

County of Kern

Public Safety Realignment Act

FY 2015/16 Plan

(Approved by CCP 7/15/15)

(Approved by Kern County Board of Supervisors 7/28/15)



Community Corrections Partnership Executive Committee

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Table of Contents

AB 109 Background	3
Existing Implementation	4
Strategic Plan for Factors Affecting Growth Funds	7
FY 2015/16 Plan	8
I. Probation Department	9
II. Sheriff's Office	16
III. Mental Health/Substance Use Disorder Services	26
IV. Employer's Training Resource	41
V. District Attorney's Office	43
VI. Public Defender's Office	46
VII. Street Interdiction Team	50
VIII. Community-Based Organizations Program	51
IX. Contingency Funds	52
Allocation of Realignment Funds	53
Data Collection, Research, and Analysis	54

AB 109 Background

AB 109, the Public Safety Realignment Act of 2011, was signed into law by Governor Jerry Brown on April 4, 2011. It became effective on October 1, 2011. This Act, along with numerous trailer bills, made major changes to the criminal justice system in California. With these changes has come a large shift of responsibilities passed from the State to the Counties.

Some of the most significant changes in the law that Realignment brought include the following:

- Certain felonies, often referred to as Non, Non, Nons (non-serious, non-violent, and non-sex offenses), are no longer punishable by a state prison term. Instead, these felony charges are only eligible for county jail sentences.
- Certain offenders released from State prison are no longer released on State parole but instead are released on "Post Release Community Supervision" (PRCS). These offenders are supervised by the Probation Department.
- Most offenders on State parole and all offenders on PRCS will now serve time in county jail for violations instead of State prison.
- The Court and not the State Parole Board began hearing violations of PRCS offenders. On July 1, 2013, the Court also began hearing violations of offenders on State Parole.
- The law states that counties should focus on using alternative sanctions and evidence-based practices in order to more effectively reduce recidivism (PC 17.5).

AB 109 also created the Executive Committee of the previously established Community Corrections Partnership (CCP). This committee is responsible for creating and presenting a plan to the County Board of Supervisors regarding allocation of funds and implementation of policies and procedures related to Realignment. The plan is deemed accepted unless the Board of Supervisors rejects the plan with a four-fifths vote against. In such a circumstance the plan is returned to the CCP for further consideration.

Existing Implementation

Each fiscal year since October 1, 2011, the Kern County Board of Supervisors has unanimously approved the Kern County Public Safety Realignment Act Plan as recommended by the Executive Committee of the Community Corrections Partnership (CCP) as mandated by Penal Code Section 1230.1. These plans have directed funding to numerous county agencies and community organizations to account for the additional public safety burden placed on the County. The plans included a mix of intense supervision, evidence-based assessments and treatment, mental health services, substance abuse treatment, a day reporting center, increased jail capacity, jail incarceration alternatives, employment services, community-based organizations, District Attorney and Public Defender staff, and multiagency law enforcement operations.

The CCP understood from the beginning that the Realignment process would evolve and change as it moved forward. The CCP acknowledged the need to be flexible in its approach to address aspects of Realignment as the practical and logistical realities presented themselves. The keys to making Realignment successful include the collection of data, communication between community partners, and a willingness to find solutions which best benefit our community.

There have been both successes and struggles since the beginning of Realignment. Challenges include the sheer number of realigned offenders continues to be significantly higher than projected (Tables 1 and 2). These higher than anticipated numbers put a strain on all CCP partners in the form of higher supervision caseloads, impacting limited jail space, and increased need for a variety of community services. The limited amount of State dedicated funds for Kern County has also been a challenge. This past year the funding formula was changed once again to a "final formula" allocation. Beginning with FY 15/16 Growth funds (to be received in October 2016), funds will be allocated on a performance basis. Though this puts Kern County at a disadvantage compared to other counties who have many times more resources to devote to services, the CCP recognized that a strategic plan be developed to address these performance elements which will impact the amount Kern receives. The strategic plan process is discussed below. While Kern County has taken many positive and innovative steps to address Realignment, additional steps are needed but due to limited funding may restrict implementation. Also, though no scientific correlation has been made between the recent increase in local crime and Realignment, it is important to note its significance (Table 3).

There have been many positive actions taken by the CCP in response to Realignment. All parties involved in the implementation plans have been fully engaged and worked together to make this difficult transition as successful as possible. By incorporating AB 109 legislative intent and ideas, Kern County is currently doing the following:

- Implemented evidence-based programs that have more long-lasting positive results
- Established Sheriff’s Virtual Jail to allow and monitor conditional releases, which can save millions of dollars compared to incarceration
- Improved interdepartmental cooperation in addressing specific issues and goals to improve communication, form partnerships, and expand services
- Created employment services and paid work-experience program
- Initiated Pre-Trial Release Program
- Reorganizing of department workloads and units for maximization of efficiency related to implementation of AB 109 programs
- Increased use of Day Reporting Center, which produces a pivotal change in anti-social behaviors of offenders
- Expanding Sheriff’s in-custody educational and vocational programs to provide the necessary tools to reduce recidivism that are evidence-based
- Created a community-based organization (CBO) program which provides a multitude of services to offenders
- Initiated and completed a year-long Results First criminal justice system cost-benefit in collaboration with Pew-MacArthur Charitable Trusts
- Conducted a program evaluation of the Day Reporting Center to determine impacts

Moving forward, this year’s plan will continue and expand on its successes while also addressing the challenges noted above. The CCP is dedicated to ensuring Realignment will be as successful as possible. Reviewing and changing the plan each year, provides the impetus for a strategic continuous improvement process.

Table 1 – PRCS and Mandatory Supervision Offenders (Sentenced under 1170-h)

Time Period	PRCS Packets Received	PRCS Population as of June 30, 2015	Offenders Sentenced to MS (as of May 31, 2015)	MS Population as of June 30, 2015
Oct 2011-June 2015	4,501	1,502	1,428	633

Table 2 – AB 109 Population Impacts to Kern County Sheriff’s Office (KCSO)

Time Period	Parole Violators Received	Probation PRCS Violators PC3455(A)	Probation Flash Violators PC3454(C)	AB 109 NNN Population Received	Total AB 109 Population Impact to KCSO
Oct 2011-July 2015	11,681	5,079	1,004	5,953	23,717

Table 3 – Kern County Sheriff’s Office Reported Crimes

Sheriff Reported Crimes FY 2013/14 vs FY 2014/15			
Part I	FY 2013/14	FY 2014/15	% Change
Homicide	29	37	28%
Rape	103	169	64%
Burglary	3,394	3,076	-9%
GTA	1,629	1,783	10%
Robbery	335	353	5%
Part II			
Drugs/Narcotics	3,937	2,861	-27%
Loitering/Trespassing	195	197	1%
Vandalism	1,339	1,638	22%

Strategic Plan for Factors Affecting Growth Funds

In October 2014, the CCP approved the establishment of an Ad Hoc Strategic Planning committee to develop a strategic plan specifically to address the factors affecting AB 109 Growth funds which become performance-based beginning with the Growth funds received in the Fall of 2016. In December 2014, the CCP contracted with a consultant to assist in the development of the plan. From January to May 2015, over 250 various community, agency and offender stakeholders were engaged through personal interviews and surveys. Many of them also participated in one of three stakeholder sessions which elicited their input regarding gaps, barriers, community resources, and innovative program for the criminal justice community of Kern County. Their input was captured into five key focus areas. From the data collected, the Ad Hoc committee developed a Mission, Vision and Values statements (listed below) which was approved at the July 15, 2015 CCP meeting. The Strategic Plan is in final draft form and will be an on-going document as the CCP proceeds with refining and further developing Strategic Plan initiatives.

Mission:

The Community Corrections Partnership is committed to working together in order to promote a safer community through effective strategies.

Vision:

The Community Corrections Partnership provides leadership through the partnering agencies and partnerships with the community to encourage, support, and network effectively for a safer community by doing the following:

- **Decrease criminal recidivism through data-driven decision making which addresses substance abuse, criminogenic factors, and mental health issues**
- **Increase offenders' successful reintegration into the community using research-based strategies and interventions**
- **Encourage and support effective prevention strategies for members in the community**
- **Create opportunities for self-sufficiency among offenders**

Values:

Community Safety: The CCP is committed to decisions which prioritize a safe and secure community, which increases the quality of life for all people in Kern County.

Accountability: The CCP holds itself and its partners to all established standards, agreements and policies.

Fiscally Responsible: The CCP believes in being good fiscal stewards of the public funds entrusted to the Partnership.

Research Matters: The CCP recognizes the importance of outcome-driven decision making by implementing current research and evidence-based practices.

Transparency: The CCP meetings are open to the public, all reports and agendas are available for review, and public input is welcomed.

Change: The CCP acknowledges people can change when they are willing and provided the opportunity and resources to succeed.

FY 15/16 Plan

Every year the CCP is tasked with developing a new plan which will address the pressing issues of Realignment in Kern County. The guiding principles remain public safety, reducing recidivism and data-driven decision making. The FY 15/16 plan's starting point is a continuation of all existing programs and allocations. Additionally, each agency will receive increased funding based on both an increase in the State base fund as well as the use of this year's growth fund allotment. Each individual agency's specific plans are explained in the following pages.

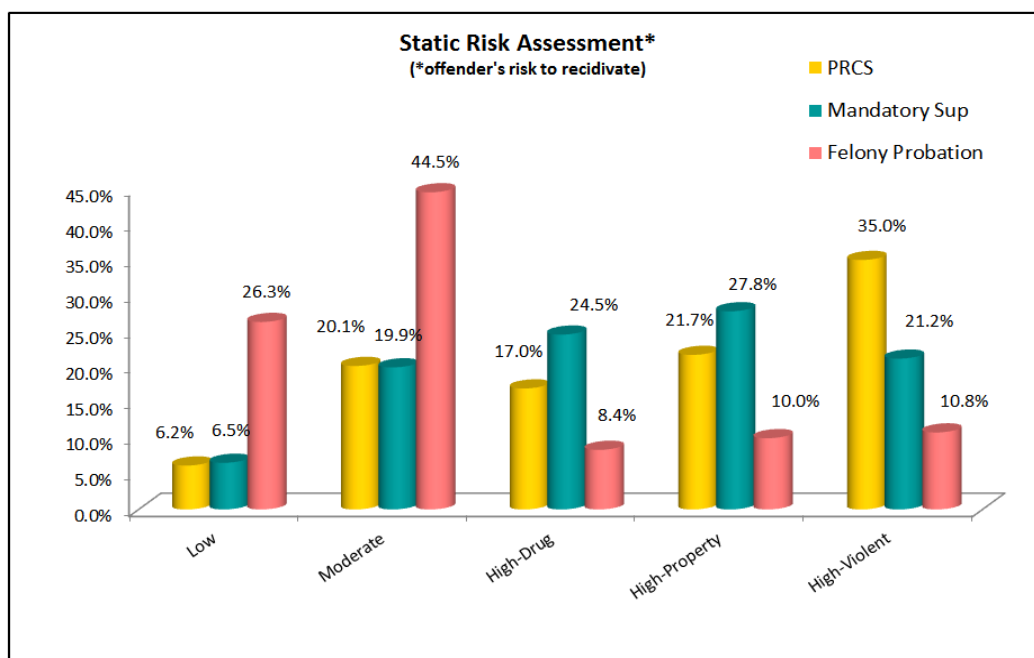
Probation Department:

The Probation Department has a new “normal” entering into the fifth year of Realignment. The numerous implemented programs and procedures, which were created in the wake of AB 109, have now become standard practice for every area of the Adult Division. Investigation units have become verse in the post-Realignment sentencing structure and have handled the increased caseloads. Probation’s coordinated efforts to collect and report on Realignment data has been codified into a new unit dedicated to such endeavors. Collaborations between agencies and community partners have grown and solidified. Our supervision units are equipped for the large new offender population under their charge. The Probation Department supervises more than 3,000 additional felony offenders as compared to October 1, 2011, (the beginning of Realignment). The Probation Department has greatly increased its use of evidence-based practices including an assessment tool, individual case plans addressing criminogenic needs, and evidence-based programming. Direct services are offered through our Day Reporting Center and our new Evidence-Based Programming Unit. All of these areas are explained in more detail below.

