

Item VI

Memorandum



Date: February 24, 2021

To: Workgroup of the Community Corrections Partnership

From: Karyn Milligan, Probation Manager

Subject: Community Engagement Initiative Update

The Community Corrections Partnership (CCP) is committed to providing services to prepare justice-involved individuals for a successful return to their community after a period of incarceration-enumerating it specifically as a goal (#3) within its Public Safety Realignment Plan.

Strategies to accomplish this goal include capturing local community input on program development and other justice system reform efforts. In FY 20/21, Racy Ming Associates was selected through a competitive process to spearhead the initiative and facilitate discussions with key stakeholders to identify services available for justice involved individuals; barriers to access; as well as to solicit suggestions about how to better connect existing services. Each facilitated discussion was used to help assess the existing re-entry landscape and explore opportunities to improve connections between existing services and the extent to which barriers and solutions could be identified.

In total, representatives from 12 organizations participated in these discussions. In addition, one focus group of currently justice involved individuals was convened and, although more focus groups were planned, the COVID-19 pandemic forced the postponement of those indefinitely. This work will ultimately inform the development of a local roadmap for further community engagement. A summary of findings and recommendations include the following:

- Housing and the availability of psychiatric medications were noted as having insufficient resources.
- No areas of needed services were identified as completely non-existent in the community. However, a need for greater coordination within the system was noted.
- Establishment of a Community Reentry Council with a greater focus on line staff (not senior management) convening, building partnerships and actively collaborating on relevant initiatives was recommended to expand on the progress already established by the Reentry Steering Committee.
- Partner presentations at staff unit meetings was recommended to strengthen inter-professional relationships, and facilitate referrals. Presentations would include an overview of the services and programs available at the presenting agency, any relevant updates, etc.
- Convene a resource fair for justice involved individuals to connect with resources.

- Mark the 10-year anniversary of Public Safety Realignment with a community event to highlight realignment successes and progress to the community, local elected officials and other stakeholders.
- Create a video as a social media tool to educate the community on the challenges facing justice involved individuals and the ways that the system of services is supporting them.

The full report can be viewed as part of the CCP Workgroup Documents online at www.sbprobation.org.

COMMUNITY ENGAGEMENT INITIATIVE

PRODUCED FOR THE SANTA BARBARA COUNTY
COMMUNITY CORRECTIONS PARTNERSHIP
BY RACY MING ASSOCIATES, LLC



BACKGROUND

Racy Ming Associates (RMA) was selected through a competitive process to conduct a community engagement initiative on behalf of the Santa Barbara Community Corrections Partnership. In the initial phase of this initiative, RMA was tasked with facilitating discussions with key stakeholders to identify services available for those that are justice involved; barriers to access; and to solicit suggestions about how to better connect existing services. Each facilitated discussion was used to help assess the existing re-entry landscape and to explore opportunities to improve connection between existing services as well as the extent to which barriers and solutions can be identified.

Representatives from the following organizations participated in these discussions: CSI; Good Samaritan; United Way; Allan Hancock College; Beyond Incarceration Greater Education (student organization at Allan Hancock); Santa Barbara City College (Transitions Program); Goodwill Industries; NAMI; Reporting and Resource Center; Behavioral Health; El Centro; and CLUE. RMA also attended relevant meetings including the Community Corrections Partnership Executive Committee and Workgroup and the Reentry Steering Committee meetings. (Five meetings were attended between January and August 2020). One focus group with probationers was conducted; although more focus groups were planned, the COVID-19 pandemic forced those to be postponed indefinitely. RMA is grateful for those who took the time to share their viewpoints and expertise, including members of the Probation Department and the probationers who participated in the focus group. Probationers were also given \$25 gift cards to thank them for their time.

EXECUTIVE SUMMARY

“

They should have had these programs back in the day...when I was younger. Before, they never had classes like this, at all. I've seen a lot of change in me, since I've been through this, I think better, you know, to make the right decisions.

”

In support of goal 3 of Santa Barbara's Public Safety Realignment Plan for the successful reentry of justice involved individuals, the main thrust of this effort was to identify ways in which community stakeholders including partner organizations can be better engaged in order to reduce barriers to accessing services and to ensure coordination and avoid duplication of efforts. Although it was beyond the scope of this initial phase to thoroughly assess the quality and quantity of existing services, partners did identify some areas for potential improvement. Those interviewed generally felt that resources to meet the needs of those in reentry are limited, and while there is not duplication of effort, coordination and communication can be enhanced between partner organizations themselves and between partner organizations and justice partners. Following a discussion of these themes, this report lays out a series of possible next steps that will require low and medium/higher levels of resources to achieve.



