
Entered	Exited	Net
1	2	159

SHERIFF			
Incarcerated Realigned Offenders			
	Custody	Alternative	Total
Sentenced	34	14	48
*PRCS/PSS	100	1	101
*Parole	10	0	10
<i>*Technical Violations Only</i>			
Total Planned Bed Days: 3346/Month (110 ADA)			
	Bed Days	% of Planned Bed Days	
Custody	2896	87%	
Alternative	420	13%	
Total	3316	100%	

COURTS		
# of NX3 Sentences		
	This Month	Last Month
Custody only	1	10
PSS	3	3
# of Individuals with Signed Waivers		
This Month	0	
Last Month	6	
# of PRCS Revocation Hearings		
This Month	18	
Last Month	15	



### **SUPERVISED REALIGNED OFFENDER POPULATION -12 MONTHS**

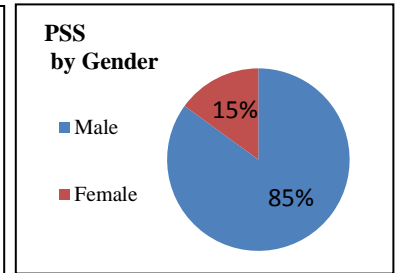
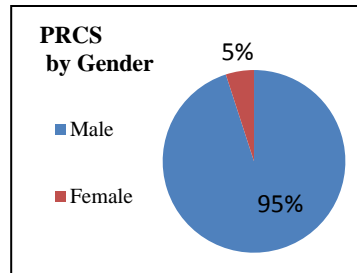
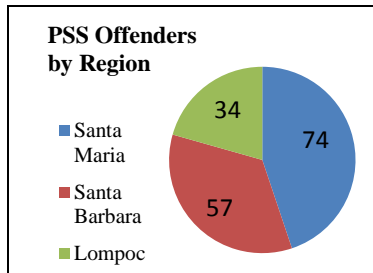
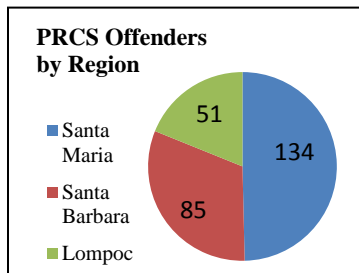


FY 17-18 FINANCIAL STATUS			
As of September 30, 2017		25% of Fiscal Year Elapsed	
Component	Budget	Expenditures	% of Funds Expended
Jail Custody	\$ 2,318,695	\$ 432,580	18.7%
Detention Alternatives	888,095	162,790	18.3%
Community Supervision	2,944,735	689,292	23.4%
Collaborative Efforts	1,275,005	199,353	15.6%
Mental Health	1,154,564	-	0.0%
Related Treatment	393,194	-	0.0%
Re-Entry Services	1,976,865	170,120	8.6%
Victim Services	52,637	-	0.0%
Subsidized SLE, Detox	320,000	29,970	9.4%
Pretrial Services	384,499	1,121	0.3%
Evaluation	276,522	16,598	6.0%
Administration	391,967	53,480	13.6%
<b>Total</b>	<b>\$ 12,376,778</b>	<b>\$ 1,755,304</b>	<b>14.2%</b>

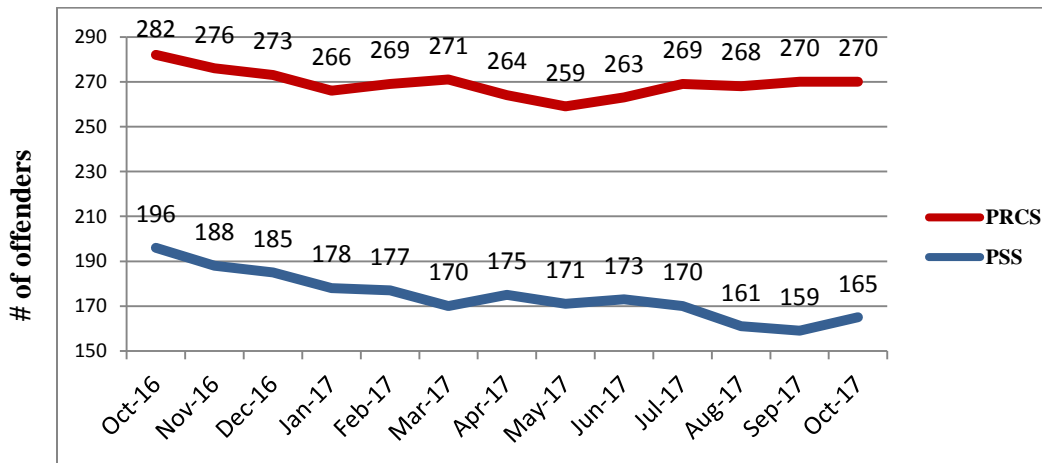
PROBATION		
# of PRCS		
Entered	Exited	Net
18	11	270
# of PSS (NX3)		
Entered	Exited	Net
1	2	165

