

Yolo County, California  
Five Year Realignment Strategic Plan  
Fiscal Years 2014/15-18/19

Final Report by the Crime and Justice Institute at CRJ

Fiscal Year 2014/15: Approved September 15, 2014

Re-approved on September 29<sup>th</sup>, 2015 for Fiscal Year 2015/16

Requested Approval for Fiscal Year 2016/17



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### About the Crime and Justice Institute at Community Resources for Justice

Community Resources for Justice is home to the Crime and Justice Institute (CJI) which offers a team of experts who provide nonpartisan consulting, policy analysis, and research services to improve public safety in communities throughout the country. CJI develops and promotes evidence based practices which inform practitioners and policymakers, including corrections officials, police, courts, and political and community leaders to assist them in making criminal and juvenile justice systems more efficient and cost-effective to promote accountability for achieving better results. For more information about CJI, please visit [www.crj.org/cji](http://www.crj.org/cji).

## Realignment Strategic Planning Process Overview

In the fall of 2013, the Yolo County contracted with the Crime and Justice Institute (CJI) to conduct three technical assistance tasks, including a brief review of realignment plans from other similar California counties, an evaluability assessment of existing AB109 funded strategies, and a planning process to develop an AB109 Realignment Strategic Plan.

**Review of Other Realignment Plans:** The Yolo County Public Safety Ad Hoc Committee, which includes members from the Community Corrections Partnership (CCP) and the Board of Supervisors requested that CJI conduct a brief review of other California County realignment plans created by similar or surrounding counties of Yolo. The purpose of the review was to understand the composition of the other counties' plans, including both content and structure. The Ad Hoc Committee was particularly interested in using the information to developing a multi-year realignment plan focused on strategic priorities, and an operational work plan for accomplishing identified goals and monitoring progress. In January, 2014, CJI staff reviewed realignment plans from seven counties in northern California: Colusa, Lake, Monterey, Napa, Sacramento, Solano, and Sutter.<sup>1</sup> These realignment plans were coded by type of strategy, department or organization receiving funding for strategy implementation, and amount of funding allocated to each department or organization. Notes were also taken on the structure of the plan and the integration of evidence-based practices within stated strategies. The results of this review are provided in a separate report.

After reviewing the initial plan review that was presented at the January 15, 2014 meeting of the Ad Hoc Committee, members requested that CJI review additional plans including Santa Cruz County, Shasta County, Contra Costa County, and Stanislaus County. They further requested CJI look at other counties outside of California to identify model plans, including Multnomah County, Oregon. CJI reviewed these additional plans, including a plan from Maricopa County, Arizona. This secondary review is provided in a subsequent report dated January 29, 2014.

**Evaluability Assessment:** CJI was also asked to conduct an evaluability assessment of the County's realignment strategies. The purpose of this assessment was to determine which Yolo County programs and strategies funded under AB 109 are appropriate for formal evaluation. The final report is dated June 1, 2014.

**Strategic Planning Process:** The third task included in this contract was to facilitate a planning process to develop a Realignment Strategic Plan, including detailed objectives and operational action steps. This report summarizes that planning process. To complete this task, CJI facilitated a series of meetings and work sessions with the County's Community Corrections Partnership (CCP), the Ad Hoc Committee, and a workgroup consisting of department staff and managers. In addition, CCP members conducted a series of public input discussions to engage community members and gather input to inform the Realignment Strategic Plan. This report summarizes the planning process and includes the final AB109 Realignment Plan.

## The Planning Process

**Goal Development:** As part of the Yolo County's AB 109 Realignment Planning Process, CJI facilitated a series of meetings with the County's ad hoc planning committee, which included members of the CCP and additional

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<sup>1</sup> Placer County was included in the review, but no narrative plan was available. Since only the budget was available, the county's plan is not included in the general findings.

members of the Board of Supervisors. During these meetings, participants developed a set of five, high level goals on which to focus the County's Realignment Plan.

***Refining the Goals and Developing Objectives:*** The five goals were subsequently reviewed and refined by members of the CCP during two work sessions in March, 2014 (Appendix A). The CCP members also began development of measure objectives that met the SMART criteria, (i.e., **S**pecific, **M**easurable, **A**ttainable, **R**ealistic, and **T**ime-limited). In April, 2014, members of the CCP convened a series of public outreach sessions in Woodland, Davis, Winters, and West Sacramento. The purpose of these sessions was to engage community members in the plan development process, gather input on the goals, and identify potential activities to support those goals. A summary of public input sessions is provided in Appendix B. That input was then integrated into the Realignment Plan.

***Developing Activities, Timelines, and Measureable Outcomes and Outputs:*** A workgroup of County staff and managers was convened during the months of May, June and July for a series of work sessions to take the next step in planning. Their work included identifying specific action steps that will ensure that the County achieves its goals, time lines, and measureable outcomes and outputs.