SUMMARY OF FACILITATED DISCUSSIONS

During the facilitated discussions, many types of services were raised as having insufficient resources, including housing, transportation, mental health services and medication management, substance use services and employment. The two most commonly mentioned areas were housing and the availability of psychiatric medications, mentioned by approximately half of the partners. One partner stated that the main challenge for probationers is meeting their basic needs for living – affordable housing, living wage jobs, and dealing with trauma. Partners did not identify any areas of needed services that were completely non-existent in the community. Indeed, during the September 17, 2020 Reentry Steering Committee resource mapping exercise, partners were able to list numerous resources under each of the eight fundamental needs confronting those in reentry, as identified by the Urban Institute (see minutes). One partner identified the need for greater access to alternative forms of wellness, such as yoga, the arts, and anger management, and other forms of harm reduction. It is worth noting that both partners and probationers shared positive views of probation officers – probationers stated that they found their individual probation officers to be well intentioned and trying to help them.

Although resources may be available to address various needs, half of the facilitated discussions included comments on a need for greater coordination within the system. One partner identified organizations as “working in silos,” another stated that they have no communication with other service providers. Several stated that they are not aware of all the services that the Probation Department is supporting, although one of those

SUMMARY OF FACILITATED DISCUSSIONS, CONTINUED

partners did acknowledge that she has not had time to research it or attend the relevant meetings. Several brought up examples of better collaboration elsewhere – one partner that also operates in Ventura County mentioned that in that county, the Probation Department hosts monthly Reentry Council meetings that are well attended. Another brought up the AB109 co-case management meetings that occur in Santa Maria and Lompoc, and the fact that a similar group does not exist for non-AB 109 cases. Another recalled an outreach event that previously occurred at Juvenile Hall which served as an opportunity for service providers to also network with each other.

While resources are always finite, it is possible to enhance the effectiveness of a system with limited resources by ensuring good communication and information sharing, and coordination and collaboration between agencies serving the same individuals. It appears from the facilitated discussions that stakeholders are interested in participating in those types of meetings and activities that would help to strengthen the cohesion of the system of services available for justice involved individuals in Santa Barbara County. The following sections lay out potential strategies for addressing this challenge, and are arranged by those that would be relatively easy to implement to those that may require more time and effort.

RECOMMENDATIONS

“

I feel like jail is easy for a lot of us, but out here, figuring stuff out, responsibilities, that's real life.

”

The following strategies may be relatively easy to implement, although they do require someone to take the lead on organizing, scheduling and outreach. Based on previous experience, RMA believes these interventions may provide a lot of “bang for the buck.”

Community Reentry Council – As mentioned earlier, other jurisdictions have Reentry Councils or other similar groups of service providers who meet regularly to share updates on their programs and initiatives, work together on challenges in the system, and find areas of common interest and opportunities for collaboration, similar to Santa Barbara's Reentry Steering Committee (RSC). With the wide array of services available and needed by justice involved individuals, even the most well-intentioned organization can have a hard time keeping up with the services and changes to services offered by others. A Community Reentry Council which builds upon the progress and collaboration already established by the RSC would be a relatively easy way to allow partners and other interested parties to access that information, and for individual partners to share changes and updates regarding their services as needed. Although there are currently a number of meetings where program updates are shared, they are often attended by those in senior management roles rather than line staff. The CCP partners would also be able to use these meetings as an opportunity to share updates and information with the community.

RECOMMENDATIONS, CONTINUED

In addition to the very practical and tangible goal of information sharing, the role that strong professional relationships can play in enhancing services for participants cannot be overstated.

Interprofessional collaboration can help individuals needing services get to the right organization or person more quickly, ensure that individuals do not fall through the cracks, and streamline processes[1]. A Community Reentry Council could be an opportunity for line staff of various organizations to connect with their peers in other agencies, and also provides a way for other interested community members to learn about what is available in the community and to possibly contribute to ongoing efforts.

Santa Barbara County Probation's regularly scheduled RSC meetings are a natural launching point for a Community Reentry Council. The difference between the RSC and a Community Reentry Council would be a greater focus on line staff coming together, building partnerships and actively collaborating on relevant initiatives. The RSC meetings currently are mostly reporting out information with little interaction between service providers. The Probation Department may consider co-chairing a Community Reentry Council with a neutral (ie, not contracted) service organization, such as the Workforce Development Board. This would serve the dual functions of attracting a more diverse set of attendees as well as sharing the "ownership" of those meetings and adding more of a community engagement focus. Such a partnership would also support some of the other strategies described later in this report.