SHERIFF			
Incarcerated Realigned Offenders			
	Custody	Alternative	Total
Sentenced	43	12	55
*PRCS/PSS	102	1	102
*Parole	11	0	11
<i>*Technical Violations Only</i>			
Total Planned Bed Days: 3346/Month (110 ADA)			
	Bed Days	% of Planned Bed Days	
Custody	3018	90.2%	
Alternative	320	9.26%	
Total	3328	99.46%	

COURTS		
# of NX3 Sentences		
	This Month	Last Month
Custody only	9	1
PSS	7	3
# of Individuals with Signed Waivers		
This Month	4	
Last Month	0	
# of PRCS Revocation Hearings		
This Month	6	
Last Month	18	



## SUPERVISED REALIGNED OFFENDER POPULATION -12 MONTHS



FY 17-18 FINANCIAL STATUS			
As of October 31, 2017		33% of Fiscal Year Elapsed	
Component	Budget	Expenditures	% of Funds Expended
Jail Custody	\$ 2,318,695	\$ 591,265	25.5%
Detention Alternatives	888,095	212,913	24.0%
Community Supervision	2,944,735	880,846	29.9%
Collaborative Efforts	1,275,005	343,034	26.9%
Mental Health	1,154,564	175,696	15.2%
Related Treatment	393,194	-	0.0%
Re-Entry Services	1,976,865	242,157	12.3%
Victim Services	52,637	18,933	36.0%
Subsidized SLE, Detox	320,000	32,780	10.2%
Pretrial Services	384,499	7,479	2.0%
Evaluation	276,522	22,246	8.0%
Administration	391,967	88,846	22.7%
<b>Total</b>	<b>\$ 12,376,778</b>	<b>\$ 2,616,195</b>	<b>21.1%</b>

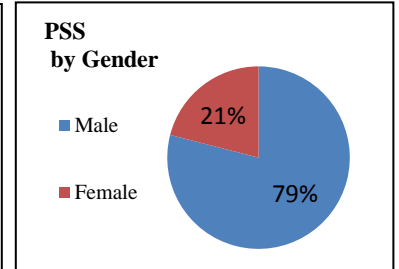
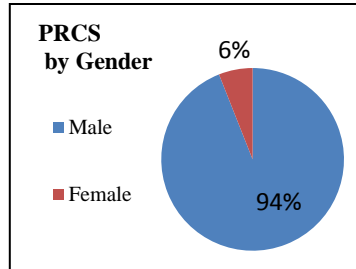
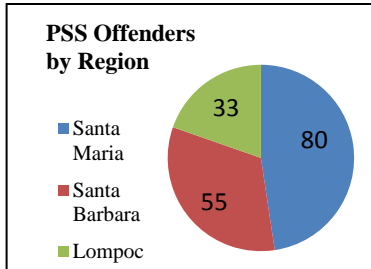
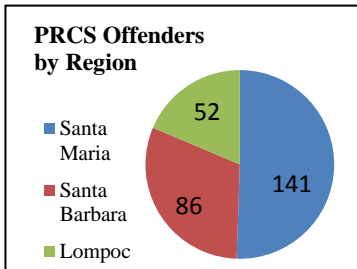
# Realignment Operational Impact Report November 2017

## Attachment 2.5

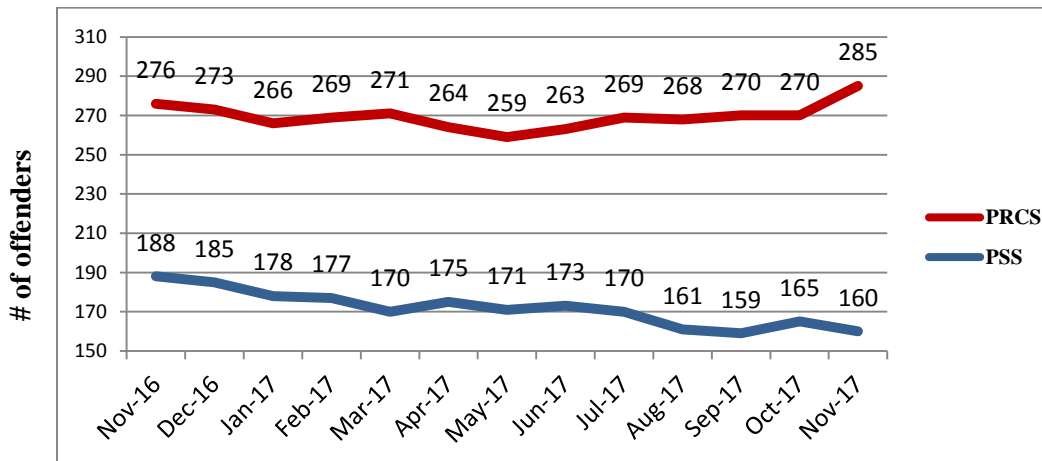
PROBATION		
# of PRCS		
Entered	Exited	Net
14	4	285
# of PSS (NX3)		
Entered	Exited	Net
1	5	160

SHERIFF			
Incarcerated Realigned Offenders			
	Custody	Alternative	Total
Sentenced	50	12	62
*PRCS/PSS	95	1	96
*Parole	10	1	11
<i>*Technical Violations Only</i>			
Total Planned Bed Days: 3346/Month (110 ADA)			
	Bed Days	% of Planned Bed Days	
Custody	3039	90.82%	
Alternative	240	7.17%	
Total	3279	98.00%	