The resulting Realignment Plan is a culmination of the work of the CCP, members of the Board of Supervisors, County staff, and the community members who took the time to participate in the outreach sessions.

## **The Planning Framework**

During the initial planning phase, the CCP and the ad hoc committee developed a framework for the planning process. That framework includes a mission statement, principles for decision-making, and the five goals.

### ***Mission Statement***

The mission of the Yolo County Community Corrections Partnership is to protect the public by holding offenders accountable and providing opportunities that support victim and community restoration, offender rehabilitation and successful reintegration.

### ***Principles***

The CCP identified a series of principles that will guide their decisions and implementation of their plan:

- Use evidence-based practices
- Integrate data into decision-making through reporting, quality improvement plans, and program evaluation
- Emphasize behavior change for criminal-justice involved individuals
- Integrate a restorative justice approach
- Focus on long lasting public safety

### ***Goals***

The CCP identified five goals which guide its work:

- Goal 1: Ensure a safe environment for all residents and visitors by reducing and preventing local crime
- Goal 2: Restore victims and the community
- Goal 3: Hold offenders accountable
- Goal 4: Build offender competency and support reintegration
- Goal 5: Reduce recidivism

## Recommendations






As Yolo County moves forward with its work on implementing this AB109 Realignment Plan, CJI recommends the following.









- 1) The workgroup has identified timelines for completion of specific activities and objectives. The County might find that these timelines are overly optimistic given competing demands for time and resources. CJI recommends that the CCP take an additional step to prioritize objectives within each year of the plan's implementation schedule.
- 2) Revisit this plan on a regular basis. The CCP should assign a staff person to monitor status of all Realignment Plan objectives. The status should be reviewed at regularly meetings (no less than quarterly). This will allow the CCP to problem solve any barriers that might arise that impede completion.
- 3) This plan and the principles identified by the CCP should be used to guide decision-making, including driving budget decisions, i.e., responding to reductions in funding.
- 4) Many of the objectives developed from the agreed upon goals involve collecting, analyzing, and using data to make decisions. Enhancing the County's capacity to readily collect, analyze and report on criminal justice system data could improve the decisions being made by stakeholders and the Board of Supervisors. The County should engage in serious discussions regarding the required resource investments that would provide this much needed capacity, and the mechanism to do so, which might include a criminal justice planning position and/or an integrated data management system.

## Yolo County Realignment Strategic Plan








Objectives <sup>2</sup>	Tasks	Responsible	Outcome / Output Measure(s)	Allocated Funding	Timeline		
					1-2 yr	3-4 yr	5 yr
<b>Goal 1: Ensure a safe environment for all residents and visitors by reducing and preventing local crime</b>							
1a. Law enforcement agencies will develop community-based primary and secondary crime prevention strategies by 2017.	1a1. Law enforcement agencies will conduct a gap analysis of crime prevention strategies and programs in their jurisdictions. 1a2. Identify community-based primary and secondary prevention strategies and present to the CCP with funding recommendations.	Davis PD Woodland PD Winters PD West Sacramento PD Yolo Co. Sheriff's Office	<ul style="list-style-type: none"> <li>Prevention plans are written and presented to CCP by 2017</li> </ul>	● <b>AB 109 CCP Funding</b>	<b>X</b>		
1b. Increase "on-view" law enforcement by 2017.	1b1. Explore methods of shifting officers from administrative to street-based work. <ul style="list-style-type: none"> <li>i. Davis P.D. will distribute Work Analysis report with other LE agencies in the County</li> <li>ii. Other police departments will conduct similar analysis and report to CCP on results</li> </ul>	Davis PD Woodland PD Winters PD West Sacramento PD Yolo Co. Sheriff's Office	<ul style="list-style-type: none"> <li>Reports from Police agencies with results of analysis</li> <li>Number of neighborhood contacts</li> </ul>	● <b>AB 109 CCP Funding</b>	<b>X</b>		
	1b2. Increase support for neighborhood watch groups (NWG), including resources, volunteer recruitment, and support. <ul style="list-style-type: none"> <li>i. Departments utilize volunteer coordinators or paid positions to coordinate Neighborhood Watch efforts</li> <li>ii. Publish education materials on benefits of NWGs utilizing National Night Out and social media including Next Door</li> <li>iii. Identify high crime areas within each city for potential new NWG to be formed</li> </ul>		<ul style="list-style-type: none"> <li>Report on reduced crime in NWG areas</li> </ul>	● <b>Funding Resolved</b>			
	1b3. Develop data collection and reporting mechanisms to measure activities. <ul style="list-style-type: none"> <li>i. Re-establish data work group to agree on baseline, minimal data needed to meet needs of CCP and its strategic plan</li> <li>ii. Recommend to CCP that Police Chiefs commit to collecting recommended data</li> </ul>		<ul style="list-style-type: none"> <li>CCP and law enforcement agree to collect needed data</li> </ul>	● <b>AB 109 CCP Funding</b>		<b>X</b>	
1c. Implement a comprehensive continuum of substance abuse services focused on prevention by 2016.	1c1. Provider/Stakeholder Group to review existing plan developed by Supervisor Thomson/Mark Bryan 1c2. Youth Summit Group will determine what is needed to update gap analysis included in Thomson/Bryan report <ul style="list-style-type: none"> <li>i. Updated report will include an outline of needs to fill gaps</li> </ul>	Provider/Stakeholder Group CCP	<ul style="list-style-type: none"> <li>Updated gap analysis is completed and plan submitted to CCP for approval.</li> </ul>	● <b>AB 109 CCP Funding</b>	<b>X</b>		