A more formalized and more policy-focused version of a Community Reentry Council is a Community Advisory Board (CAB), similar to that found in Contra Costa County. The Contra Costa CAB on Public

[1] "Documented benefits of collaboration include improved service delivery (Provan & Milward, 2001; Wandersman et al., 1997); improved quality and efficiency of service delivery (Gittell et al., 2000); improved resource sharing (Provan & Milward, 2001); stakeholder empowerment (Bond & Keys, 1993); knowledge exchange (Alter & Hage, 1993); and increased social capital (Provan & Milward, 2001)." Bond, Brenda and Gittell, Jody. *Journal of Criminal Justice*. "Cross Agency Coordination of Offender Reentry." Volume 38 (2010).

RECOMMENDATIONS, CONTINUED

Safety Realignment was established by the Community Corrections Partnership (CCP) Executive Committee in December 2012 to provide input on community needs; assess implementation of the realignment plan; review data on realignment outcomes; advise the CCP on community engagement strategies; offer recommendations for ongoing realignment planning; advise County agencies regarding programs for implementation in the County; and encourage outcomes that are consistent with the County's Reentry Strategic Plan. CAB board members bring a range of expertise, including adult education in a correctional setting, workforce development, behavioral health, criminal and drug court, and law and policy related to issues of the formerly incarcerated and crime survivors.

Partner Presentations at Unit Meetings - Although front line staff with justice agencies were not interviewed as part of this community engagement initiative, generally speaking, they benefit from regular reminders about services and programs outside of their daily routine. The system of reentry services available in Santa Barbara County is sufficiently complex that it would take some effort to stay on top of all the most recent updates with the various stakeholder agencies. One way to support this connection to the community, as well as provide some staff development, is to invite a partner agency to present at a unit meeting once every one or two months. If 20 minutes can be set aside on the agenda, a different organization could be invited each time to come and speak to Public Defender, Probation, Sheriff, or other agency staff and provide a reminder overview of the services and programs available at their agency, any relevant updates, answer questions, and address any concerns. Again, regular face time between front line staff helps to strengthen interprofessional relationships, making referrals easier and more seamless and thereby benefitting the individuals needing services. Some organizations may already be doing this, but for those who are not, it may be a valuable way to keep line staff informed.

RECOMMENDATIONS, CONTINUED

Potential Next Steps Requiring Greater Levels of Resources

The following possible strategies would require a greater level of time and other resources. As such, the CCP would need to assess the intended outcomes of these efforts as well as the appropriate timing.

Resource Fair - A resource fair would be a natural project around which the new Community Reentry Council could collaborate. Although the COVID pandemic may impact the timing, this may be a valuable way for just involved individuals to connect with resources in a quick, “one stop shop” fashion. For example, in Marin County, the Reentry Council hosted resources fairs twice a year. The service provider chair of the Council helped to bring the various service providers to staff the tables with information. The Probation Department and State Parole for their part required supervised individuals to attend, as well as to leave with two or three follow up steps after talking with the relevant service providers at the fair. Probationers were required to complete a form at the fair and have the service providers that they spoke with sign off as to that individual’s suggested next steps. This provided the probation officers with an easy way to follow up with their supervisees after each event.

Event to mark 10-year anniversary of AB109/realignment - 2021 will mark the 10th anniversary of AB109 and the realignment of California’s criminal justice system. While multiple challenges remain, the main goals of this legislation were by and large accomplished. Services for most of the re-entry population were shifted from the State to county agencies in 2011, and since that year, the overall number of incarcerated sentenced individuals (when considering CDCR populations and those sentenced to serve time in county jail facilities) has been reduced, without a corresponding significant rise in crime as a result.

RECOMMENDATIONS, CONTINUED

The CCP may wish to mark the 10th anniversary by taking stock of the changes, successes and remaining challenges for Santa Barbara in managing local criminal justice services. This could be accomplished by hosting a convening (either virtually or in person if the pandemic subsides and public health allows for it) which would be an opportunity to highlight realignment successes and progress to the community, local elected officials and other stakeholders. Such a convening is also an opportunity to humanize the work that CCP partners do, by highlighting a number of success stories. Part education and part celebration, such an event would be an opportunity for CCP to lead on the story that is told about the justice system and its related services.