COURTS		
# of NX3 Sentences		
	This Month	Last Month
Custody only	9	9
PSS	10	7
# of Individuals with Signed Waivers		
This Month	2	
Last Month	4	
# of PRCS Revocation Hearings		
This Month	7	
Last Month	6	



### SUPERVISED REALIGNED OFFENDER POPULATION -12 MONTHS



FY 17-18 FINANCIAL STATUS			
As of October 31, 2017		33% of Fiscal Year Elapsed	
Component	Budget	Expenditures	% of Funds Expended
Jail Custody	\$ 2,318,695	\$ 591,265	25.5%
Detention Alternatives	888,095	212,913	24.0%
Community Supervision	2,944,735	880,846	29.9%
Collaborative Efforts	1,275,005	343,034	26.9%
Mental Health	1,154,564	175,696	15.2%
Related Treatment	393,194	-	0.0%
Re-Entry Services	1,976,865	242,157	12.3%
Victim Services	52,637	18,933	36.0%
Subsidized SLE, Detox	320,000	32,780	10.2%
Pretrial Services	384,499	7,479	2.0%
Evaluation	276,522	22,246	8.0%
Administration	391,967	88,846	22.7%
<b>Total</b>	<b>\$ 12,376,778</b>	<b>\$ 2,616,195</b>	<b>21.1%</b>



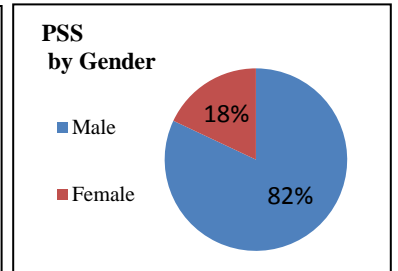
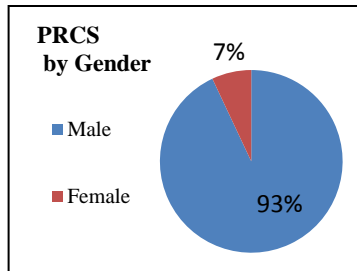
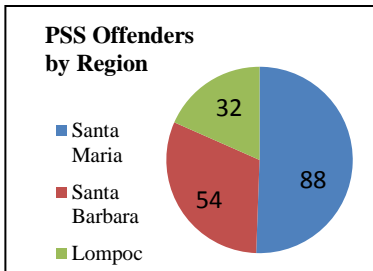
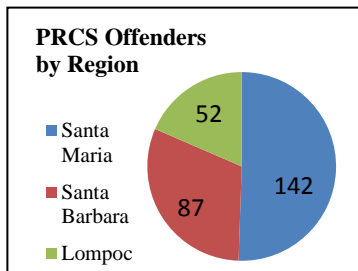
# Attachment 2.6

## Realignment Operational Impact Report December 2017

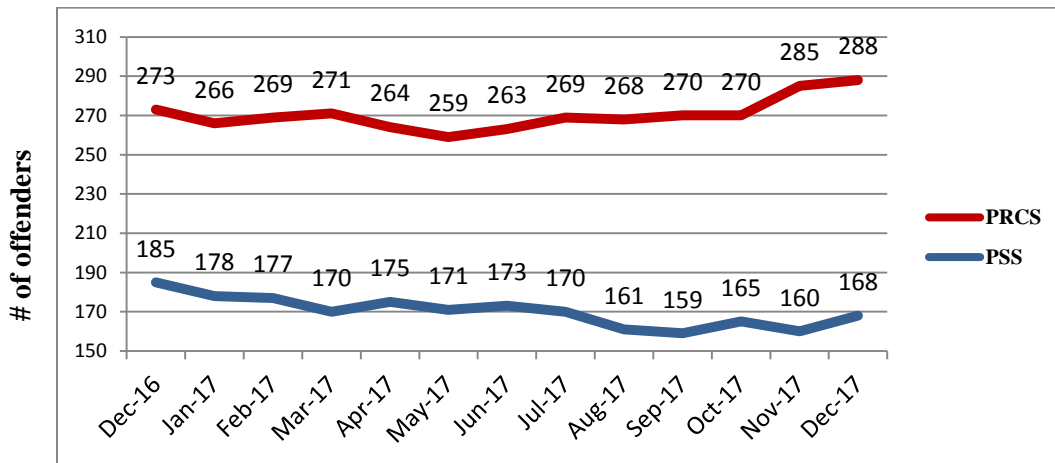
PROBATION		
# of PRCS		
Entered	Exited	Net
19	5	288
# of PSS (NX3)		
Entered	Exited	Net
7	8	168

SHERIFF			
Incarcerated Realigned Offenders			
	Custody	Alternative	Total
Sentenced	53	12	65
*PRCS/PSS	85	1	86
*Parole	7	0	7
<i>*Technical Violations Only</i>			
Total Planned Bed Days: 3346/Month (110 ADA)			
	Bed Days	% of Planned Bed Days	
Custody	3229	96.50%	
Alternative	217	6.49%	
Total	3446	102.99%	