<sup>2</sup>Objectives should be SMART: Specific, Measurable, Attainable, Realistic, and Time-limited  
 Realignment Strategic Plan  
 Crime and Justice Institute at CRJ

Objectives <sup>2</sup>	Tasks	Responsible	Outcome / Output Measure(s)	Allocated Funding	Timeline		
					1-2 yr	3-4 yr	5 yr
1d. Create an integrated criminal justice system database that provides consistent reporting of data and drives decisions by 2016.	1d1. Explore the potential for an integrated criminal justice system database, focusing on the probation case management system RFP and potential use of Law Suite. <ul style="list-style-type: none"> <li>i. Upon selection of vendor, Probation will demonstrate integration ability to criminal justice partners</li> </ul> 1d2. Criminal Record Access Management (CRAM) group will be asked to develop a plan for integrating systems	Probation CCP CRAM	<ul style="list-style-type: none"> <li>• Justice Partners agreement on integration potential</li> <li>• Plan to Integrated databases recommended to CCP and BOS</li> </ul>	 <b>Board of State and Community Corrections Planning Allocations</b>	X		
<b>Goal 2: Restore victims and the community</b>							
2a. Implement a process of reporting on and using social media to communicate with and gather input from communities about community-specific crime issues by 1-31-2015.	2a1. Develop a plan for using social media to communicate with and gather input from communities about community-specific crime issues.	Public Defender Probation District Attorney	<ul style="list-style-type: none"> <li>• Plan complete and submitted to CCP for approval.</li> </ul>	 <b>AB 109 CCP Funding</b>	X		
	2a2. Each law enforcement agency will develop a plan for using social media using general guidelines from County PIO. Probation and the Public Defender will coordinate a sub-committee of public information officers focused on the CCP website and disseminating department releases and reports to communities.	Law Enforcement	<ul style="list-style-type: none"> <li>• Plan complete and submitted to CCP for approval.</li> </ul>	 <b>AB 109 CCP Funding</b>	X		
	2a3. Develop and regularly disseminate a community-level crime report <ul style="list-style-type: none"> <li>i. Reports will be linked to and from website and agencies.</li> </ul>	Law enforcement agencies	<ul style="list-style-type: none"> <li>• Community-level crime report developed and disseminated regularly.</li> </ul>	 <b>AB 109 CCP Funding</b>		X	
2b. Increase the rate of restitution and court ordered payments by FY 2016.	2b1. Identify the baseline data for restitution payments. <ul style="list-style-type: none"> <li>i. CRAM will be asked to coordinate data on restitution from Yolo County Collection Services and Probation Department.</li> </ul> 2b2. Implement a process to ensure victims know they have a right to restitution. 2b3. Improve communication between the courts and probation regarding restitution collection 2b4. Explore using prisoner's jail accounts to pay for restitution. 2b5. Evaluate and report to the CCP on the feasibility of moving towards the consolidated collections agency.	CRAM  District Attorney Probation  Sheriff's Office  District Attorney's Office, Courts, Probation, and County Administrator's Office	Plan submitted to CCP that includes: <ul style="list-style-type: none"> <li>• Baseline restitution data</li> <li>• Methods for enhancing victim communication and improving communication between Probation &amp; the courts.</li> <li>• Results of exploring use of jail accounts communicated with CCP.</li> <li>• Evaluation of feasibility of consolidated collections agency</li> </ul>	 <b>Board of State and Community Corrections Planning Allocations</b>	X		