Evidence-Based Assessment Tool

The Department’s evidence-based assessment tool can predict with great accuracy the level of an offender’s risk to recidivate. This allows targeted supervision for those at higher risk to re-offend, thereby utilizing the Department’s resources to greater capacity, efficiency and effectiveness. Every offender under supervision is assessed with a SRA (Static Risk Assessment). This provides needed direction with caseload processing and prioritization. This tool also reveals the fundamental differences between the different supervision statuses (Chart 1).

Chart 1 - Static Risk Assessment (as of March 31, 2015)



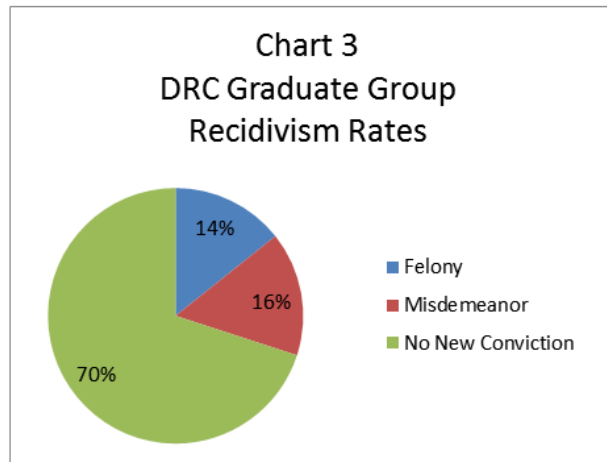
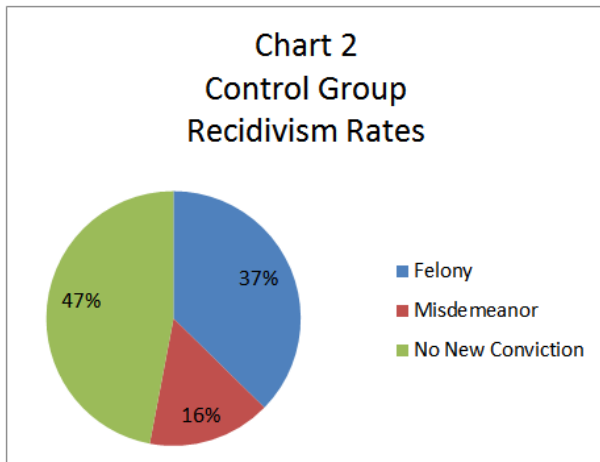
Based on this information it is clear the realigned offenders (i.e. Post Release Community Supervision and Mandatory Supervision) are at a much higher risk to reoffend than the traditional felony Probationers.

The Probation Department shares our SRA scores with the Sheriff’s Office. This information is used as another element in their decisions for releases and programming. The increased use of evidence-based tools and inter-department cooperation is a positive by-product of Realignment. The Probation Department is committed to cooperation with all of our criminal justice system partners. We all benefit when we share information and business tools.

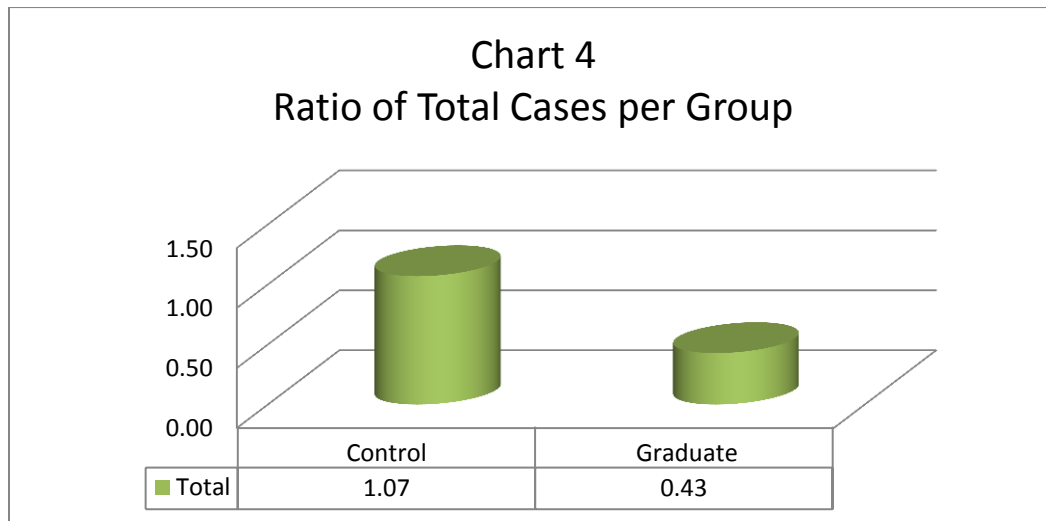
In addition to the SRA the Department has implemented wide spread use of the dynamic needs portion of the assessment tool, the Offender Needs Assessment (ONA). The ONA is a critical part of Probation’s supervision plan post Realignment. The ONA identifies the offender’s criminogenic needs and helps develop an individual case plan to address those needs. This is a shift in Probation’s past practice of mainly focusing on term and condition enforcement to a more holistic supervision paradigm. Holding offenders accountable is a priority; however, we must also attempt to place them in the best situation to succeed. This can be accomplished by matching their needs to the appropriate services. The Department is committed to continuing to increase the use of the ONA this upcoming year.

Day Reporting Center

One of the most innovative programs the Probation Department has as a result of Realignment is its Day Reporting Center’s (DRC). The DRC has a capacity to serve 200 high risk offenders at a time. This number was increased from 100 due to the CCP authorization of growth money. An internal study of the effectiveness of the DRC showed the positive impact the program has on participants by significantly reducing recidivism. Graduates recidivated only 30% of the time compared to the control group at 53%; felony recidivism was 14% compared to 37% (see Charts 2 and 3).



The impact was even more pronounced when the actual number of criminal cases was examined. The control group produced a ratio of 1.07 criminal cases to offender while the graduates only produced .47 cases to 1 offender (see Chart 4). The full study can be located at <http://www.kernprobation.com/ab109ccp-realignment/plans-and-reports/>.



The Probation Department reserves 25 participant slots for the Sheriff’s Office Virtual Jail program. This allows for offenders still serving their sentence to benefit from the DRC’s programming and provides for a better transition to community supervision. This is another illustration of Kern County’s commitment to inter-departmental cooperation and teamwork.

The DRC is contracted with BI, Incorporated, which operates DRC’s throughout the nation. BI, Inc. has a long history of successfully reducing recidivism with their programs. They use the same assessment tool as the Probation Department, formalize specific case plans to address criminogenic needs, and are able to provide a wide variety of evidence-based programs (EBP’s) and other services onsite. Criminogenic needs related to employment, education, aggression, parenting, anti-social behavior and substance abuse can all be addressed in one location. Key components of the DRC include Cognitive Behavioral Therapy, job readiness, substance abuse testing, daily reporting, sanctions, rewards and supervision in conjunction with BI, Inc. and the assigned Deputy Probation Officer (DPO). The DRC can change the lives of offenders and break the cycle of criminal behavior which is crucial to decreasing recidivism, reducing crime, ensuring public safety, and limiting societal and monetary costs. The Probation Department has witnessed the incredible and positive transformation of DRC graduates and believes this program is key in reducing recidivism and complying with AB 109 legislative intent.

Evidence-Based Program Unit

The Evidence-Based Program unit is staffed with one Probation Program Supervisor and 9 Probation Program Specialists who provide validated evidence-based programs to address specific criminogenic needs. The benefits of this approach are manifold. The first is evidence-based programs have been proven to significantly reduce recidivism when completed with fidelity. Examples of EBP include Thinking for a Change (T4C), Aggression Replacement Training (ART) and Moral Reconciliation Therapy (MRT). Second, when used in conjunction with the Department's assessment tool, officers can identify top criminogenic needs and immediately refer offenders to the appropriate services. Lastly, this unit can help create a continuum of re-entry services by working in conjunction with the Sheriff's Program Specialist positions which offer similar services but in an in-custody setting.

This overall approach is also in line with the current Results First cost/benefit analysis model approved by the CCP. The model shows the significant benefits of implementing EBP.

Supervision

As a result of Realignment, the Probation Department's supervision responsibilities now include PRCS, Mandatory Supervision offenders and an increased number of felony probationers. No matter the supervision status certain supervision principles are universal. These include manageable caseload sizes, with the goal continuing to be an officer to offender ratio of no more than 50 to 1. This is in-line with meta-analysis studies and EBP guidelines that indicate this ratio is the maximum level desired to produce positive results when applying evidence-based practices. Over the last year the Department was able to hire additional Deputy Probation Officers which have helped reduced caseload sizes for PRCS and MS offenders.

Graduated sanctions are another important principle and they will continue to be employed to hold offenders accountable yet still allow for necessary treatment options to be utilized. A continuum including redirection, additional terms, treatment, electronic monitoring, flash incarceration, the DRC, community-based organizations and ultimately a formal violation resulting in custody time will be used to address violations of terms. A response commensurate with both the nature of the violation and the defendant's number of prior violations will be imposed. Appropriate incentives will be utilized to facilitate and reinforce positive offender change. DPO's also utilize Motivational Interviewing, a technique which has been shown to lead offenders to be more apt to initiate a change in their behavior.

Investigations

Investigations staff have responded to the need for additional assessments, increased court reports and other needed services. These staff helped ensure the Court continues to receive pre-sentence investigation reports in a timely manner and that current courtroom coverage can be maintained. They also create a Static Risk Assessment for every felony offender who is sentenced locally.

Investigations staff play an integral part in the criminal justice system. Several AB 109 positions have been added to these units to help compensate for the increased demand for work as a result of Realignment.

Management

The Adult Division has seen tremendous growth over the last several years with 162 staff in FY 14/15. This number of staff is more than double most other divisions in the Department. An Assistant Probation Division Director was added several years ago with AB 109 funds to help with administrative and managerial needs. Based on the growth and numerous associated responsibilities a more efficient and productive structure would be to create two separate divisions (an AB 109 Services Division and a Probation Services Division). Therefore, the APDD position will be deleted and it will be replaced with a Probation Division Director position.

Research, Analysis and Data Unit

The Research, Analysis and Data (RAD) unit is responsible for data collection, state and local reporting and program evaluations. The unit has also been involved in several large projects, including the Pew/MacArthur Results First initiative and the data collection effort lead by the Public Policy Institute of California. AB 109 currently funds two RAD staff, a Departmental Analyst and an Office Services Specialist. The Probation Department understands the importance of, and has committed to, research and data. However, the increasingly high demand for additional resources in this area makes it necessary to add an additional Departmental Analyst to assist in accomplishing its duties.