COURTS		
# of NX3 Sentences		
	This Month	Last Month
Custody only	12	9
PSS	6	10
# of Individuals with Signed Waivers		
This Month	1	
Last Month	2	
# of PRCS Revocation Hearings		
This Month	5	
Last Month	7	



### SUPERVISED REALIGNED OFFENDER POPULATION -12 MONTHS



FY 17-18 FINANCIAL STATUS			
As of December 31, 2017			
50% of Fiscal Year Elapsed			
Component	Budget	Expenditures	% of Funds Expended
Jail Custody	\$ 2,318,695	\$ 1,222,680	52.7%
Detention Alternatives	888,095	347,837	39.2%
Community Supervision	2,944,735	1,344,833	45.7%
Collaborative Efforts	1,275,005	475,927	37.3%
Mental Health	1,154,564	175,696	15.2%
Related Treatment	393,194	-	0.0%
Re-Entry Services	1,976,865	382,004	19.3%
Victim Services	52,637	18,933	36.0%
Subsidized SLE, Detox	320,000	95,455	29.8%
Pretrial Services	384,499	34,314	8.9%
Evaluation	276,522	50,887	18.4%
Administration	391,967	140,938	36.0%
<b>Total</b>	<b>\$ 12,376,778</b>	<b>\$ 4,289,504</b>	<b>34.7%</b>

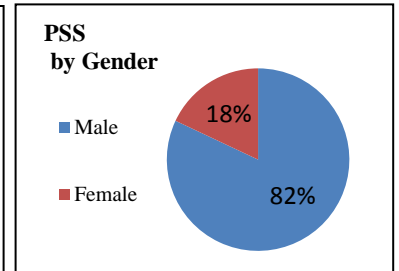
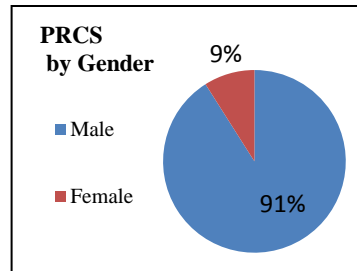
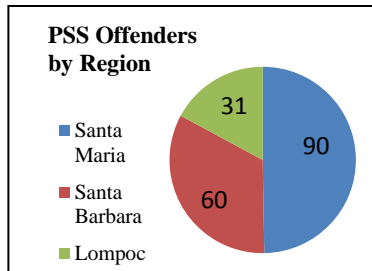
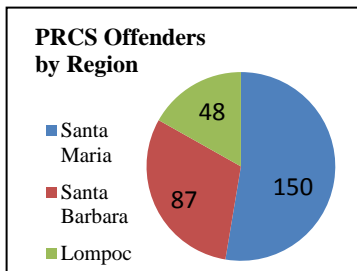
# Attachment 2.7

## Realignment Operational Impact Report January 2018

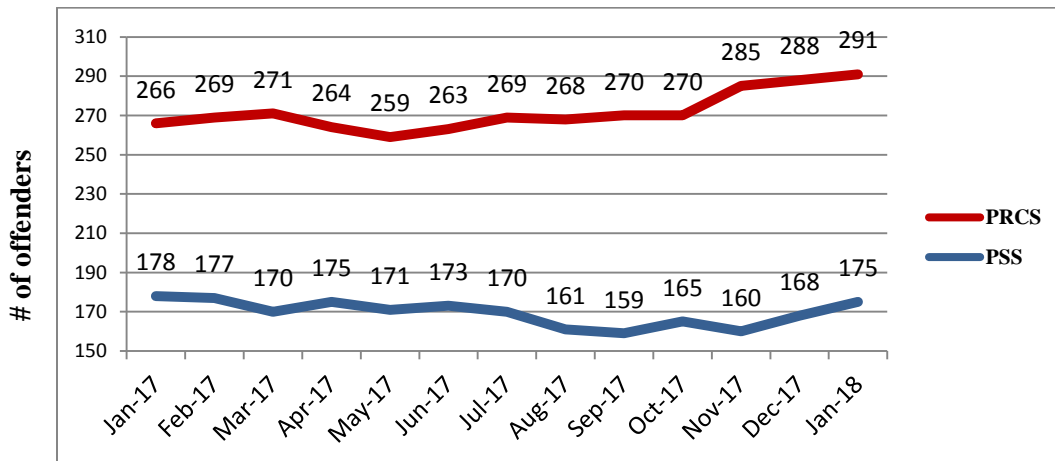
PROBATION		
# of PRCS		
Entered	Exited	Net
16	2	291
# of PSS (NX3)		
Entered	Exited	Net
4	7	175

SHERIFF			
Incarcerated Realigned Offenders			
	Custody	Alternative	Total
Sentenced	51	12	63
*PRCS/PSS	56	1	57
*Parole	1	0	1
<i>*Technical Violations Only</i>			
Total Planned Bed Days: 3346/Month (110 ADA)			
	Bed Days	% of Planned Bed Days	
Custody	3291	98.36%	
Alternative	217	6.49%	
Total	3508	104.84%	