Objectives <sup>2</sup>	Tasks	Responsible	Outcome / Output Measure(s)	Allocated Funding	Timeline		
					1-2 yr	3-4 yr	5 yr
	2b6. Report regularly on restitution payment volume and percentage i. CRAM results will provide report process	CRAM	<ul style="list-style-type: none"> <li>Baseline restitution rate reported</li> </ul>	 <b>Board of State and Community Corrections Planning Allocations</b>		X	
2c. Implement at least one evidence-based restorative justice program by FY 2016.	2c1. Educate staff on restorative justice concepts i. Develop white paper or literature review on restorative justice and the evidence supporting these programs. D.A. and Probation to coordinate 2c2. Design and implement program(s)	District Attorney Probation	<ul style="list-style-type: none"> <li>Report on restorative justice and evidence supporting it.</li> <li>At least one evidence-based program is implemented.</li> </ul>	 <b>AB 109 CCP Funding</b>	X		
2d. Implement a coordinated victim notification system by 1-1-2015.	2d1. Develop and implement a victim notification system. i. D.A.'s Office to coordinate effort (with involvement of Probation and Sheriff departments) to document notification process and identify gaps that may exist. 2d2. Develop and implement a victim satisfaction survey to measure effectiveness. i. Discuss with D.A.'s Office/Victim Advocate	District Attorney Sheriff's Office Probation	<ul style="list-style-type: none"> <li>Victim notification system implemented</li> <li>80% of victims report satisfaction with system</li> </ul>	 <b>AB 109 CCP Funding</b>	X		
2e. Expand the number of community service hours completed by 5% by FY 2016.	2e1. Develop baseline data / reporting for DRC, SWIFT, and formalized court-based community service. i. Discuss with Kathy Berger of the Courts to formalize process. Include Sheriff and Probation in SWIP 2e2. Determine method to increase community service hours	Sheriff's Office, Probation, District Attorney, and Courts	<ul style="list-style-type: none"> <li>Number of community service hours completed increases by 5%</li> </ul>	 <b>AB 109 CCP Funding</b>	X		
2f. Develop a baseline of victim satisfaction in Yolo County by 2016.	2f1. Develop a new victim satisfaction survey to encompass the entire system (law enforcement, DA, and probation) i. Discuss with D.A.'s office 2f2. Conduct a baseline victim satisfaction & needs survey. 2f3. Compare needs data to current services & identify areas for enhancement	District Attorney	<ul style="list-style-type: none"> <li>Identified areas to improve victim satisfaction</li> </ul>	 <b>AB 109 CCP Funding</b>	X		
<b>Goal 3: Hold offenders accountable</b>							
3a. Expand the juvenile and adult community review boards to West Sacramento by 1-1-2016 date and county-wide by 1-1-2019.	3a1. Expand juvenile and adult community review boards to West Sacramento	Probation Department	<ul style="list-style-type: none"> <li>Achieve successful completion rate of 90%</li> </ul>	 <b>AB 109 CCP Funding</b>		X	
	3a2. Expand juvenile and adult community review boards county-wide	Probation Department		 <b>AB 109 CCP Funding</b>		X	
3b. Expand neighborhood courts by adding one court in West Sacramento by 7-1-2015.	3b1. Expand neighborhood courts by adding one court in West Sacramento.	District Attorney's Office	<ul style="list-style-type: none"> <li>Identify completion rates of participants by 7-1-2015</li> </ul>	 <b>DA Neighborhood Courts Grant</b>	X		



Objectives <sup>2</sup>	Tasks	Responsible	Outcome / Output Measure(s)	Allocated Funding	Timeline		
					1-2 yr	3-4 yr	5 yr
3c. Increase releases to electronic monitoring to maintain usage at 90% of capacity by 9-1-2015.	3c1. Expand criteria for participation 3c2. Conduct a gap analysis of housing/bed availability for program participants 3c3. Explore incentivizing good behavior for participants. 3c4. Report regularly on program effectiveness data.	Sheriff's Office	<ul style="list-style-type: none"> <li>Program is maintained at a minimum of 90% of capacity.</li> <li>Increase successful completion rate by 5%</li> </ul>	 AB 109 CCP Funding	X		
3d. Maintain jail population at a maximum of 90% of capacity.	3d1. Conduct an analysis to determine the number of jail beds (by type) needed to remain at or below 90% capacity. 3d2. Develop jail usage report for CCP.	Sheriff's Office	<ul style="list-style-type: none"> <li>Jail population is maintained at a maximum of 90% of capacity.</li> </ul>	 AB 109 CCP Funding	X		
3e. Provide evidence-based in-custody programming to 80% of eligible inmates by 9-1-2015.	3e1. Develop eligibility criteria 3e2. RFP needed to select substance abuse treatment provider 3e3. Develop a process for monitoring and reporting on participation.	Sheriff's Office DRC	<ul style="list-style-type: none"> <li>80% of eligible inmates participate in evidence-based programming</li> </ul>	 State Department of Health, Discretionary Funds	X		
3f. Maintain capacity of the Day Reporting Center at 80% by 1-1-2015.	3f1. Expand the DRC to West Sacramento by June 2 <sup>nd</sup> . 3f2. Develop referral process to maintain capacity of DRC 3f3. Collect data and report on the number served and the success rate of participants.	DRC Sheriff's Office	<ul style="list-style-type: none"> <li>Increase the retention rate by 10%.</li> <li>Maintain recidivism rate of participants below 35% (currently 9.5%).</li> </ul>	 AB 109 CCP Funding	X		
3g. Implement a probation case management system by 12-1-2015.	3g1. Evaluate external and internal options to replace the existing probation case management system. 3g2. Chief probation officer will announcement decision of new case management system	Probation	<ul style="list-style-type: none"> <li>Case management system is implemented by 12-1-2015.</li> </ul>	 Board of State and Community Corrections Planning Allocations	X		
3h. By 2016, increase the capacity of the pretrial program by 10% and maintain its effectiveness.	3h1. Review existing pretrial expansion proposal. 3h2. Develop data collection and reporting mechanisms 3h3. Develop success/effectiveness definition	Probation	<ul style="list-style-type: none"> <li>Increase numbers served by 10% (current capacity &lt;=100).</li> <li>Maintain effectiveness at current levels (currently approx. 15% FTA).</li> </ul>	 AB 109 CCP Funding	X		
3i. Determine available funding for agencies to address increased workload due to AB 109 implementation.	3i1. Identify workload estimates related to AB109 3i2. Track data to report on workload annually	CCP	<ul style="list-style-type: none"> <li>AB109 related funding for staffing is allocated based on workload needs</li> </ul>	 AB 109 CCP Funding	X		