Information Technology

AB 109 has created numerous IT challenges for the Probation Department. The Department is the hub of Realignment data collection for the CCP and the County. Integration of information, data reports and complex recidivism formulas are all necessary and important components of the overall success of Realignment. Furthermore, the changes in the law have created the need for additional reports and case management system capacities. There has also been an increased request for information from State agencies and organizations for numerous studies. The Probation Department must maintain a sufficient level of IT services to meet these challenges. It is also noted the County has decided to move forward with a new criminal justice case management system through Tyler. While this is an exciting project and will produce many positive aspects the transition will be difficult and staff intensive. Ensuring the program meets all of Probation's CMS and data collection needs moving forward will be vital.

Support Staff

A total of five Office Service Technicians (OST's) have been added as a result of Realignment. These positions are needed to support the increased work associated with reception areas, reports,

filing and miscellaneous paperwork. This year we will add one additional OST to support the growth of the Evidence Based Programming Unit. Support staff plays a vital role in the Department's success in meeting mission critical goals and in the implementation of programs.

Collaboratives

The Probation Department has maintained and grown numerous collaboratives since the beginning of Realignment. It is clear that in order to accomplish the Department's goals of public safety and reducing recidivism a county-wide team approach is needed. Some of these collaboratives include ETR, KCMH, CBO's and law enforcement. ETR receives referrals from Deputy Probation Officers into their AB 109 employment and work experience programs. These programs offer our offenders a way to improve their skills and gain potential employment. Officers work closely with both mental health professionals and substance abuse specialists from the Mental Health Department. Certain offenders must have these issues addressed before they can move forward with their overall rehabilitation. With the AB 109 CBO Program, the Probation Department can directly refer offenders into a number of programs that address many different issues. These additional services increase the likelihood of successful completion from supervision and are a welcome and needed resource for officers. Probation staff also continued their collaborations with law enforcement agencies. Probation is very active in SIT operations throughout the County and assists other law enforcement agencies when requested.

Operating Costs/Budget

In order to achieve the stated goals and objectives as listed in this section there are numerous associated operating costs. These costs include office and field equipment, licensing rights, vehicle maintenance and fuel, training, overtime and more. The largest expenses are building leasing costs for our AB 109 staff. An increase in operating costs is needed given an escalation in actual costs and given the additional space required with the growth of the Evidence Based Programming Unit. It is also noted costs for staffing has increased to reflect a more accurate cost of personnel. Probation's budget for FY 15/16 will be \$13,046,401. This amount is comprised of 35.65% of the base allocation (\$12,429,241) and \$617,160 in carryforward funds.

Probation Department's Proposed FY 15/16 AB 109 Allocation:

Position/Item	#	Cost per Unit	Cost for 1 Year
Probation Division Director	1	\$226,772	\$226,772
Probation Supervisor	5	\$176,783	\$883,915
Deputy Probation Officer III	11	\$155,172	\$1,706,892
Deputy Probation Officer	53	\$125,023	\$6,626,219
Probation Program Specialist	9	\$92,056	\$828,504
Probation Program Supervisor	1	\$101,656	\$101,656
Office Services Specialist	1	\$82,628	\$82,628
Office Services Technician	6	\$73,951	\$443,706
Departmental Analyst	2	\$102,758	\$205,516
Database Analyst	1	\$124,669	\$124,669
Programmer	1	\$103,924	\$103,924
Day Reporting Center		\$920,000	\$920,000
Operating Expenses		\$792,000	\$792,000
Total	91		\$13,046,401

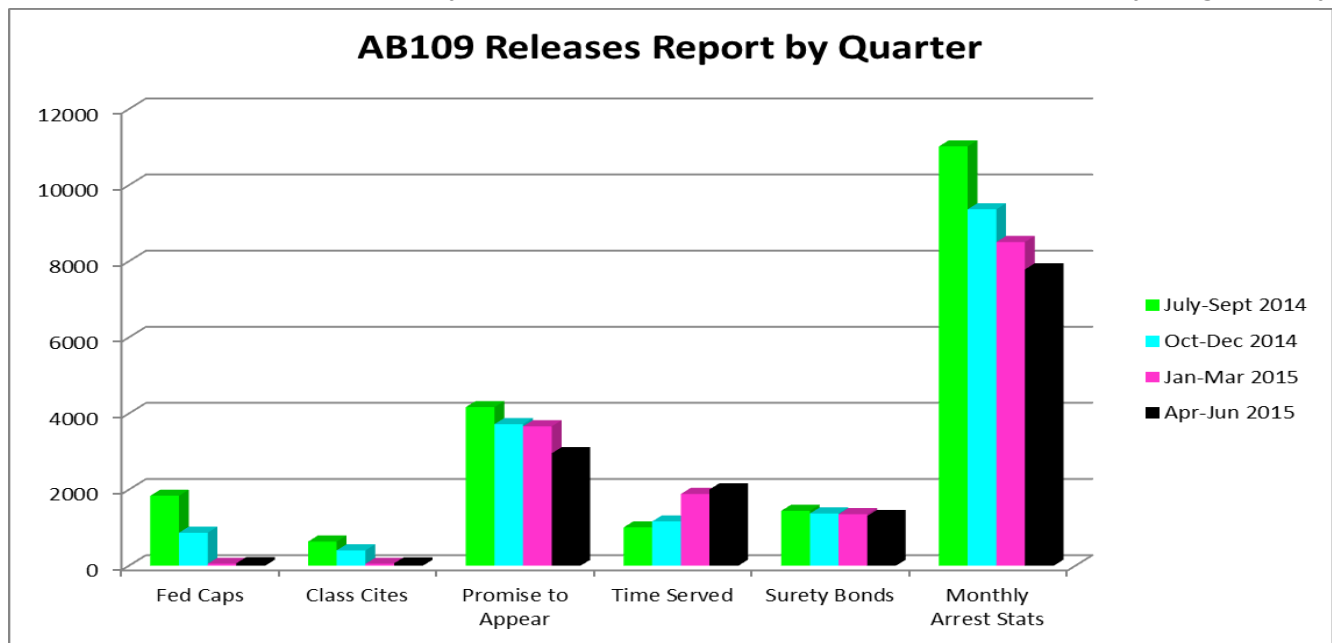
Sheriff's Office:

In 2011, Governor Brown signed Assembly Bill 109, also known as Realignment, which enabled California to reduce the number of low-level offenders from cycling in and out of state prisons and county jails. Realignment allows flexibility for counties to handle post-release supervision of non-serious, non-violent, and non-sexual offenders. Sheriffs now have more options when managing the inmate population with incarceration and/or alternative custody programs.

During the first three years of Realignment, the Sheriff's Office was overwhelmed with the influx of inmates sentenced under Realignment. On average, 700 inmates were released early each month, totaling approximately 8,400 inmates annually.

On November 4, 2014, the voters of California overwhelmingly approved Proposition 47, which changed certain felonies to misdemeanors and allowed offenders who had been previously convicted of certain felonies to be resentenced. This law went into effect immediately, and, within a few weeks, the Sheriff's Office saw an impact to the inmate population.

Since the implementation of Proposition 47, there has been a 30 percent decrease of arrests. Fewer arrests have resulted in the ability of the Sheriff's Office to hold offenders in custody longer. Early



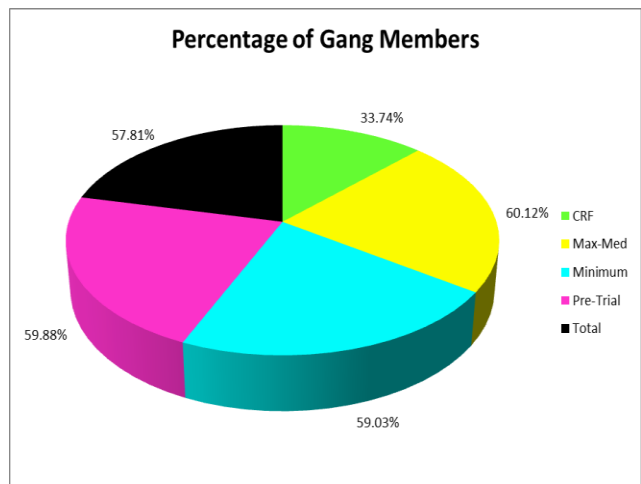
releases have dropped by 96 percent, citation releases dropped by 60 percent, and almost all inmates were completing their entire court-ordered sentence.

Over the past year, the female population at Lerdo has felt the effects of Proposition 47 the most. The reduction in female population due to Proposition 47 was expected because most females arrested in Kern County are arrested for drug offenses and/or crimes that are now categorized as misdemeanors. The current daily average housing capacity within the female housing units is at 75 percent, making it more difficult to fill the classes and jobs that are currently offered.

Continuing Challenges

With the implementation of Proposition 47, inmates are serving full sentences of multiple years. 57 percent of the inmates housed by the Sheriff's Office are categorized as gang members. Gang members have great influence on inmate behaviors in our facilities. Inmates serving longer sentences consider their time in jail "home," instead of a transition location. Because gang members feel this is their home, they develop a sense of entitlement. This sense of entitlement creates an increase in demanded respect, manipulation of staff, and illegal activities, including the introduction of contraband into our facilities

Since the county jail facilities have taken the place of state prisons for most inmates, the presence of jail politics has risen. The trafficking of narcotics is more prevalent with arrests such as flash violations, parole holds, post-release community supervision, and program violations. Small quantities of drugs and tobacco that are purchased in the community can be sold in-custody for at least ten times their normal street value. On more than one occasion, we have discovered one inmate bail another out with the sole intent of re-arrest so the person can bring contraband into the facility. Offenders have also turned to the method of mailing in narcotics. In the past year, we have reported more than 30 incidents involving mail contraband. Widespread smuggling of cell phones has also significantly increased. Also during this past year, there have been over 300 gang-related incidents, including at least three incidents resulting in great bodily injury and the second homicide in as many years.



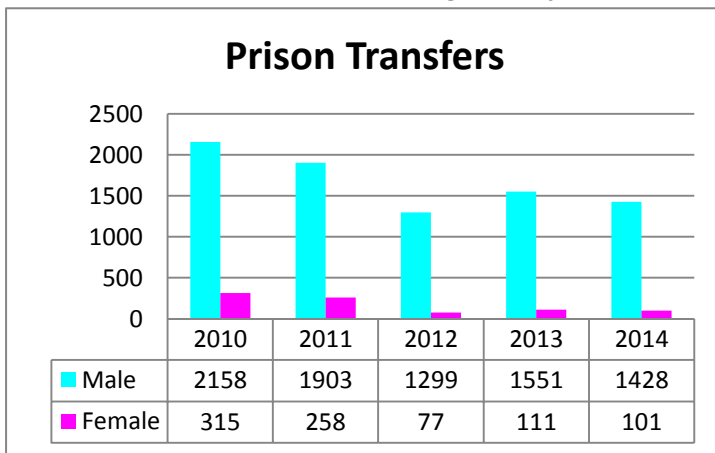
By July 2014, inmates were damaging mattresses at a record rate. Inmates would cut the mattresses into pieces to make pillows or cut pieces out of the mattresses to conceal contraband. It was not uncommon to replace 2,500 mattresses per year. When we realized we were replacing upwards of 300 mattresses per month at a cost of approximately \$25,000 we began looking into new ways of preventing damage to mattresses, resulting in overall cost savings. We implemented the following changes:

- Instead of buying pre-made vinyl mattress covers, we purchased bulk vinyl direct from the manufacturer and made the mattress covers on site through a program with inmates and Bakersfield Adult School. This reduced the cost of the covers by approximately 80 percent.
- We began buying foam mattress cores without covers. This reduced the cost of mattresses by approximately 32.5 percent.