COURTS		
# of NX3 Sentences		
	This Month	Last Month
Custody only	14	6
PSS	10	12
# of Individuals with Signed Waivers		
This Month	3	
Last Month	1	
# of PRCS Revocation Hearings		
This Month	7	
Last Month	5	



### SUPERVISED REALIGNED OFFENDER POPULATION -12 MONTHS



FY 17-18 FINANCIAL STATUS			
As of January 31, 2018		58% of Fiscal Year Elapsed	
Component	Budget	Expenditures	% of Funds Expended
Jail Custody	\$ 2,318,695	\$ 1,521,934	65.6%
Detention Alternatives	888,095	406,238	45.7%
Community Supervision	2,944,735	1,533,973	52.1%
Collaborative Efforts	1,275,005	591,458	46.4%
Mental Health	1,154,564	175,696	15.2%
Related Treatment	393,194	-	0.0%
Re-Entry Services	1,976,865	443,872	22.5%
Victim Services	52,637	31,040	59.0%
Subsidized SLE, Detox	320,000	103,015	32.2%
Pretrial Services	384,499	48,111	12.5%
Evaluation	276,522	63,642	23.0%
Administration	391,967	165,881	42.3%
<b>Total</b>	<b>\$ 12,376,778</b>	<b>\$ 5,084,860</b>	<b>41.1%</b>



## 2017 Progress Report

Santa Barbara County was the first California county to participate in the Pew-MacArthur Results First Initiative (Results First), a project of The Pew Charitable Trusts and the John D. and Catherine T. MacArthur Foundation.

Results First is a capacity-building initiative that provides tools and technical assistance to state and local governments to implement evidence-based policymaking. Results First provides a benefit cost model that can be customized with County specific data to calculate and monetize the benefits of operating a program in the County based on its expected effect on recidivism. The Santa Barbara Results First model monetizes recidivism reductions using the marginal costs associated with each part

of the criminal justice system (victimization, arrest, prosecution, defense, Court processing, jail, probation, prison, and parole). Participation in Results Firsts allows the County to use public safety performance data (the degree to which a program or strategy reduces recidivism) and County costs to inform decisions about how resources are allocated.





## Overview

The Santa Barbara County Board of Supervisors endorsed the Results First Initiative on August 27, 2013. The Board recognized the need to identify effective forms of recidivism reduction in order to maximize limited jail capacity and staff service delivery, as well as the County's capacity to manage overall public safety expenses.

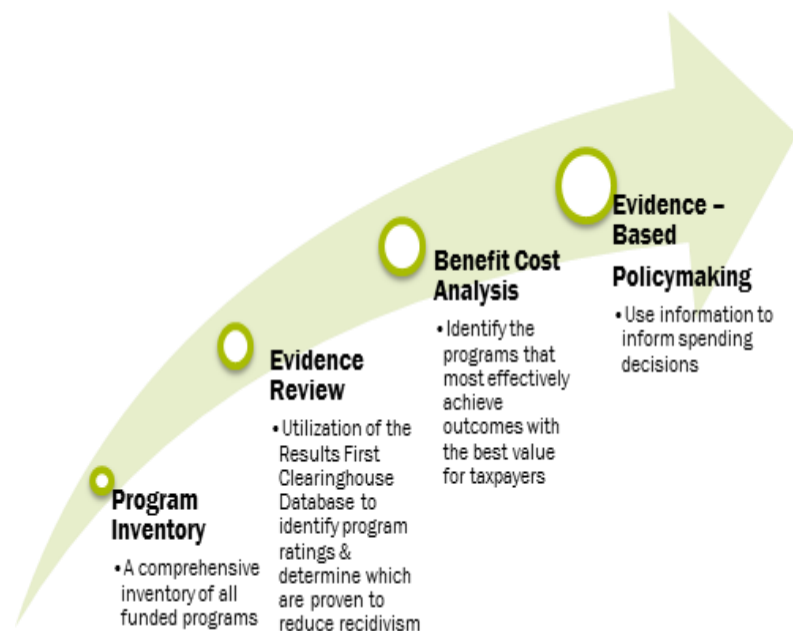
Participating in Results First allows the County to use public safety performance data (the degree to which a program or strategy reduces recidivism) and County costs to inform decisions about how resources are allocated. By considering benefit cost analysis, the County can identify and invest in effective strategies, allowing the County to:

- ▶ Increase public safety by reducing recidivism
- ▶ Increase the success rates for members of the community receiving post-release services
- ▶ Increase staff effectiveness
- ▶ Generate public support for using high quality cost and performance data to reduce recidivism

## How it Works

Results First utilizes County specific data to calculate and monetize the benefits of operating a program in the County based on its expected effect on recidivism. The Santa Barbara Results First model measures recidivism by reconviction rates and calculates the cost of recidivism using the marginal costs associated with each part of the criminal justice system (victimization, arrest, prosecution, defense, court processing, jail, probation, prison, and parole). There are 4 steps in the Results First Approach:

1. **PROGRAM INVENTORY** As a first step, the Results First approach includes the development of a comprehensive inventory of all funded programs. This comprehensive inventory of programs<sup>1</sup> allows local stakeholders to compare options in order to identify those that most effectively achieve outcomes with the best value for taxpayers.
2. **EVIDENCE REVIEW** Programs in the inventory are then examined to determine which are proven to reduce recidivism among individuals under supervision. Santa Barbara County utilizes the Results First Clearinghouse Database<sup>2</sup> which provides information on the effectiveness of various interventions as rated by eight national research clearinghouses.
3. **BENEFIT COST ANALYSIS** Identifying the programs that most effectively achieve outcomes with the best values for taxpayers is achieved by monetizing the local costs related to the return of an offender to the criminal justice system. In partnership with the Results First team, Santa Barbara County created a *County specific* benefit cost model, which estimates long term costs and benefits of investments in evidence-based programs. The information assists the County to determine which investments will yield the best and most cost-effective results.
4. **EVIDENCE-BASED POLICYMAKING** Equipped with both the research and cost-benefit information, the County can now systematically consider policy decisions with a clear summary of available evidence and knowledge of whether a program is likely to be an effective use of County resources known to reduce recidivism.



<sup>1</sup> Santa Barbara County's Program Inventory is available online at:

<http://www.sbprobation.org/sbcp/CCP/ResultsFirstProgramInventory.pdf>

<sup>2</sup> The Results First Clearinghouse Database is available online at:

<http://www.pewtrusts.org/en/multimedia/data-visualizations/2015/results-first-clearinghouse-database>

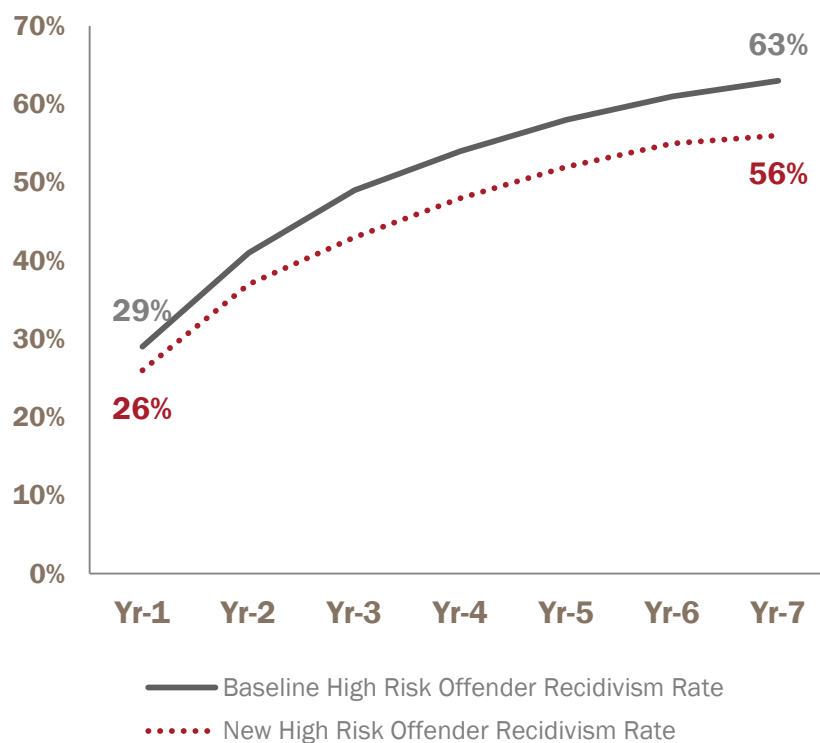
## An Example

Reasoning and Rehabilitation (R&R) is an evidence-based cognitive behavioral treatment program that is known to reduce recidivism. In Santa Barbara County, this program is projected to reduce recidivism by over 10% in the long-term (see Figure 1). Based on County data, this program is cost-beneficial; every dollar invested generated approximately \$21 in benefits to taxpayers and victims.

Figure 1:  
**Reasoning and Rehabilitation Benefit Cost Summary**

Program/Practice Name	Benefits per Participant	Cost per Participant	Net Benefit per Participant	Benefit Cost Ratio	Recidivism Reduction
REASONING AND REHABILITATION	\$4,553	\$216	\$4,337	\$21.08	-10.83%

Figure 2:  
**Effects of Reasoning and Rehabilitation on Santa Barbara County High-Risk Offender Recidivism**



### The Problem

- On average, 63% of high-risk probationers are reconvicted within a 7-year period; 29% are reconvicted within the first year of being placed on probation.
- An estimated 56% of offenders enrolled in the Reasoning and Rehabilitation program recidivate within a 7-year period, as compared to the average 63% of high-risk probationers.
- Recidivism is costly to the community. Each high-risk probationer reconvicted costs \$92,480 in criminal justice system and victimization costs.

## Implementation

Reducing recidivism in the County will avoid crimes in the community and victimization costs. Rigorous research has demonstrated that quality programs can improve public safety and reduce future crime. Using that research, benefit cost analysis can assist the County to determine which investments will yield the best and most cost-effective results. See below for the comparative costs, benefits and anticipated crime reduction of local programs.