Objectives <sup>2</sup>	Tasks	Responsible	Outcome / Output Measure(s)	Allocated Funding	Timeline		
					1-2 yr	3-4 yr	5 yr
3j. Develop and/or maintain collaborative partnerships with each local law enforcement agency.	3j1. Develop MOUs with each agency 3j2. Explore and formalize data collection agreements	Probation Department (lead), Sheriff's Office, and other law enforcement	<ul style="list-style-type: none"> <li>MOUs in place</li> <li>Data collection and reporting completed on a monthly basis</li> </ul>	 <b>AB 109 CCP Funding</b>	X		
3k. Establish a process to monitor and reduce case processing time among criminal justice system partners.	3k1. Explore system levers to reduce case processing time and reduce jail overcrowding, e.g., inmates awaiting pretrial release decisions.	District Attorney's Office Criminal Justice Cabinet	<ul style="list-style-type: none"> <li>A process is in place to monitor Court case processing and identifying drivers of delays</li> </ul>	 <b>AB 109 CCP Funding</b>	X		
<b>Goal 4: Build offender competency and support reintegration</b>							
4a. Available services will address an increasing % of identified offender needs annually.	4a1. Implementation of the Risk Need Responsivity (RNR) simulation tool through Justice Reinvestment will provide the means to identify programmatic gaps in services.	CCP CJI JRI Project	<ul style="list-style-type: none"> <li>Gap analysis completed</li> </ul>	 <b>Justice Reinvestment Initiative Phase II Funding</b>	X		
	4a2. Enhance services to address identified gaps.	CCP Community-based organizations	<ul style="list-style-type: none"> <li>Offender needs are being addressed through program network</li> </ul>	 <b>1 FTE clinician to be assigned by Health Services to support SU/MH assessments</b>		X	
4b. Maintain enrollment of 100% of eligible offenders in benefits by 12-1-2015.	4b1. Conduct a gap analysis to determine the % of offenders who are not enrolled in benefits for which they are eligible.	Probation ADMH DRC DESS	<ul style="list-style-type: none"> <li>100% of eligible offenders are enrolled in benefits.</li> </ul>	 <b>Coordinated existing resources</b>	X		
4c. Social worker discharge planning services will identify the needs of inmates by 9-1-2015.	4c1. Conduct a gap analysis to determine the % of offenders needing PD social worker services 4c2. Provide updates on delivery of social worker discharge planning services and % of unmet need. 4c3. Identify resources to meet need 4c4. Social workers will collaboratively work with partners to establish a system that will ensure inmates are benefitted with Medi-Cal and related services in anticipation of release from custody.	Probation Public Defender DESS	<ul style="list-style-type: none"> <li>Gap analysis completed</li> <li>Report from team to CCP on identified needs</li> <li>Report from Team to CCP on service delivery and reduce wait list for services.</li> <li>90 of eligible inmates leave custody with benefits imminently accessible.</li> </ul>	 <b>AB 109 CCP Funding, Justice Reinvestment Initiative Phase II Funding</b>	X		