- We began repairing cut mattresses on site, which reduced the cost to replace them by 99 percent.
- In February 2015, staff began conducting mattress inventories. The condition of each inmate’s mattress is documented by staff and signed by the inmate. Inmates are advised of the consequences of damaging their mattresses and are held accountable for damages to the mattresses.

Prison and Mental Health Hospital Commitments

The number of new state prison commitment transfers has decreased since October 2011 by 39 percent. Prior to realignment, Kern County was transferring an average of 41 new commitments a week to state prison. The average today is 25. Of the new commitments we have transferred to state prison, 286 were males with two strikes, 26 were males with three strikes, and 14 were females with two strikes.



The changes that occurred with Proposition 36 are still being felt within the Sheriff’s inmate population. Of the 211 cases filed for Proposition 36 resentencing, 144 were granted and resentenced, 60 were denied, 5 are still pending court, and 2 were dropped or dismissed. 55 of these “3 strikers” returned to local custody while going through the court process.

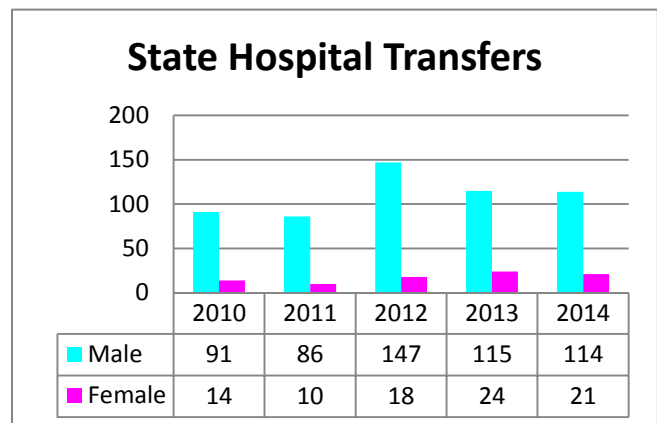
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Programs and Services

The Sheriff’s Office continues to work diligently to evaluate and introduce new inmate programs and to establish new collaborations with partnering agencies and community-based organizations to identify alternatives to effectively manage the inmate population. These programs are designed to reduce recidivism by giving inmates the tools necessary to succeed when released back into the community.



The most significant factor affecting inmate programs since Realignment has been the implementation of Proposition 47. The drop in population directly impacted the way we filled programs. An opportunity was created to allow Sheriff's Program staff to offer "closed" classes to the inmate population. These classes are filled with hand-picked inmates by staff who take into account the needs and risk levels of the participants and determine who is best suited for each program. This process not only guarantees the daily attendance for the class but also allows for specific discharge planning for those enrolled.

The Sheriff's Office has expanded its role in providing evidence-based classes in the detention facilities. Evidence-based programs are designed to highlight current issues and behaviors inmates have and give them the tools they need to start making healthy decisions as they move forward. The goal of evidence-based practices is to provide high quality services that reflect the needs of the inmates who participate by integrating clinical expertise, external scientific evidence, and client perspectives.

The following evidence-based classes are now being offered within the jail facilities:

The Residential Substance Abuse Treatment (RSAT) Program is located at the Lerdo Male Minimum Facility and is available to sentenced male offenders. RSAT participants are housed separately from the general population in their own barracks. The treatment program includes a 3-month in-custody component followed by a 4-6 months aftercare (out-of-custody) component, and consists of substance abuse assessment and treatment, education, a contingency management plan, successful community reentry resources, and employment preparation, with the overall objective of reducing recidivism. On June 10, 2015, the Board of State and Community Corrections awarded the Sheriff's Office funding for the RSAT Program for three more years.

The Matrix Model is an intensive drug treatment program which teaches inmates about their addiction(s) and helps them identify and examine ways to cope with high risk situations that lead to relapse. It targets criminogenic needs in the following domains: antisocial feelings, antisocial peer associations, and other problems associated with substance abuse, including anger, hostility, and interpersonal conflict resolution.

Seeking Safety is a cognitive therapy course provided to both the female and male population. The Seeking Safety curriculum teaches coping skills, assists in formulating discharge plans, and helps with barrier recognition.

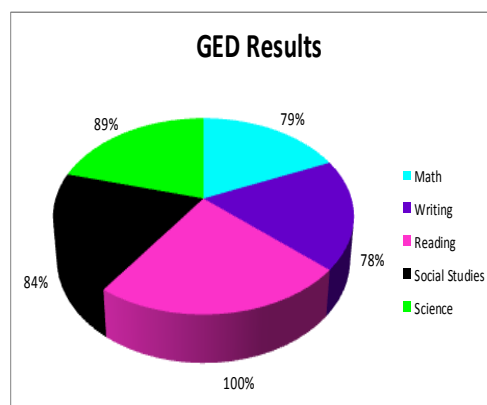
Aggression Replacement Training (ART) utilizes multi-component cognitive-behavioral treatment to promote pro-social behavior by addressing factors that contribute to aggression, including limited interpersonal social and coping skills, impulsiveness, over-reliance on aggression to meet daily needs, and egocentric and concrete values. ART has consistently shown positive outcomes across a number of quasi-experimental studies including reduced criminal behavior, decreased conduct problem behaviors, increased pro-social behaviors, and improved anger control.

Moral Reconciliation Therapy (MRT) is a cognitive behavioral treatment strategy designed specifically for offender populations. The purpose of MRT is to instill and develop higher levels of moral reasoning in inmates, which leads to moral thinking and behavior. It also helps inmates acknowledge how their behaviors affect others and helps them learn to change their behaviors to more positive social behaviors and beliefs.

Dialectical Behavioral Therapy (DBT) is a treatment program that is proven to be successful with those diagnosed with Borderline Personality Disorders. DBT is recognized as the gold standard psychological treatment for this population. It focuses on the here and now and keeps clients in the present while planning with various coping skills for potential future crisis.

Thinking for a Change (T4C) is an integrated, cognitive behavioral change program for offenders that includes cognitive restructuring, social skills development, and development of problem solving skills. T4C develops participants' social and problem solving skills through demonstrations and role-play activities and it teaches participants how to create changes in their thinking and behavior in order to make better decisions in their daily lives.

The Bakersfield Adult School (BAS), which is part of the Kern High School District, is one of the largest partner agencies currently working with the Sheriff's Office. Nearly 30 teachers instruct over 90 classes per week in a variety of subjects. Inmates have the opportunity to obtain their General Education Development Certificate (GED) while in custody. The GED program will soon be delivered electronically, thus expediting and streamlining the process. Without the need for paper exams, program staff alongside with BAS facilitators will be able to reach more individuals in a shorter period of time. The passing rate for GED testers continues to increase and studies have shown obtaining a GED is an effective way to reduce recidivism.



Additional courses offered by BAS include Substance Abuse Prevention, Anger Management, Life Skills, and Adult Basic Education. Our second state-of-the-art computer lab was outfitted this year and is used to teach computer skills to female participants to help them gain employment once released. Health classes are also available and provide inmates with basic health and wellness information related to physical, emotional, and social well-being. These classes are approved by the courts, as well as the Department of Human Services, Child Protective Services, Probation and State Parole.

The Incarcerated Veterans Program began in May 2014 at the Lerdo Male Minimum Facility. The program is offered to select inmates who are United States Military Veterans. The Veterans Program staff includes military veterans who work together with local agencies to help inmates obtain their military documents which identify the veteran's condition of discharge, military occupational specialty, and military education.

Parents On A Mission (POM) is a 6 week program with an inward approach to empower with the knowledge and skills needed to prevent children from joining gangs and other negative lifestyles.

The Lerdo staff dining facility is operated by female inmates who are taught basic food service skills. In June 2014, a point of sale computer system was installed and the female inmates receive training and certification on the system. This certification, in conjunction with the ServSafe certificate, improves their employment marketability when applying for jobs after release.

In 2015, a Work Feed Succeed (WFS) program was piloted at the Male Minimum Facility kitchen. The WFS class is given classroom training as well as hands-on learning. Participants earn their ServSafe certificate and are taught the basics of working in an industrial kitchen. These skills put them on track to find employment in a culinary setting once they are released from custody.

The Sheriff's Office has several inmate work crew programs that focuses on cleaning up the community. These work crews respond to various locations in the community and clean trash from freeways, highways, abandoned homeless camp sites, freeway embankments, and local streets. Last year, 190 job sites were completed and close to 900 miles of highways and streets were cleaned, amounting to over 650 tons of litter removed by inmate work crews.

The Sheriff's Office continues to release low risk inmates back into the community on their own recognizance prior to arraignment on the Pretrial Release Program. The Kern County Superior Court has given the Sheriff's Office authority to release inmates who have a risk level of low, below average, and average per the Virginia Pre-trial Risk Assessment Instrument (VPRAI). The VPRAI is an evidence-based tool that assesses the risk of failure to appear in court and the risk to community safety. Since implementation of the program in July 2014, 394 inmates have been released on the program. The total days on the program for those 394 individuals saved the county 7,969 bed days and has been instrumental in helping the Sheriff's Office manage its jail bed space while maintaining public safety and combating recidivism.

The Sheriff's Office recognizes the importance of utilizing a risk assessment tool to assist in determining the appropriate evidence-based programs for qualifying inmates. Sheriff's Program staff have attended training on the evidence-based technique of motivational interviewing to ensure we are getting the most valuable information possible from the inmate when completing risk assessments and identifying inmates for programs. Staff assesses the recidivism risk and needs of the inmates to create a re-entry plan and link the inmates to resources available to them once released. This is known as static risk and offender needs assessment.

In order to select employees who possess the specialized skills necessary to work with inmate participants in the various programs, the Sheriff's Office created a new job classification in 2014. Six Sheriff's Program Specialist (SPS) positions were added last year. The SPS interacts with inmates to identify those best suited for services and programs. The addition of this classification to the Sheriff's Office has been successful and they will soon receive training to handle risk assessment and the case management of our released program participants. Program Specialists

are also trained facilitators of the evidence-based programs delivered to inmates in the Sheriff's jail facilities.

Partner Services

The Sheriff's Office continues to partner with the Department of Child Support Services (DCSS) to provide child support services to inmates. A Child Support Kiosk, which features teleconferencing capability, has been installed at the Lerdo Minimum facility. As of June 30, 2015, over 1,000 inmates have utilized this service. The kiosk has proven to reduce stress on inmates who were previously unable to manage their Child Support issues while incarcerated. The kiosk also eliminates the need for DCSS employees to visit the inmates in the facility, saving time for DCSS employees and jail staff. This kiosk is the only one of its kind in any county jail in the state.

Kern Medical Center and the Department of Human Services have taken the lead in assisting the Sheriff's Office and the Probation Department to enroll inmates for healthcare benefits prior to release. Sheriff's staff has recently implemented tele-medicine and tele-psychiatry to enable remote and video access between providers and inmates. The goal is to more efficiently treat patients and reduce transportation costs. Currently, 35 percent of the inmate population is receiving medical and/or mental healthcare services.

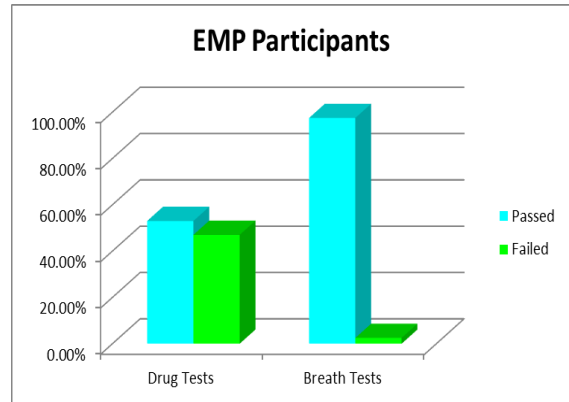
The Sheriff's Office continues to maintain a strong working relationship with Employers' Training Resource (ETR) to provide services to the in-custody population and Virtual Jail population. ETR and Sheriff's staff continue to work together to enhance the current job referral process via meetings and open lines of communication. ETR regularly visits the in-custody programs to familiarize the participants with services available to them once they are out of custody.