Program/Practice Name	Benefits per Participant	Cost per Participant	Net Benefit per Participant	Benefit Cost Ratio	Recidivism Reduction
DAY REPORTING CENTER	\$10,094	\$2,869	\$7,225	\$3.52	-24.06%
DRUG COURT	\$8,335	\$5,680	\$2,655	\$1.47	-19.86%
ELECTRONIC MONITORING (in lieu of jail)	\$6,823	\$1,650	\$5,173	\$4.14	-7.67%
OUTPATIENT DRUG/ALCOHOL TREATMENT (Matrix)	\$838	\$1,763	\$925	\$0.48	-1.99%
REASONING AND REHABILITATION	\$4,553	\$216	\$4,337	\$21.08	-10.83%
RISK-NEED-RESPONSIVITY	\$8,063	N/A	\$8,063	N/A	-19.21%
WAGE\$\$	\$3,827	\$199	\$3,628	\$19.23	-9.1%

■ **Day Reporting Centers (DRC)** are non-residential facilities that are used as a form of intermediate sanction for offenders. DRCs both enhance supervision and surveillance of offenders while providing treatment directly through collaboration with community treatment programs.

■ **Drug Court** combines the close supervision of the judicial process with resources available through alcohol and drug treatment services. The goal is to reduce recidivism by maintaining drug offenders in a highly structured treatment setting until they establish a firm foundation for a clean and sober lifestyle.

■ **Electronic Monitoring (EM)** is provided as an alternative to detention in county jail. EM allows offenders to be supervised at home while being closely tracked and their compliance monitored. Locally, GPS technology is utilized and provides “real time” alerts.

■ **Outpatient drug/alcohol treatment**, Santa Barbara County utilizes the Matrix Model, which is an intensive outpatient treatment approach for substance abuse and dependence that was developed through 20 years of experience in real-world treatment settings. The intervention consists of relapse-prevention groups, education groups, social-support groups, individual counseling, and urine and breath testing.

■ **Reasoning and Rehabilitation (R&R)** is a cognitive-behavioral curriculum that focuses on changing the criminogenic thinking of offenders. It includes cognitive restructuring, social skills enhancement and the development of problem solving skills. The activities in each session challenge the offender’s egocentric thinking and increase thinking, perspective-taking, and reasoning skills.

■ **Risk-Need-Responsivity (RNR)** model states that the risk and needs of an offender should determine the strategies appropriate for addressing the individual’s criminogenic factors. RNR integrates the science around effective screening, assessment, programs and treatment matching (responsivity) to improve individuals and system outcomes. Locally, RNR strategies are utilized in the supervision and treatment of all high-risk offenders.

■ **Work and Gain Economic Self Sufficiency (WAGE\$\$)** is designed to assist unemployed or under-employed clients. In addition to received direction as to where to seek employment, participants learn job-seeking skills with a focus on how to answer difficult questions regarding a felony conviction. Clients are taught interviewing techniques, how to select suitable interview attire, and how to complete a résumé.

## Cementing our Work

In the last fiscal year, Santa Barbara County began incorporating this work to inform spending decisions. In partnership with Results First, the County introduced specific requirements for providers and agencies requesting funding for criminal justice programming. At the outset of a solicitation, agency representatives are to complete a *Criminal Justice Funding Opportunity Form*<sup>3</sup> to convey information regarding the target population, criminogenic need, desired program outcomes, and available evidence that demonstrates the program is likely effective. Where possible, the form also requests benefit cost analysis using the Results First approach, or an assessment of the outcomes that are required for the County to break-even on its investment when a benefit cost analysis is not possible (a novel application of the Results First benefit cost model).

This new protocol allows County agencies to not only systematically consider funding requests but also equips partners with the information needed to provide the County Board of Supervisors with a clear summary of available evidence and a confident recommendation of whether a proposal is likely to be an effective use of County resources.

## Next Steps

In the coming year, the County has identified next steps to further incorporate the Results First approach into the culture of using evidence and information in decision making. These include:

- ▶ **CONTINUING EDUCATION** Identify opportunities to share information regarding the initiative-what it is (and is not), why it matters, and how it can be used to identify and prioritize effective programs.
- ▶ **CAPITALIZE ON EXISTING OPPORTUNITIES** Identify and leverage known projects to embed Results First language. Exploit opportunities to share successes of the initiative and message goals as well as explore pain points of the approach.
- ▶ **FOCUSED POLICY AREAS** Demonstrate the utility of the Results First tool to our prominent partners and focus efforts on

policy areas that cut across county departments.

- ▶ **EXPAND TO JUVENILE SERVICES** Expand existing efforts to include a program inventory of juvenile interventions and build upon what is known currently of adult interventions.
- ▶ **EMBED EVIDENCE INTO DECISION MAKING** Utilize the funding protocol form in decision-making processes to build upon the climate of information-driven decision making. Continue to use benefit cost analysis language in existing conversations of budget/contracting to keep the approach top-of-mind internally and with external partners.
- ▶ **EXPLORE CONTRACT AND BUDGET APPLICATIONS** Utilize the Results First approach to complement the County's existing contract and budgeting process.