Objectives <sup>2</sup>	Tasks	Responsible	Outcome / Output Measure(s)	Allocated Funding	Timeline		
					1-2 yr	3-4 yr	5 yr
4d. Social workers will work with pretrial clients to develop disposition outcomes that emphasize rehabilitation and treatment.	4d1. The social workers will develop an internal referral system to streamline availability of services 4d2. Identify resources needed to reduce wait list	Probation, DESS, Public Defender, ADMH	<ul style="list-style-type: none"> <li>70% of clients receive better case outcomes and wait lists are reduced or eliminated</li> </ul>	Existing CCP funds	X		
4e. Perform gap analysis of services required to support full reintegration of offenders into the community.	4e1. Conduct gap analysis	Probation, DESS, Public Defender, ADMH	<ul style="list-style-type: none"> <li>Prepare and present a report to the CCP summarizing recommendations for successful re-integration of offenders into the community.</li> </ul>	AB 109 CCP Funding	X		
<b>Goal 5: Reduce recidivism</b>							
5a. Investigate including risk level information in the pre-sentence investigation report for all cases by 12-1-2015.	5a1. Probation will review benefits of including risk information on all cases.	Probation Criminal Justice Cabinet	<ul style="list-style-type: none"> <li>Decision completed on whether or not to expand inclusion of risk information to all cases.</li> </ul>	AB 109 CCP Funding	X		
5b. Evaluate the viability of specialty courts by 12-1-2015.	5b1. Discuss feasibility and benefits of adding specialty courts at Criminal Justice Cabinet meeting 5b2. Conduct an analysis to evaluate the viability of specialty courts, including mental health, drug, and veterans courts.	Criminal Justice Cabinet	<ul style="list-style-type: none"> <li>Decision on viability of adding specialty courts.</li> </ul>	AB 109 CCP Funding	X		
5c. Expand the use of graduated sanctions and incentives by 2-1-2015.	5c1. Develop a method of collecting and reporting on data regarding the use of graduated sanctions within the case management system 5c2. Probation department will review previously drafted incentives proposal and implement.	Probation	<ul style="list-style-type: none"> <li>Fully implemented graduated sanctions and incentives policy in place by 2-1-2015</li> </ul>	AB 109 CCP Funding	X		
5d. Reduce the recidivism rate of all sentenced offenders in the system (probation and jail) by 5% by 2016.	5d1. Once agencies respond to BSCC state recommended definition, CCP will develop consensus on recidivism definition 5d2. Develop baseline measure, and data collection and reporting schedule	CCP Executive Committee CRAM	<ul style="list-style-type: none"> <li>Overall offender recidivism rate decreases by 5%</li> </ul>	AB 109 CCP Funding	X		
5e. Conduct a risk/needs assessment on 100% of probation cases by 7-1-2016.	5e1. Identify processes and resources needed to achieve objective 5e2. Find funding for needed resources 5e3. Develop baseline measure, and data collection and reporting schedule	Probation CCP	<ul style="list-style-type: none"> <li>100% of probation cases have an initial assessment completed within 30 days of intake.</li> </ul>	AB 109 CCP Funding	X		
5f. Increase outreach and reduce waitlist for Public Defender services (expungement) by FY 2016	5f1. Identify and report waitlist to the CCP regularly 5f2. Identify resources needed to reduce waitlist	Public Defender	<ul style="list-style-type: none"> <li>Waitlist is reduced or no longer exists.</li> </ul>	Funded through Public Defender's Budget	X		

# Appendix A

## Yolo CCP: Summary of Work Sessions

### Overview

The Yolo County Community Corrections Partnership (CCP) met on March 13 and March 17 to develop the framework for a strategic plan. The Crime and Justice Institute facilitated both work sessions.

### Objectives

- How CCP plan connects to the larger system plans
- Revise and review the draft document from the ad hoc committee
- Finalize the mission, principles, and goals
- Begin developing an implementation plan
- Agree on process for next steps

### March 13, 2014 Work Session #1:

The CCP reviewed draft documents from an ad hoc group of county representatives, editing and adjusted those statements, and agreed to the following mission statement, guiding principles, and goals.

### Mission Statement

The mission of the Yolo County Community Corrections Partnership is to protect the public by holding offenders accountable and providing opportunities that support victim and community restoration, offender rehabilitation and successful reintegration.

### Principles

- Use evidence-based practices
- Integrate data into decision-making through reporting, quality improvement plans, and program evaluation
- Emphasize behavior change for criminal-justice involved individuals
- Integrate a restorative justice approach
- Focus on long lasting public safety

### Goals

Goal 1: Ensure a safe environment for all residents and visitors by reducing and preventing local crime

Goal 2: Restore victims and the community

Goal 4: Hold offenders accountable

Goal 4: Build offender competency and support reintegration

Goal 5: Reduce recidivism

### Discussion Highlights

The CCP engaged in a lengthy discussion regarding the need to review data regarding the criminal justice population in Yolo County. Following the discussion, the CCP asked that the consultants and Yolo staff present on

available data at the March 17<sup>th</sup> work session. In addition, they requested a presentation reviewing the evidence regarding effective practices for recidivism reduction.