On June 5, 2015, the Sheriff's Office hosted its second Resource Fair. Local providers were invited to attend and educate inmates about services that are available to them after they are released. Resource Fair providers supplied information which may assist inmates with employment, housing/shelter, education, counseling, rehabilitation, medical/dental care, child support, and probation information.

Sheriff's Virtual Jail

The Virtual Jail program allows the Sheriff's Office to maintain varying degrees of oversight with released participants, including applicable levels of compliance monitoring. Many of the Virtual Jail inmates participate in mental health services and/or substance abuse treatment programs, and some have verifiable employment and/or continue to attend educational or vocational programs. There are three Virtual Jail programs: Sheriff's Parole (SP), the Work Release Program, and the Electronic Monitoring Program (EMP). The overall goal of the Virtual Jail is to reduce recidivism and to help participants reconnect with their families and become gainfully employed, law-abiding citizens.

To better monitor and ensure compliance of Virtual Jail participants, there has been an increased emphasis on drug testing this year. EMP and SP have conducted 694 drug tests with a 53 percent negative test rate. For the participants who have tested positive, referrals were made to the Probation Department Day Reporting Center (DRC), GATE Team, and NA/AA meetings to help rehabilitate the individual. We have deployed 94 remote alcohol devices to Virtual Jail inmates released with multiple driving under the influence convictions. The devices require participants to test randomly every three hours and use facial recognition software to confirm the identity of the users. The devices have conducted 40,102 breath tests on participants and we have only had 16 positive tests and 1,448 missed tests resulting in a 97.49 percent compliance rate. Participants who miss a scheduled test are contacted and required to test immediately. Those who have positive test are arrested for a violation. To date, 52 individuals have successfully completed the Alcohol Program, with an average program length of 75 days.



The Sheriff’s Office is continuing the use of ankle monitors on inmates requiring prolonged admittance at Kern Medical Center. This past year, the Sheriff’s Office used the monitors on 26 inmates over 3,175 hours, which is 397 eight-hour shifts, resulting in approximately \$123,668.78 in staff cost savings.

Projects Update

In 2015, the Central Receiving Facility’s Inmate Reception Center remodeling project was completed. The project consisted of remodeling the nurse’s station, the receiving vestibule, and the temporary holding area. Additionally, the remodel created room for the new full-body security screening system, allowed the implementation of a new electronic field arrest data form, and streamlined booking inmates into the facility.

The camera recording system within the Central Receiving Facility was activated in August 2011, and covered the majority of the Inmate Reception Center. The remainder of the facility had only three cameras. The process of purchasing an additional 36 cameras was recently completed. The additional cameras will cover holding cells, recreation yards, corridors, staff stations, and other areas where inmates and staff come into contact. Upon installation of the new cameras, the Central Receiving Facility will have a total of 95 cameras.

The Pre-Trial Facility is currently in the process of purchasing 47 cameras in addition to the 47 cameras that were installed in July 2014. The first set of cameras was placed primarily in the administrative segregation housing units and the infirmary. The second set of cameras will provide more visibility in the housing sally port areas and the inmate classrooms inside the facility.

The Lerdo Male Minimum Facility rebuild project began in 2013. The first two (of eleven) aged, wooden barracks were demolished and new brick and steel barracks were built in their place. Sheriff's staff began housing inmates in the remodeled barracks in April 2015. Subsequent replacement of barracks at the Minimum Facility will be completed as funding sources are identified.



The Sheriff's new Justice Facility was approved for construction in December 2014. The groundbreaking ceremony took place May 20, 2015 at the Lerdo complex. Physical construction is due to begin August 2015. This will be the first new jail facility built in Kern County in 30 years. The 216,000 square foot, 822-bed facility is being built with funds awarded through Assembly Bill 900 and is slated for completion in June 2017. The new jail is set to be fully staffed and functional by September 2017.

Moving Forward

This year, the Sheriff's Office will realize an increase of \$678,862 in Public Safety Realignment funding. This increase will allow the Sheriff's Office to add more staff to conduct needs assessments, track data, and effectively supervise inmates who are participating in programs and classes. The increase will be absorbed with the current base allocation of 39.37 percent which is \$13,726,205.

A dedicated Detention Deputy will be added to the RSAT Program to allow for the expansion of this evidence-based curriculum in other facilities. Two additional Sheriff's Program Specialists (SPS) are needed to complete the static risk and offender needs assessments. The SPS's will link inmates to necessary services upon release from custody and will follow-up to ensure the inmates' compliance with the case plan in conjunction with other partner agencies.

Last year, the Sheriff's Office created new programs and expanded on several established programs. In doing so, we have increased the need to collect and track more data. An additional Sheriff's Program Technician (SPT) will be added to provide the support for the Programs Unit and Risk Assessment Unit in compiling and entering data for case managers. In addition to case management support, this SPT will also track all offenders participating in evidence-based classes, and provide back-up support to the extra-help SPT for the RSAT program.

A Joint Enforcement Team has been established that will target Virtual Jail participants who have a need for mental health services. An additional Sheriff's Support Technician (SST) will be added to work with the jail mental health team to identify these participants. As the program grows the need for additional data tracking, case file management, HIPPA compliance, and other assorted office duties will become necessary. The additional SST will assist in those duties.

Sheriff's Office Proposed FY 15/16 AB 109 Allocation:

POSITION /ITEM	QTY	COST PER UNIT	ANNUAL COST
Detention Deputy	42	115,051	4,832,162
Detention Sr. Deputy	3	127,320	381,960
Detentions Sergeant	1	146,138	146,138
Detentions Lieutenant	1	198,917	198,917
Sr. Deputy Sheriff	2	175,082	350,164
Deputy Sheriff	23	147,788	3,399,135
Sheriff's Aide	2	82,890	165,780
Admin Coordinator	1	112,067	112,067
Program Technician	2	88,581	177,162
Program Specialist	8	106,197	849,579
Programmer II	1	125,012	125,012
Sheriff's Support Specialist	1	82,890	82,890
Sheriff's Support Technician	7	75,350	527,449
Sheriff's Lieutenant	1	231,577	231,577
Sheriff Sergeant	1	197,645	197,645
Maintenance Worker 4	1	91,796	91,796
Total Salaries / Personnel	97		11,869,433
Inmate Food/Clothing/ HH Supplies			736,188
Electronic Monitoring devices/Breathalyzers			707,000
Goods/Services Contracts for AB109 Inmates			119,100
EMP Maintenance			25,000
Facility/Equipment Maintenance & Improvements			51,000
Program Supplies and Equipment			41,000
Travel/Training			30,000
Misc AB109 Exp (SDE Misc)			147,484
Total Services / Supplies			1,856,772
Total Proposed FY15/16 AB109 Budget Allocation			13,726,205

Department of Mental Health/Substance Use Disorder Services:

The Kern County Mental Health Department (KCMH) has been impacted by the Assembly Bill 109 (AB 109) population across its continuum of care since the program's inception in October 2011. Since that time, KCMH has served a total of 7,504 individuals with an AB 109 category assigned. Mental health services were provided to 5,550 individuals, and 1,954 were provided substance use disorder (SUD) services. Moreover, 1,287 individuals were treated in both systems, which is not uncommon with this population.

The AB 109 programs funded within KCMH encompass both in-custody services and outpatient post-release mental health and SUD services. These services are designed to meet the needs of the population, including chronic and persistent mental illness and/or co-occurring substance use disorders, anger management, peer support systems, transitional housing needs, psychological trauma, errors in reasoning or criminal thinking. Services also include linkages to physical health-care providers, community support systems and education/employment resources. In June 2015, the new AB109 Co-Response Team was launched for the purpose of reducing recidivism through proactive joint visits to AB109 High Utilizers by Law Enforcement and the Mobile Evaluation Team (MET). Furthermore, KCMH continues to improve upon the development, implementation, and monitoring of data collection strategies and infrastructure for performance outcome measures (POMs) to help identify program and treatment effectiveness, assist in the informing of allocation of costs for services, and to identify gaps in services and treatment for overall efficacious care of the AB 109 population.

IN-CUSTODY SERVICES

Mental Health In-Custody Services:

Mental health services are provided onsite in the Kern County correctional settings operated by the Kern County Sheriff's Office (KCSO) through KCMH's Correctional Mental Health (CMH) team. Mental health services for inmates include a combination of evidence-based therapy and interventions that focus on engagement. "Stages of Change" and "Motivational Interviewing" are theoretical frameworks focused on a client-centered approach to increase an individual's engagement in treatment. These interventions are utilized to increase the likelihood that individuals who tend to be resistant to change will engage in and complete treatment. Trust is established through building rapport with the inmate/client so the individual's needs are able to be more effectively assessed and appropriately provided.

Treatment Provided:

Treatment is provided using cognitive/behavioral evidenced-based therapy models. Participants learn an introspective process that allows them to examine thoughts, feelings, behavior, and attitude. Generally, homework is completed between each session for experiential learning and practice towards mastery of skills learned. In addition, homework is assigned to help in developing foresight of possible negative and positive outcomes based upon healthier decision-making processes and more critically informed considerations.

Research has shown that many mentally ill inmates have suffered severe life traumas. Providing an evidence-based treatment that directly addresses such traumas has proven to improve outcomes in the areas of ongoing treatment compliance and reduction of criminogenic behaviors. Seeking Safety is an evidenced-based therapy that directly treats life trauma. Participants are taught the necessary skills to successfully reduce or eliminate the self-defeating and criminogenic behaviors triggered by, and associated with trauma. Moral Reconciliation Therapy (MRT) is a treatment designed to change criminogenic patterns of thought that tend to influence the manifestation of criminal behavior. MRT has been added as a treatment option as of March 2015. During FY 2014-15, a total of 12 evidence-based treatment groups have been implemented, with 10 completed, comprising a total of 151 individuals between them. Of the 151 individuals, 98 have completed respective groups. Moreover, KCMH has continued to expand its services to specialized populations. Three groups of Veterans have completed the Seeking Safety series this past fiscal year, with the fourth group currently running with 7 clients. A total of 58 Veterans have or are currently participating in Seeking Safety since June 2014.

During the FY 2014-15, there were an average number of 1,697 combined mental health services in-custody per month to include an average of 450 screenings per month. On average there were 590 psychiatric services performed per month by psychiatrists or psychiatric nurse practitioner. A total of 302 individuals were applied for Medi-Cal prior to their release from custody. There were a total number of 1,077 in-custody discharge plans completed.

Coordination of Services:

KCMH partners with KCSO, Probation, and community-based organizations (CBO) to coordinate the multiagency services from custody through release into the community. Experience has shown that addressing mental health (MH) or substance use disorders (SUD) needs segregated from other needs and agencies, greatly reduces effectiveness. The AB109 Co-Response Team collaborates with KCSO, Probation and CMH to identify and prioritize AB109s with mental health and/or substance use disorders for proactive services from the AB109 Co-Response Team. KCSO provides CMH appropriate space to properly provide services. In addition, KCSO has dedicated a deputy, trained and knowledgeable in mental health systems, to function as a liaison with CMH staff to coordinate care systems. Multi-agency coordination also includes KCSO assisting inmates with the Medi-Cal application process, Probation is directly involved and supporting the CMH discharge planning process, and CBOs are utilized to assist with placement.