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**Benefit cost analysis** is a standard practice of the private sector. The Results First Model utilizes an econometric modeling and simulations to project the fiscal and public safety outcomes for criminal justice interventions. The benefit cost ratio is a measure of a program's cost effectiveness at reducing recidivism. This ratio shows the total benefits (government and society) realized for each dollar spent on the program. The Results First process provides reasonable expectations of performance for evidence-based interventions and brings the power of research to aid budget and policy decisions.

<sup>3</sup> The Criminal Justice Funding Opportunity Form is available online at: <http://www.sbprobation.org/sbcpb/ccpworkgroup/documents/FundingTemplate.docx>





### SANTA MARIA PRRC PROGRAM GUIDE



- **Moral Reconciliation Therapy (MRT):** MRT is an evidence-based, cognitive behavioral treatment program focused on substance abuse that targets recidivism reduction, and is designed to facilitate the development of higher stages of moral reasoning. Classes are available for both realigned and high risk felony clients. Consists of twice weekly, 1 to 1.5 hour sessions for three groups of up to 12 realigned clients, and twice weekly 1 to 1.5 hour sessions for one group of up to 12 high risk felony clients.
- **Literacy Programming:** For realigned clients. To assess reading levels and create reading improvement plan. Self-paced, web-based program. Up to two hours per week per referral.
- **Seeking Safety:** Seeking Safety is an evidence-based, present-focused treatment for clients with a history of trauma and substance abuse. Classes are available for realigned clients only. Consists of once weekly 1 to 1.5 hour sessions for gender specific groups, for a period of 12 weeks.
- **Re-Entry Drug Court (RDC):** For RDC clients only. Consists of a 12-18 month course of treatment for up to 50 habitual substance abusing offenders.
- **Recovery Oriented System of Care (ROSC):** ROSC is a secular, peer-driven support group for clients with substance abuse issues, and similar to a 12 Step program. Classes are available for high risk felony clients, and consist of one 1 hour session, once per week, for a total of 104 sessions.
- **Reasoning and Rehabilitation (R&R):** R&R is an evidence-based cognitive behavioral program designed to teach impulse control, problem solving techniques and systematic thinking with a move towards more empathetic behavior in a social environment. Classes are available for both realigned and high risk felony clients, and consist of 1.5 to 2 hour sessions, twice per week for a period of 7 weeks, closed groups of 10-15 clients each.
- **Aggression Replacement Training (ART):** ART is a program that focuses on teaching clients to control impulsiveness, anger and antisocial thinking. Classes are available for one group of 8-12 high risk felony clients and one group of 8-12 realigned clients, and consist of twice-weekly 90 minute sessions for a period of 10 weeks.
- **Cognitive Behavioral Interventions for Offenders Seeking Employment (CBI-EMP):** CBI-EMP is for clients who are assessed at moderate to high need in the area of employment. Classes consist of a 5 module, 14 session curriculum, and consist of 1.5 hour sessions, twice per week, for a period of 7 weeks. These classes use a modified closed group format with

multiple entry points, for one group of up to 12 high risk clients, and two groups of up to 12 realigned clients.

- **Batterer's Intervention Program:** Sessions are targeted to increase responsibility for the domestic violence act by the client, gain awareness on how the client's behavior impacts the entire family, and increase empathy for the victim(s) of the violence. Sessions are once a week for two hours, for 52 weeks.
- **AmeriCorps:** Clients experiencing homelessness are assessed and given assistance in overcoming housing barriers. Assistance is available for both realigned and felony high risk clients.
- **Work And Gain Economic Self Sufficiency (WAGE\$\$):** WAGE\$\$ is designed to assist unemployed or under-employed clients. Participants will learn job-seeking skills and interview techniques with a focus on how to answer questions regarding criminal conviction(s) in both the application and interview process. Clients will have an opportunity to improve their interviewing skills, learn what to wear for job interviews, and where to look for employment. Each participant is required to complete a resume. Classes are available for both realigned and high risk felony offenders.
- **Drop-in Employment:** Clients can utilize computers for online job searches, check posted classifieds and get assistance completing and sending job applications and resumes. Assistance with completing application forms such as SSI, CDL/CA ID forms is also available. Available Monday thru Friday during program hours
- **Drop-in Education:** Clients are given information regarding how to obtain their GED and on Allan Hancock Community College enrollment. Participants can utilize computers for online enrollment and to view class schedules. Clients are encouraged to utilize computers for completing homework and online assignments requiring internet connection.
- **ServeSafe Food Handlers Certification:** All persons handling food are required by the State of California to possess a Food Handlers Certification Card. To aid clients in obtaining employment in the food service and hospitality industry, a Food Handlers Certification card will be provided upon successful completion of instruction. Instruction available upon request.

**124 W. Carmen Lane, Suite K, Santa Maria, CA 93458**  
**Monday-Friday 8:00 am to 7:30 pm, Saturday 8:30 am to 12:30 pm**



### SANTA BARBARA PRRC PROGRAM GUIDE



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**4500 Hollister Avenue, Santa Barbara, CA 93110 (805) 692-4890**  
**Monday-Friday 8:00 am to 7:30 pm, Saturday 8:30 am to 12:30 pm**