- We need to see the updated dashboard
- Data drives objective development for the plan
- What is the time period for the plan? 3-5 years
- We need to build in evaluation and quality assurance
- This needs to be a living, breathing / working document
- The CCP decided to return for the 3/17 work session and to review available data regarding the county's criminal justice population. Specifically, the CCP requested:
  - Updated dashboard data
  - Determine what data we need to review on a regular basis
  - More information about the population assessed as high risk
  - Justice Reinvestment (JRI) data
  - An overview of the evidence
  - An overview of CCP strategies

## March 17, 2014 Work Session #2

### Presentations

Yolo County staff provided a review of local criminal justice data. CJI staff provided a review of evidence-based principles and how the evidence can be applied through policy and practice. In addition, CJI provided an overview of the data collected through Phase 1 of Yolo's work on the Bureau of Justice Assistance's Justice Reinvestment Initiative.

### Discussion Highlights

Following the presentation of Yolo's dashboard and JRI data, the CCP discussed themes and areas in need of follow-up:

- Need to be more data driven
- The data needs to be more consistent, i.e., currently it comes from multiple sources, timelines, etc.
- Need to eliminate the "stacking" of data points
- Employment was identified as a high need for Yolo county offenders
- Property crimes have increased
- Drug charges are a major issue for the county
- It would be helpful to have the information broken out by jurisdiction
- Drugs & alcohol drive a lot of the crime. How can we strategically address this issue?
- We need to focus on data integration (probation, DA, courts, Sheriff)
- Missing data – we need offender profiles – who is reoffending?
- Continue to integrate evidence-based practices into the work of all criminal justice partners, including treatment providers.
- Need the courts to participate in the discussion
- Maintain a continuum of services from institution to the community – maintain flexibility within that continuum to respond to the changing needs of offenders
- Quality assurance – need to include evaluation of programs

### Objective Development

CCP members identified a series of objectives for each of the identified goals. Those objectives are outlined in the attached CCP Objectives DRAFT.

## Next Steps

CCP members identified the following next steps

- Request a presentation by the DRC at an upcoming meeting
- Conduct an analysis of referrals
- Prioritize the identified objectives, and then convene a workgroup to develop actionable steps for the objectives
- Continue the data discussion
- How do we decide what to cut if our funding is reduced?
- Input on reasonable timelines
- Develop a plan to gather community input
- CJI will provide input on and review the objectives
- Additional information needed includes personnel funded by CCP funds and how they impact public safety
- Next CCP meeting is scheduled for April 14<sup>th</sup>
- CJI will facilitate another joint meeting to review the next iteration of the plan and then the revised plan will be used to solicit community input.

# Appendix B

## Realignment Planning Process: Public Input Summary

As part of the Yolo County's AB 109 Realignment Planning Process, members of the County's Board of Supervisors and Community Corrections Partnership (CCP) convened a series of public outreach meetings during the week of April 7, 2014. Meetings were held in Woodland (April 7<sup>th</sup>), Davis (April 8<sup>th</sup>), Winters (April 9<sup>th</sup>), and West Sacramento (April 10<sup>th</sup>).

These public input sessions were an integral part of the County's AB109 Realignment Planning Process and were designed to gather input around five goals:

- Goal 1: Ensure a safe environment for all residents and visitors by reducing and preventing local crime
- Goal 2: Restore victims and the community
- Goal 3: Hold offenders accountable
- Goal 4: Build offender competency and support community reintegration
- Goal 5: Reduce recidivism

The input received during those sessions is summarized below.

### Goal 1: Ensure a safe environment for all residents and visitors by reducing and preventing local crime

1. Programs/Services
  - a. Increase services focused on
    - i. Substance abuse treatment
    - ii. Mental health treatment
    - iii. Education, more GED capacity & adult education in jail
    - iv. Housing & halfway housing
    - v. Employment
    - vi. Increased transitional support
  - b. Increase services in West Sacramento, including treatment, housing, and a DRC
2. Accountability
  - a. Increase Electronic Monitoring Services, more devices and better charging methods
  - b. Reduce probation caseloads, by funding more probation officers
  - c. Law Enforcement
    - i. Increased funding and patrols
    - ii. Station officers at school (rotations)
    - iii. Bike patrols: around Broderick and north area
  - d. Increase neighborhood courts to increase the participation of residents/community and hold offenders accountable to the people in the their community
3. Communication with and outreach to communities
  - a. Enhanced community / neighborhood outreach
    - i. Increase public education/awareness
    - ii. Increase meetings/forums between the community and law enforcement
  - b. Increased information sharing
    - i. Website information, press releases, newspaper noticing
    - ii. Include neighborhood-level info on PRCS population, measurable community data, Where population (AB109, 1170) lives