Discharge Planning:

Evidence has shown that the first days after release are critical and high risk for recidivism into criminogenic behaviors if the inmate is not directly linked into appropriate services. Discharge planners assigned to CMH assist individuals in developing plans to be implemented upon their release. Each discharge plan ensures that individuals have appropriate housing, are linked to outpatient treatment, have applied for medical insurance, and are linked to a primary care provider. As aforementioned, one thousand seventy-seven (1,077) discharge plans were completed in-custody prior to release during FY 2014-15. When deemed necessary and appropriate, proactive visits from the AB109 Co-Response Team will assist CMH to ensure that the client succeeds with a viable discharge plan.

Bridge Medication:

In order to assist individuals in maintaining their psychiatric medications to promote stability upon transitioning from incarceration, a Bridge Medication process was instituted. Individuals are encouraged to call within four days of their release from custody. After four days, it is recommended that the individual schedule with a psychiatrist or primary care provider as soon as possible as many psychiatric medications cannot simply be stopped and re-started, for any length of time, greater than four days without the potential of problematic side effects. If the individual does not have Medi-Cal, they are given 7 days of medication until they can follow up with their primary care doctor. If the individual has Medi-Cal, they may be given up to 30 days of medication, until they can follow up with their provider.

Substance Use Disorder In-Custody Services:

Evidence-based practices and modalities are a standard of treatment for in-custody SUD programs. One therapeutic strategy utilized with all interventions is Motivational Interviewing, a collaborative style of conversation to strengthen a person's own motivation to change and to build rapport with the client. This therapeutic intervention is also proven effective to engage individuals in treatment.

Interventions provided for in-custody SUD treatment are based upon Cognitive Behavioral Therapy, which has been found most effective when addressing substance use disorders and behavioral modification. The cognitive behavioral counseling consists of highly structured treatments that are detailed in standardized manuals and delivered to groups of participants in a classroom-like setting. The cognitive behavioral treatment teaches participants an introspective process for examining their ways of thinking and their feelings, beliefs, and attitudes. This process is reinforced throughout the duration of the program.

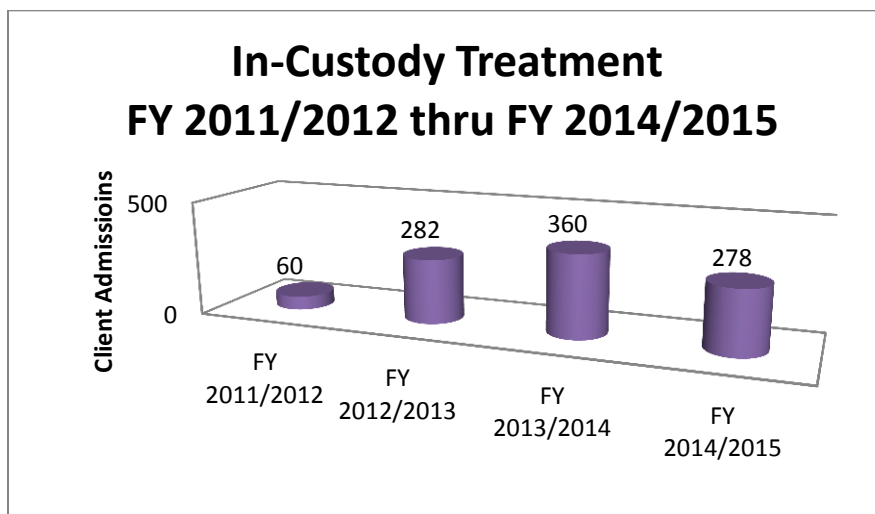
The Matrix Model, an intensive treatment modality that teaches clients about their addiction, provides opportunities to identify and strategize the high-risk situations that lead to relapse. Seeking Safety is an additional evidence-based practice provided as in-custody treatment. Seeking Safety is designed to address trauma through examining thoughts, feelings, behavior and attitude, allowing them to manage and cope with the triggers associated with trauma. In the female program, where Seeking Safety was provided, a successful completion rate of 82% was achieved, with 54 individuals completing required treatment sessions for the 60-day period while in custody. Both the Matrix and Seeking Safety curriculum are provided concurrently to address addiction and symptoms associated with experienced trauma.

KCMH partners with community-based treatment providers throughout Kern County. Counseling staff assigned to the Lerdo correctional facilities also screen each inmate prior to their release. As a result of this infrastructure, each inmate is assigned a community-based treatment provider and given the date of their treatment admission appointment. If a client fails to report for their appointment, KCSO staff are immediately notified. All providers are electronically connected to the central assessment center, known as the Gate Team, through KCMH's electronic health record system. The Gate Team receives a daily census and appointment schedule from every provider. Providing screening services within the Lerdo correctional facilities help to focus attention on

increasing treatment adherence by identifying the appropriate level of care and addressing high risk situations leading to relapse, in order to reduce recidivism.

KCMH provides evidence-based treatment services to inmates in the Maximum/Medium (Max/Med) facilities at Lerdo as well. Each pod houses approximately thirty-two inmates. In-custody treatment within the Male Minimum facility at Lerdo as well as for women in custody has been consistently provided, with new groups starting every 60 days. For FY 2014-2015, Seeking Safety treatment was provided specifically in the female program with 54 women completing all sessions. In the Residential Substance Abuse Treatment (RSAT) male program, Aggression Replacement Training (ART) was added to the curriculum this fiscal year. ART is provided to address anger control, moral reasoning, and modeling of positive behavior is demonstrated through role-playing. The first group of ART started in June of 2015 and will continue into the following fiscal year.

Since the in-custody treatment program started in January 2012, the number of individuals admitted into in-custody treatment at the Lerdo correctional facilities has fluctuated. The number of admissions increase starting in FY 2011-12 and continued to expand until FY 2014-15, with the number of admissions reflecting a slight decrease. This reduction in enrollments into in-custody treatment is likely attributed to the lack of individuals meeting eligibility due to Proposition 47. The passage of Proposition 47 has reduced felony convictions for drug related offenses that would've traditionally resulted in incarceration.



OUTPATIENT AND COMMUNITY BASED SERVICES:

Mental Health Outpatient Services:

AB 109 individuals receiving outpatient treatment are served throughout Kern County by KCMH and their contract providers. The majority of these individuals are served by KCMH's Adult Transition Team (ATT). ATT serves individuals with serious and persistent mental illness who have been released from jail or are on post release community supervision from prison. The goal of these services is to reduce days of hospitalization, incarceration, and homelessness. For FY 2015-

16, KCMH's target objectives towards achieving these goals are to reduce the aforementioned areas by 30% from the percentages attained during FY 2014-15. These outcome measures are tracked in a database similar to the state's Data Collection and Reporting (DCR) module and monitored and updated daily.

The evidence-based practices of Stages of Change, Motivational Interviewing, MRT and Seeking Safety are continued in outpatient settings, maintaining a continuum of care for many individuals discharged from incarceration. Furthermore, Aggression Replacement Training (ART) was recently added as an outpatient treatment option, which is a cognitive behavioral therapy delivered in a group format. It is typically a 10 week curriculum, comprised of 30 group sessions (10 groups for Structured Learning Training, Anger Control Training, and Moral Reasoning Training, respectively) originally focused on providing juveniles with skill building and coping skill techniques, anger control strategies, and ways of generating more adaptive and healthier problem-solving and decision-making processes. Moreover, ART uses a combination of learning new interpersonal skills and ways to identify anger cues and triggers as well as skills to reduce anger. Modeling, role-playing, weekly anger logs, and weekly homework assignments are important aspects to ART. In addition, treatment is enhanced with the evidence-based models of Solution Focused Brief Therapy (SFBT), Dialectical Behavioral Therapy (DBT) and Targeted Case Management. ATT co-manages nearly half (78) of its AB 109 clients with the Probation Department, wherein each agency has a case manager assigned to the individual.

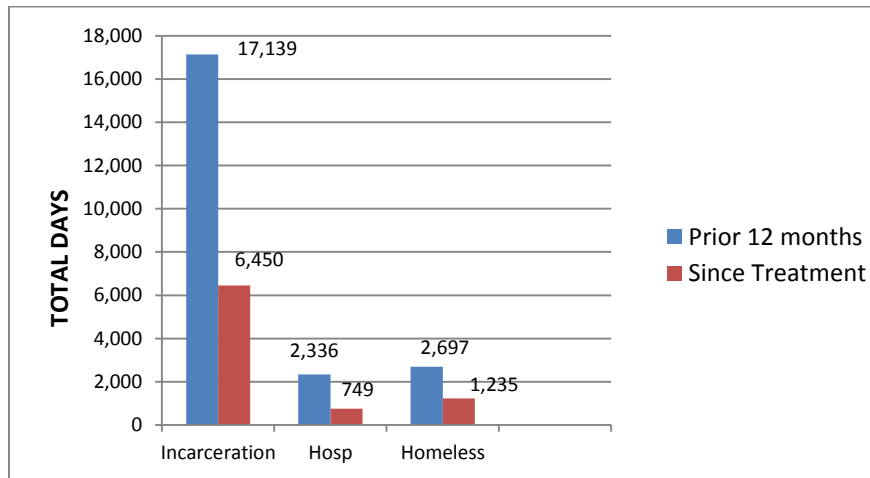
ATT coordinates with Kern Medical Center Inpatient Psychiatric Unit (KMC-IPU), KCMH Psychiatric Evaluation Center-Crisis Stabilization Unit (PEC-CSU), Friese Hope House (FHH), and Crestwood Behavioral Health Center's (CBHC) Psychiatric Health Facility (PHF) to review the census regularly to identify and coordinate care for AB 109 admissions. ATT staff work with these facilities to develop a plan for each individual in order to engage the individual in treatment to reduce their criminogenic behaviors, in order to reduce recidivism into both inpatient or crisis mental health facilities, and jail.

During FY 2014-15, ATT served 147 unduplicated individuals with severe mental illness, all of whom had a secondary diagnosis of a substance use disorder and were homeless. ATT collects data on how many days each individual spent in jail, prison, psychiatric hospitals and were homeless in the 12 months before entering treatment. The data collected through May 2015 indicates that these 147 individuals collectively spent 17,139 days incarcerated before starting treatment. This number was reduced by 62% since the commencement of treatment, to 6,450 days incarcerated. These individuals likewise spent 2,336 days in either a state hospital or an inpatient psychiatric hospital prior to entering treatment. The number also dropped by 68% to 749 days since the commencement of treatment. Homelessness decreased from 2,697 days to 1,328 days, a 51% decrease since the commencement of treatment.

As most individuals are homeless and/or lack adequate social support to sustain outside of incarceration, housing is crucial to the stabilization of these individuals. Housing is provided through contracts with a number of local facilities. For FY 2014-15, 188 AB 109 individuals were provided temporary transitional housing totaling 3,937 bed days. KCMH spent \$100,944 for these

beds. Due to the report timing, the amount of funds reported only includes amounts paid through May 2015. It is anticipated that approximately \$240,000 will be required for FY 2015-16 for housing resources.

Statistics for ATT AB 109
12 months prior to treatment and since enrollment in ATT
July 1, 2014 through May 31, 2015



Adult outpatient teams work closely with the AB 109 clients on their caseloads; 40% of staff’s time is spent directly assisting these individuals out in the community. Outpatient teams are responsible for addressing crises when they arise in order to reduce the incidents of individuals entering a higher level of mental health care or returning to incarceration.