Video- The CCP may want to consider creating a short (two-minute video) as a social media tool to educate the community on the challenges facing justice involved individuals and the ways that the system of services is supporting them. Currently, creating social media content has become much more affordable and easier to execute. Given the state of modern communication, a short video which highlights one or more success stories may engage the community in a way that a written document cannot. Such a video, depending on its focus, could be used in a variety of settings, including at meetings or convenings such as the 10th anniversary event described above, or even with probationers themselves. One such video (footnoted below) which highlights an employment program for justice involved youth served as an effective promotional and educational piece for advancing the goals of that program.[2]

[2] Youth Working for Change video: <https://youtu.be/MLOHHYNq8Y4>

CONCLUSION

RMA is grateful for the opportunity to support the Santa Barbara County CCP in its community engagement efforts toward the greater good of helping justice involved individuals improve their lives and be positive members of the community. We hope that this report provides a number of options for consideration to continue to enhance community engagement and collaboration in Santa Barbara.

Item VII

M E M O R A N D U M

Date: 2/18/2021
To: CCP Workgroup
From: Behavioral Wellness
Subject: *Forensically focused Mental Health Rehabilitation Center - Proposal*

Behavioral Wellness Proposal for Forensically Focused Mental Health Rehabilitation Center Services.

Background:

While progress has been made in developing plans for a dedicated facility to house this service, the opening of that facility is at least 24 to 36 months in the future, and it will only proceed if funding can be secured to cover the recently released designs that are \$2.1M over the \$3.05M set aside for this purpose. As Forensic MHRC beds are a critical level of care, identified as a gap in the system over 4 years ago, the department is proposing a three-step solution to begin services immediately, while options are weighed as to whether there is a long term need for a dedicated 16 bed facility. It is important to note that Forensic MHRC beds are distinct from non-forensic MHRC beds in that they provide services that are required due to the current legal status of the client. Behavioral Wellness does not currently provide Forensic MHRC beds, nor does the department have any source of funding that is dedicated to this purpose.

- Penal Code section 1370.01, subdivision (a)(6) provides the description of the process by which a defendant is committed or transferred to a treatment facility. The code states “the court may, upon receiving the written recommendation of the county mental health director, transfer the defendant to another public or private treatment facility approved by the county mental health director.”
- Behavioral Wellness recommends that by following the code, specifically the written recommendation to the court by the director, the department will clearly identify the client population that would be appropriate candidates for diversion to this facility. This referral process is distinct from the process by which all other Behavioral Wellness clients are placed at this facility. Therefore, clients referred

through this process will be tracked and reported distinctly from the population of Behavioral Wellness clients not referred through this process.

- Once placed at this facility, clients will be provided restoration services, preparing them to stand trial. These are services that are not provided to the general MHRC population. This additional specialized programming makes this level of care distinct from the care provided to all other clients in this facility. And requires staffing levels that are higher than necessary in standard non-forensic programming. This program would also provide services related to the client's involvement with the CJ system including trauma-sensitive care, coordination with the holistic defense program, orientation to the Justice Alliance program, and smaller staff to client ratios to meet higher level client needs.

Behavioral Wellness Requests:

1. Request authorization for Behavioral Wellness to establish an initial contract for 2 Specialty Forensic MHRC (FMHRC) beds at Champion Center for the CCP identified target forensic client population, funded by the ongoing operational budget for the FMHRC.
 - a. No capital costs are needed to initiate this contract. This contract will allow immediate access to 2 FMHRC beds. Annual cost for two beds at \$500 per bed day is \$365,000. The cost for 2 beds for four months (3/1/2021 – 6/30/2021) is \$122,000. (Unspent operational funds for FY 20/21 would be \$981,665).
2. Request that \$250,000 of unspent FY 2020/21 CCP FMHRC Operating budget funds be set aside for renovations to a currently unfinished section of Crestwood Champions Healing Center in Lompoc to open a 6-bed pod as a designated FMHRC unit. Total annual cost of 6 beds @ \$500/day is \$1,095,000. Ongoing budget of \$1,103,665 will fully cover the cost of this pod.
3. Request that the \$3.052M of one-time CCP funds continue to be reserved for possible construction of the on campus 16 bed FMHRC.
 - a. Behavioral Wellness will return to the CCP in 6 months with an update on the status of the 6 bed FMHRC pod, and present a projection of the demand for FMHRC services going forward, making a recommendation as to whether proceeding with a 16 bed on campus facility is recommended.
 - b. If proceeding with the 16-bed facility is recommended, Behavioral Wellness will continue to seek funding opportunities, like those presented in the Governor's FY 2021/22 budget (\$750M set aside for MHRC capacity expansion), to cover the balance of construction costs.
 - c. The State is also pursuing an exclusion to the IMD rule that currently prohibits Medi-Cal reimbursement for all MHRC (IMD) services. If successful this would provide an ongoing funding for a portion of these services.