4. Neighborhood Watch groups
    - a. Increase funding and resources to support neighborhood watch groups
      - i. Volunteer recruitment
      - ii. Provide tools and support, including training on what constitutes suspicious behavior
  5. Prevention
    - a. Primary prevention through environmental design, street lighting, public areas, code enforcement
    - b. Secondary prevention
      - i. focus on younger population, especially high school drop outs
      - ii. address needs at home
      - iii. Holding parents accountable / provide parenting classes
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## Goal 2: Restore victims and the community

1. Restitution collection
    - a. Increase restitution collection
    - b. Use prisoner's jail accounts to pay restitution
    - c. Provide an opportunity for direct communication with victims regarding acceptable restitution alternatives
  2. Develop more restorative options
    - a. Enhance restorative process option for victims and offenders, including post-conviction restorative conferencing
    - b. Engage community in restoration options/work/business, such as work crews
  3. Victim Services
    - a. Outreach and notification
      - i. Increased information sharing by law enforcement agencies
      - ii. More robust communication to victims, regarding victim needs, criminal case outcomes, reentry process, etc.
      - iii. Increased outreach to victims and communities (forums/prevention/church-non-profit/support groups/events)
    - b. Victim Services
      - i. More focused and consistent victim services
      - ii. Provide opportunity for victim feedback/reviews
      - iii. Ensure therapist available on site
      - iv. Develop Victim Support Groups
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## Goal 3: Hold offenders accountable

1. Supervision
  - a. Increased funding for supervision staff
  - b. Graduated sanctions and rewards
    - i. Maintain a flexible supervision and jail system to reward good behavior change and sanction bad behavior
    - ii. Decrease good time credits so that they are meaningful and not "freebies"
    - iii. Use incentives for those who choose to participate in positive programming
  - c. Swift and sure
    - i. Timely responses to crime so offender realizes consequences quickly
    - ii. Expand capacity to utilize flash incarceration as a tool of compliance and effecting short-term behavior compliance
2. Programs/Services
  - a. Support community service programs, including jail crews and supervised community service



- b. Support opportunities for offenders to volunteer and give back to community
  - c. Increase employment, mental health, substance abuse treatment, and housing services
  - d. Develop in-custody mentor program, pair up offenders with volunteers, structure longer term mentorships
3. Juveniles
    - a. Hold juveniles accountable
    - b. Hold parents responsible for juveniles' actions
  4. Improve data system
    - a. Continue to use data & cost benefits
    - b. Better tracking systems
  5. Community engagement
    - a. Establish individual community offender accountability charters by city
    - b. Help manage community expectations and holding their community members/offenders accountable

#### **Goal 4: Build offender competency and support community reintegration**

- 1) Programs/Services
  - a) Develop increased and more consistent services across county, including
    - i) gender-specific programming
    - ii) literacy services
    - iii) housing, reentry housing
    - iv) transportation
    - v) detox
    - vi) integrity workshop (CBT stand alone class)
    - vii) Trauma focused Cognitive Behavioral Therapy
    - viii) Family support, Yolo Family Services Agency and Family Resource Center
    - ix) Prevention in schools
    - x) Communicare SMARTY program
  - b) Ensure services match criminogenic needs and are coordinated across agencies/departments
  - c) Increase funding for in-custody programs
    - i) Expand the DRC
    - ii) Discharge planning (include family, mentors, and advocates)

#### **Goal 5: Reduce recidivism**

- 1) Allocating resources based on risk
  - a) Use risk assessments to identify those at highest risk to recidivate
  - b) Focusing resources on high risk offenders
  - c) Measure progress
- 2) Recidivism Definition & Measurement
  - a) Determine agreed upon definition to be able to accurately measure rates/progress
  - b) Measure recidivism accurately
  - c) Is the definition of recidivism strict enough / has it been redefined to hide or cover re-offense?
- 3) Evaluation
  - a) Ask for feedback from offenders, i.e., incentives
  - b) Focus on reviewing whether programming and education are having their intended effect
  - c) Track positive contacts
  - d) Increase evaluation of mental health, drug/alcohol reduction levels

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- 4) Services
    - a) Conduct more robust MH and SA assessment
    - b) Increase wrap-around services & comprehensive case management
    - c) Increase incentive opportunities
    - d) Trauma-focused assessments
    - e) Increase pro-social contact/activity, such as mentoring programs/exposure to other lifestyles/types of peoples
    - f) Address transportation and housing to allow access to services/programs
    - g) Enhance transition services to maintain continuum from jail to the community and from one treatment program to another
  - 5) Family and Support Systems
    - a) Increase family engagement
    - b) Support families during re-entry
    - c) Break negative generational cycles
    - d) Address offenders' communities/peer groups/families vs just individual to prevent individual from returning to negative behaviors
  - 6) Focus on early prevention (younger offenders) methods to keep juveniles from entering the system