Crisis Services:

When outpatient team services are not sufficient to handle an individual’s crisis, the AB109 Co-Response Teams, MET, PEC-CSU and/or psychiatric inpatient, are often utilized as the next level of crisis services. Outpatient teams continue to serve individuals concurrently to any additional crisis services. If, during the crisis services, it is determined that the individual has lost contact with their outpatient provider, the crisis service links the individual back to that team for continuity of their ongoing mental health and substance use disorder services.

MET, historically, acts as an adjunct to law enforcement with community response dispatched through law enforcement. With the launch of the AB109 Co-Response Team in June 2015, MET, in conjunction with KCSO and the Bakersfield Police Department (BPD), now takes on a proactive role in reducing crises and recidivism.

There are two AB109 Co-Response Teams: one for KCSO and one for BPD. Each AB109 Co-Response Team consists of a Law Enforcement Officer and a member of MET. The MET members of the AB109 Co-Response Teams are funded by the CCP and are senior-level, experienced members of MET. Both AB109 Co-Response Teams have desks at the KCSO Electronic Monitoring Program (EMP) Office, but will spend most of their time in the field proactively visiting a prioritized

list of AB109 individuals with mental health and/or substance use disorder issues. This joint response approach places the Law Enforcement Officer and the member of MET in the same vehicle for the first time in Kern County, increasing the level of collaborative crisis care services. Policies and protocols for the AB109 Co-Response Teams ensure compliance with HIPAA and 42 Code of Federal Regulations (42 CFR) privacy laws.

MET provides community based crisis intervention services including evaluation and transportation for involuntary psychiatric care. The MET team responded to 199 calls with local law enforcement for 129 individuals with AB109 client categories during FY 2014-15, which is an increase from 103 calls during FY 2013-14.

The PEC-CSU also works with the adult contract providers serving the AB 109 clients. Clients may be voluntarily admitted to PEC-CSU during a crisis. The PEC-CSU also is the designated facility to receive involuntary psychiatric "5150 holds" from law enforcement and staff designated by KCMH to perform "5150 holds". The PEC-CSU determines if there is a need for hospitalization or if the individual in crisis can be treated and released back to the community. Discharge from the PEC-CSU is coordinated with the client's current service provider for the community release or as a notification that the individual was admitted to a psychiatric inpatient facility. If admitted, the inpatient unit coordinates with the outpatient team to develop a discharge plan for the individual. The discharge plan is developed in order to reduce recidivism into the hospital by addressing the needs of the individual. Once the discharge plan is complete, the individual is connected back to their team for ongoing mental health and/or SUD services.

During FY 2014-15, the PEC-CSU served 310 individuals in crisis with an AB 109 client category. There were a total of 621 PEC-CSU services, indicating that some individuals had more than a single crisis encounter during the fiscal year. These services contribute to the impact of this 24-hour facility. The cost of one Licensed Vocational Nurse and one extra-help Office Services Assistant are covered with AB 109 funds.

Discharge from a psychiatric inpatient facility, like release from a custody setting, is a high risk time for a relapse of mental health symptoms, substance use and/or criminogenic behaviors. The Adult Wraparound (AWA) program works with all psychiatric inpatient and mental health outpatient providers. AWA provides discharge planning assistance from psychiatric inpatient units on behalf of, or in addition to, outpatient providers. AWA also may provide temporary additional outpatient services to augment the outpatient team.

Intensive Outpatient (IOP) Mental Health Services:

Most AB 109 individuals are assigned to a standard mental health team for their mental health and substance use services. Intensive outpatient mental health services are a higher enhanced level of outpatient service employed when an individual cannot sustain psychiatric stability at the standard mental health team level of service. Intensive outpatient mental health services employ the Assertive Community Treatment (ACT) model. As a result, the services are available 24 hours per day, 365 days per year. The ACT modality of service is more intensive than traditional outpatient mental health services which is typically delivered only during a Monday through Friday, 8:00 am to

5:00 pm, schedule. Services vary in level of intensity and address a variety of needs that may include situational stressors, family relations, interpersonal relationships, mental health issues, life span issues, psychiatric illnesses, and/or addictions and community integration. These services take place at the community treatment team facility, but more often in the residence of the individual or other community locations that best engage individuals in their treatment. Additionally, the family unit is considered an integral piece of the treatment program for a person experiencing mental health and substance use disorders. Treatment interventions take into account issues of family dynamics and relationships, including the possible presence of co-occurring mental health disorders in the family. Intensive outpatient services for AB 109 referrals are concentrated in the greater Bakersfield area and contract providers in Taft, Lake Isabella, Ridgecrest, Tehachapi, Mojave, Delano, Lamont and Frazier Park use their resources to provide outpatient mental health and substance use disorder services to individuals who meet AB 109 criteria.

KCMH contracts with Mental Health Systems (MHS) ACTion, which is a distinct Assertive Community Treatment (ACT) program for those individuals managing serious mental illness (MHSA) and for probationers (AB109). The MHS ACTion program staff work with difficult to engage clients by providing services that are like ACT ("ACT-like"). Treatment incorporates Motivational Interviewing (MI) and interventions that are delivered with an understanding that these individuals have experienced trauma. Thus, the differences are less about the populations and more about the individual. Therefore, MI and trauma-informed care are imperative to our "client centered" care. The ACTion program staff assists clients in developing personal goals and meeting those needs by self-empowerment, staff role modeling, and side by side support. The staffing model and positions of the staff include professional experience, as well as their personal history with a serious mental illness, drug and/or alcohol abuse, and involvement in the criminal justice and corrections system. The ACTion program offers 24-hour community-based treatment for individuals with severe and persistent mental illness, and/or criminal justice background who have been diagnosed with a significant mental health disorder. All clients of ACTion are eligible to receive medication management and monitoring, therapy, drug and alcohol counseling, case management, vocational rehabilitation, peer counseling and support, and housing services. The primary referral sources are county jail, probation, ATT & Kern Linkage Division. Since September 1, 2014, MHS's ACTion team has provided service to 46 AB109 clients and currently treats 39 AB109 individuals. While only one client has been discharged to a lower level of care throughout this time, the ACT team continuously seeks out opportunities to develop one's independent functioning.

KCMH anticipates expending approximately \$360,000 in the current fiscal year and anticipates funding for these contracted services to remain at this level for FY 2015-16.

Substance Use Disorder Outpatient Services:

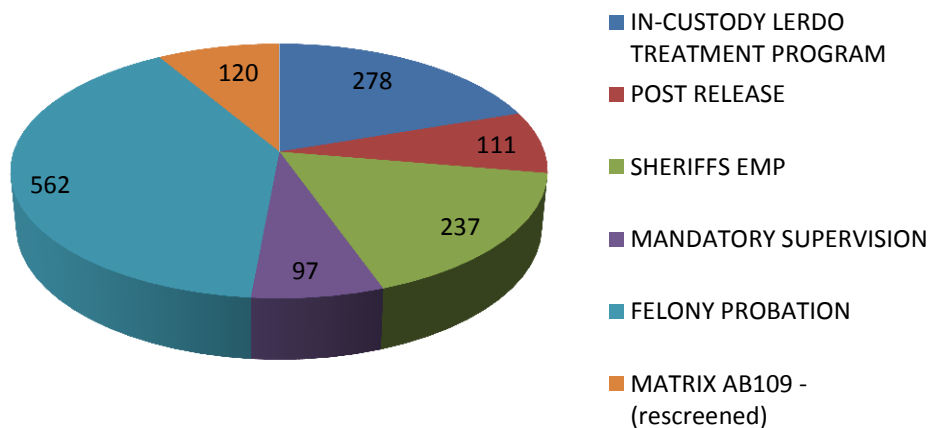
SUD services are organized into five levels of care. Each level is defined by eligibility criteria, treatment goal, and expected service package for each individual enrolled. The delivery system is geographically based and every geographical area in the county minimally has outpatient treatment. The more intensive levels of care, residential and intensive outpatient, are only available in metropolitan Bakersfield.

The Gate Team is the central screening and referral service located at several sites in Bakersfield. Screening and referral in the outlying regions of the county is conducted by contracted service providers. Screeners use evidence-based screening tools (i.e., ASI, ASAM PPC, and SOCRATES). The Addiction Severity Index (ASI) is an assessment tool used to identify addictive behavior, and gathers information relating to the individual’s past and current employment, study of medical history, background of alcohol and drug use, and family history.

Every SUD treatment program is electronically networked to the Gate Team. As a result, the Gate Team is informed daily of available placement capacity throughout the county. Any referral made to a specific program is alerted via “referral notification” and the outcome is reported within 24 hours. In addition, all programs are required to submit monthly progress reports to the supervising agency, ensuring constant monitoring of the client’s treatment.

AB 109 clients receiving services in the substance use disorder system of care who go into crisis are eligible to receive services at the PEC-CSU. Although crises are typically handled at the SUD treatment provider, the PEC-CSU does not limit who can access their services. Should these clients be admitted to PEC-CSU, the staff at PEC-CSU will determine if there is a need for hospitalization, or if they are able to manage the crisis. The PEC-CSU staff will notify the Gate Team supervisor as well as the system of care administrator of a PEC-CSU admission. The Gate Team will work with the SUD treatment provider to assure the client crisis is addressed and any additional care is provided to the client. The additional care could be a higher level of treatment as well as other ancillary services such as housing referrals and community support such as Alcoholics Anonymous or Narcotics Anonymous (AA, NA).

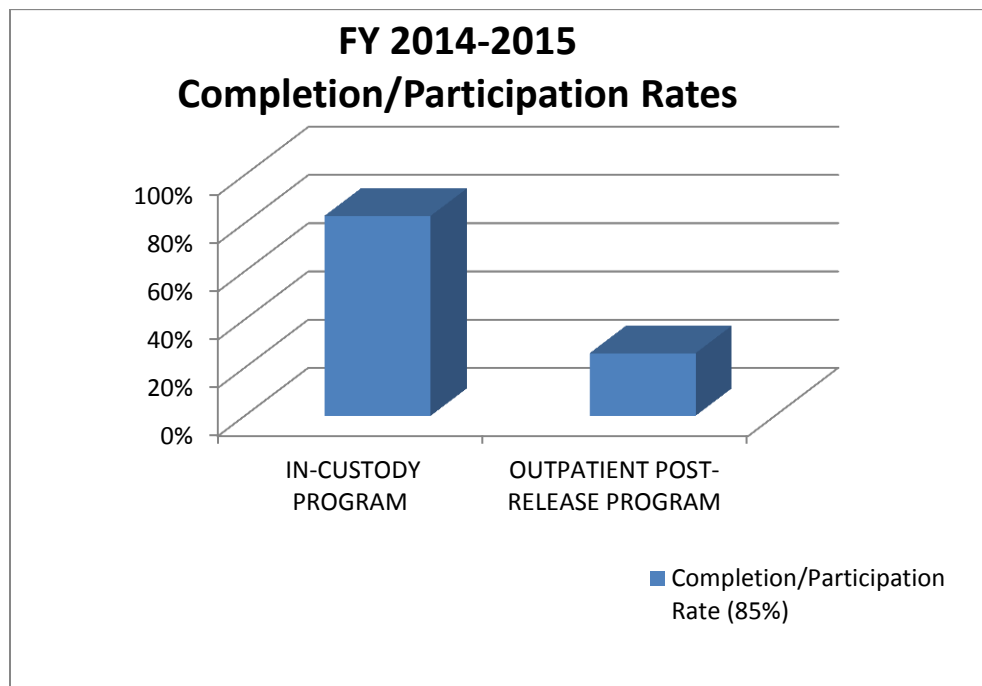
In FY 2014-15, KCMH purchased 14 residential beds, 739 outpatient slots, and 74 sober living environment beds for AB 109 clients. The Gate Team and community-based treatment providers are an essential part of reducing the recidivism rates of AB 109 offenders. There were a total of 1,405 criminal justice involved clients referred to the Gate Team.