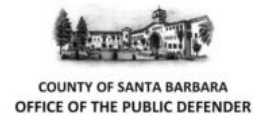
Proposal to immediately acquire and activate Forensic MHRC beds Funding Request		
		<i>Amount</i>
FY 2020/21	CCP Adopted Budget FY 2020/21	\$1,103,665
	Cost for 2 Beds @ Champion Center (4 mo. @ \$500/day)	(\$122,000)
	Anticipated Unspent FY 2020/21 MHRC Operating Funds	\$981,665
	One-Time construction costs- adding 6 FMHRC beds to Champion facility (Est. completed 6/30/2021)	(\$250,000)
	Est. remaining unspent FY 2020/21 operating funds	\$731,665

FY 2021/22	CCP Recommended Budget FY 2021/22	\$1,103,665
	Cost for 6 Beds @ Champion Center (12 mo. @ \$500/day)	(\$1,095,000)
	Remaining balance of Ongoing operating funds	\$8,665

Construction Estimate	One-time CCP Funding previously allocated to Forensic MHRC Construction	\$3,051,832
	Sept 2020 Estimate of one-Time construction costs for 16 Bed MHRC facility	(\$5,198,532)
	Currently unfunded FMHRC construction (Possibly fund with State Grant)	(\$2,146,700)

<i>FOR INFORMATION ONLY: Unspent Prior year MHRC Operating Funds</i>		
	<i>FY 2017/18</i>	<i>\$750,000</i>
	<i>FY 2018/19</i>	<i>\$1,103,665</i>
	<i>FY 2019/20</i>	<i>\$551,833</i>
	TOTAL unspent prior year Operating funds	\$2,405,498

Item VIII

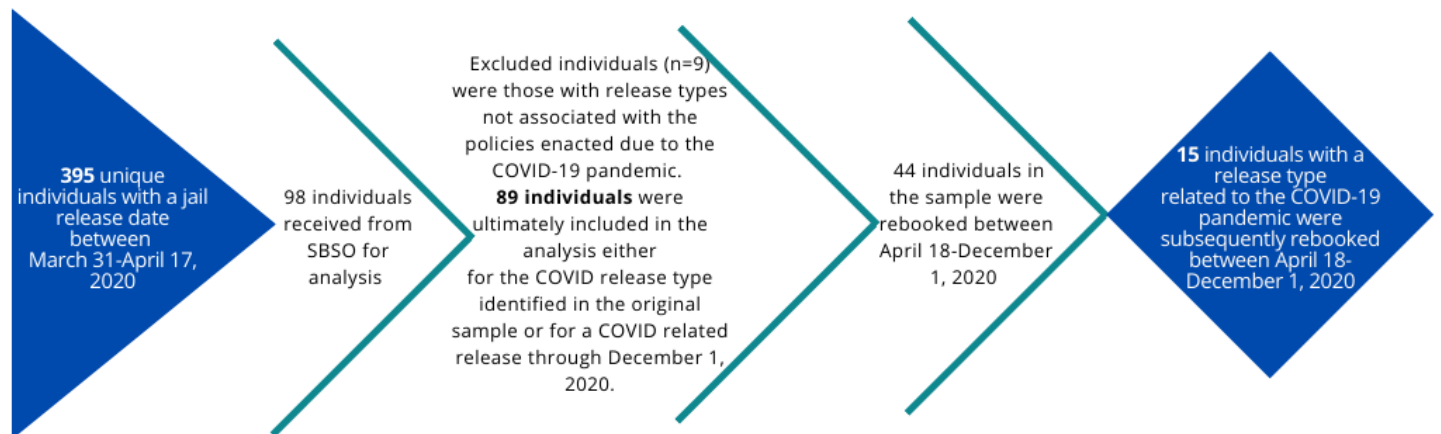


Sheriff Data Analysis

Community Corrections Partnership (CCP)

Overview

This document synthesizes the data received from the Santa Barbara Sheriff's Office (SBSO). To enhance the depth of analysis, data was collected through the County's Master Name Index (MNI). The analysis is intended to document the rebooking of individuals released as a result of policies enacted due to the COVID-19 pandemic to inform both the Community Corrections Partnership (CCP) and CCP Working Group.



It is important to note that a data extract of all unique individuals with a jail release date over the same time period revealed a much higher count of 395 unique individuals. Given the discrepancy between the full universe of individuals released during the time period and the smaller sample provided for analysis, any findings in this document should be interpreted with caution.

Key findings include

- 89% of the total sample was previously known to the SBSO.** Of the 89 individuals analyzed, 79 had been booked into the jail at some point between 2017 and 2019.
- 49% of the total sample (44 of 89 people) were rebooked during the follow-up period¹.** These individuals were known to the SBSO-accounting for a cumulative total of 189 bookings and 4,824 jail bed days between 2017-2019.
- Of the 44 people rebooked, 32% (14 of 44 people) had a low IST¹ (1-3) or no IST score.** Santa Barbara County uses the COMPAS proxy tool, locally named the IST or Initial Screening Tool. Proxy tools like the IST measure static risk factors such as current age, age at first arrest and the number of prior arrests to determine the individuals at the lowest risk to reoffend.
- 17% of the total sample were rebooked after a COVID related release¹ (15 of 89 people).** Of those rebooked after a COVID release, 47% were rebooked on a Property Offense, 27% on a Narcotics/Drug related offense, 20% for Crimes Against Persons and 6% for an 'Other' offense [Figure 1 and 2].

¹ Follow-up period: April 18, 2020-December 1, 2020.

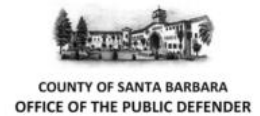


Figure 1: Offense Category of the 15 Individuals Rebooked Subsequent to a COVID Release

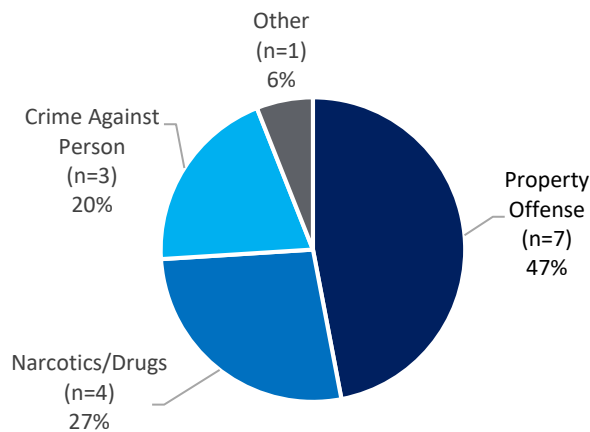


Figure 2: Offense Description of the 15 Individuals Rebooked Subsequent to a COVID release

	Individuals
All Others	1
CARRY CON/DIRK OR DAGGER	1
Crimes Against Persons	3
ADW/FORCE:POSSIBLE GBI	2
ROBBERY	1
Narcotics and Drugs	4
POS/PUR F/SALE NARC/C/SUB	1
POSS CNTL SUB FOR SALE	1
TRANSP/SELL NARC/CNTL SUB	1
UNDER INFLUENCE CNTL SUB	1
Property Offenses	7
BURGLARY	3
VEHICLE THEFT	4
Total	15

Data

The SBSO original dataset included 98 unique individuals with jail release dates between March 31, 2020-April 17, 2020. *It is important to note that a data extract of all unique individuals with a jail release date over the same time period revealed a much higher count of 395 unique individuals. Given the discrepancy between the full universe of individuals released during the time period and the smaller sample provided for analysis, any findings in this document should be interpreted with caution.*

Each of the 98 records included an individual's name, DOB, CID#, sex, race, age and book/release code. Of the original data set, records with a 'NULL' or 'ordered discharged' release type were reviewed by a pretrial officer to determine if the release type was COVID related. All COVID related releases were included in the analysis including 'ER4 Cite Release-INTAKE'; 'Cite Released/Emergency Rule 4' as well as individuals with a release type of 'court order' but where bail was set at \$0 per Emergency Rule 4(ER4). Excluded individuals (n=9) were those with release types not associated with policies enacted due to the COVID-19 pandemic either for the release which included them in the original sample or any release through December 1, 2020. These include release types of: state hospital; cap/time served; bail bond; cite/released (not COVID related).

Of the 89 individuals analyzed, each individual CID# was reviewed for subsequent bookings though December 1, 2020. In addition, the number of bookings and total bed jail days each individual incurred in calendar years 2017, 2018 and 2019 were aggregated to ascertain individual offending patterns over time.