Individuals are selected based upon eligibility by KCSO detention deputies for participation in one of three in-custody treatment programs: male maximum/medium, Residential Treatment Program for male minimum and female program. For FY 2014-2015, there were 278 total participants screened and admitted into the in-custody treatment program at the Lerdo correctional facilities.

Detention officers in charge of programs at the Lerdo correctional facilities identify and pre-screen individuals who meet eligibility requirements and refer those who meet the criteria to the KCMH in-custody substance use disorder treatment program. The in-custody treatment program is presented as an incentive, since participation in the program is not mandatory. Credit is given for participation and successful completion of treatment while in-custody and individuals who progress to community based treatment will receive credit towards their continuing treatment program. This provides the incentive to remain in treatment and provides the opportunity for early completion. An 85% participation rate is used to measure successful completion of treatment for all levels of care. For FY 2014-2015, the rate of those completing in-custody treatment was 83% and participation/completion rate for post-release/outpatient substance use disorder treatment program was 26% for all individuals referred to outpatient treatment upon their release. A 32% treatment completion rate was reported in a state study conducted on criminal justice involved population (NIDA, 2009).

In-custody treatment completion rates and post-release treatment rates



Pharmacy Services:

When a request for services is received from a KCMH or a contract provider team, department staff review records to determine if an included mental health diagnosis and medical necessity are present. When both criteria are met, authorization for medication for unfunded AB 109 participants is granted for a designated time period and can be renewed when that time period expires.

Primary diagnoses treated include schizophrenia, bipolar disorder and mood disorders such as major depression. Left untreated, individuals with these illnesses may require costly intensive crisis interventions and/or may be a danger to themselves, others, or the community. These interventions often begin with law enforcement because of an individual's behavior.

For FY 2014-15, \$75,889 in medications were dispensed to 88 individuals within AB 109. By providing medications to these individuals, thereby minimizing psychiatric symptoms, crisis interventions, hospitalizations and further incarcerations are reduced. It is critical that AB 109 funds continue in order to ensure the safety of individuals and the community, as well as to enhance the quality of life for this population. Many of these individuals are expected to qualify for the Affordable Care Act (ACA) that went into effect January 1, 2014. Based on current prescribing practices and costs, as well as anticipated ACA benefits, it is projected that \$246,680 will be required to cover medications for AB 109 individuals in FY 2015-16.

Hospitalizations

The greatest expense, from a mental health standpoint both fiscally and for the individual and community, is hospitalizations. During FY 2014-15, KCMH spent \$1,318,830 for inpatient treatment for AB 109 individuals. However, \$480,000 is expected to be reimbursed by Medi-Cal. KCMH utilized an additional \$838,830 of other funding sources to pay for these hospitalization costs. In addition, the preliminary cost for crisis residential housing for this population will not be available until after the contracted provider submits their cost report.

KCMH's ability to manage and to prevent these hospitalizations will be measured over time and be the greatest focus by using Results First resources in the coming year. Costs for hospitalizations and crisis residential are anticipated to remain steady. However, many of these individuals are expected to qualify for the Affordable Care Act (ACA) that went into effect January 1, 2014. The expected projected total cost for AB109 hospitalizations is \$1,300,000 for FY15-16. KCMH anticipates using more than \$560,000 of AB109 funding to pay these hospitalizations.

Moving Forward

This year, the Kern County Mental Health Department will realize an increase of \$423,256 in Public Safety Realignment funding. KCMH intends to use the funding for the addition of staffing and equipment to support AB109 programming throughout our System of Care.

One Program Support Supervisor will be added to provide support and coordination for the department's AB 109 mental health and substance use disorder programming and Crisis

Intervention Team (CIT). The position will be responsible for data tracking, outcome monitoring, reporting, and related functions.

Two Recovery Specialists will be added to the Gate Team, to provide out-of-custody case management for individuals receiving substance use disorder treatment through the KCMH System of Care. Through the CCP strategic planning process, a need was identified for additional support for individuals in out-of-custody treatment. These two staff will begin to address this currently unmet need.

Funding will be used to purchase two Kevlar bullet proof vests for the mental health professionals who are working on law enforcement premises as CIT Recovery Specialists. These staff are part of the new Joint Enforcement Team (JET), and have been assigned to co-ride with both the Sheriff's Office and Bakersfield Police Department staff.

Additional funding will also be allocated to sober living environments to meet the needs of individuals requiring supportive housing as they transition from custody.

**KERN COUNTY MENTAL HEALTH AB109 BUDGET JUSTIFICATION
FY 2015-16**

Salaries and Benefits			
Service	Position	FTE	Annual Cost
In-custody Mental Health	Psychiatrist	0.4	139,140
	N.P.	1	191,129
	LVN-Perm	1	97,723
	Therapist-Perm	2	227,410
	Recovery Spec-XH	1	38,833
	Locum Tenens Psych.	0.4	145,600
ATT	Recovery Spec-Perm	3	346,760
	Psychiatrist	0.4	139,140
Crisis Services	Nurse-Per Diem	0.5	39,117
	Recovery Spec III-Perm	2	244,352
Gate Team	Substance Abuse Spec-Perm	2	193,626
	Office Services Tech-Perm	1	76,441
Administration and IT	System Analyst	0.3	46,048
	Management Indirect		81,706
Total Salaries and Benefits			\$2,007,026
Contracted Services			
Mental Health Services			360,000
Substance Abuse Services			1,332,884
Housing			240,000
Pharmacy			246,680
Crisis Residential			130,000
Inpatient Costs			425,000
Total Contracted Services			\$2,734,564
Total Projected Expenditures FY 2015-16			\$4,741,590

The following two tables are for informational purposes only to demonstrate KCMH spending and funding costs and allocations for FY 2013-14. AB 109 funds through the CCP totaled \$4,620,889 for FY 2013-14. However, in order to provide the most comprehensive mental health and SUD services for this population, KCMH pulled from various funding streams totaling \$8,327,710, which included the aforementioned AB 109 funds. The following tables will be available for FY 2014-15 in the CCP's Annual Update Plan for FY 2015-16.

FY 2013-14 MENTAL HEALTH AND SUBSTANCE USE FUNDING

	Funding Sources						Total
	FFP	AB109	Realignment	MHSA	CalWork	SAPT	
Kern County Mental Health							
Direct Services	1,720,779	3,082,490	542,199	-	11,276	-	5,356,743
Housing	-	149,475	-	-	-	-	149,475
Pharmacy	-	341,324	-	-	-	-	341,324
Department Total	1,720,779	3,573,289	542,199	-	11,276	-	5,847,542
	-	-	-	-	-	-	-
Bakersfield Recovery Services	-	234,996	-	-	-	184,064	419,060
Clinica Sierra Vista	21,821	59,068	15,776	-	-	-	96,664
College Community Services Community Services Organization	53,115	91,525	25,397	-	4,254	-	174,292
	-	220,080	-	-	-	-	220,080
Ebony Counseling Center	-	92,165	-	-	-	43,456	135,621
Kern County Hispanic Commission	-	50,608	-	-	-	-	50,608
Turning Point of Central California	88,567	216,906	-	-	-	-	305,473
Westcare	-	82,253	-	-	-	-	82,253
Good Samaritan Hospital	200,169	-	418,711	-	-	-	618,880
Crestwood Behavioral Health	97,200	-	150,800	-	-	-	248,000
Recovery Innovations	65,503	-	-	63,733	-	-	129,236
Total	2,247,155	4,620,889	1,152,883	63,733	15,530	227,520	8,327,710

FY 2013-14 MENTAL HEALTH AND SUBSTANCE USE SPENDING

	Budget Unit		Total
	Mental Health	Substance Abuse	
Kern County Mental Health			
Direct Services	4,874,059	482,685	5,356,743
Housing	115,962	33,513	149,475
Pharmacy	341,324		341,324
Department Total	5,331,345	516,198	5,847,542
Bakersfield Recovery Services		419,060	419,060
Clinica Sierra Vista	47,597	49,068	96,664
College Community Services	122,767	51,525	174,292
Community Services Organization		220,080	220,080
Ebony Counseling Center		135,621	135,621
Kern County Hispanic Commission		50,608	50,608
Turning Point of Central California	198,240	107,233	305,473
Westcare of California		82,253	82,253
Good Samaritan Hospital	618,880		618,880
Crestwood Behavioral Health	248,000		248,000
Recovery Innovations	129,236		129,236
Total	6,696,064	1,631,646	8,327,710

It is understood that no new funding is available at the onset of FY 2015-16 and that the fiscal impact of AB 109 on KCMH currently exceeds the allocation provided. KCMH is requesting that the funding for fixed assets be re-budgeted for contingency purposes in FY 2015-16. KCMH continues to plan to absorb the costs as outlined above, which are currently unfunded, and respectfully requests consideration at any time additional funding becomes available to cover the cost increases borne as a result of these programs. KCMH will continue to identify ways to improve upon the programs established for the AB 109 population. Additionally, KCMH will continue to develop, implement, and monitor more meaningful data collection methodologies and maximize the human resources and funding available.

Employers' Training Resource:

With the 2008 Broadband Data Improvement Act, the Census Bureau began asking about computer and Internet use in the 2013 American Community Survey (ACS). On a national level, the ACS report, *Computer and Internet Use in the United States: 2013* (published November 2014), revealed: "Household computer ownership and Internet use were most common in homes with relatively young householders, in households with Asian or White householders, in households with high incomes, in metropolitan areas, and in homes where householders reported relatively high levels of educational attainment." However, ACS reports that there is geographic variability across states and metropolitan areas. "...computer ownership and high speed Internet use can vary greatly inside a single state's boundaries and may be heavily influenced by community characteristics and local provider availability. One clear example of this is seen in California. The state-level results indicate that California had relatively high percentages of both computer ownership and high-speed Internet use compared with the rest of the nation. While certain California metropolitan areas, specifically those in the state's Bay Area (including Napa, San Francisco, and San Jose), had high percentages of both computer ownership and high-speed Internet use, other metropolitan areas in the state's nearby Central Valley (including Bakersfield, Fresno, Hanford-Corcoran, Madera, Merced, and Visalia-Porterville), had significantly low estimates on both indicators."

"One of the major trends that will shape the future of work in the 21st century is the growing role of information technology in society, with technological change resulting in an increased demand for a skilled workforce." (Karoly, 2013) The U.S. Department of Commerce reports that "96 percent of working Americans use new communications technologies as part of their daily life, while 62 percent of working Americans use the Internet as an integral part of their jobs. In addition high-speed Internet access and online skills are not only necessary for seeking, applying for, and getting today's jobs, but also to take advantage of the growing education, civic and health care advances spurred by broadband." With the growing role of information technology in the work environment, it has become imperative that today's workers have at least basic computer literacy skills to be competitive in the job market. A large share of our clients have low educational attainment, having less than a high school education, and even less experience with computers or laptops, creating an additional barrier to their employment. While our agency did offer basic computer literacy with our GED program, few chose to participate. For Program Year 2015 – 2016, our agency will take a different approach to convince ex-offenders, who have less than a high school education, to take advantage of educational opportunities.

The Rand Corporation was contracted by the Bureau of Justice Assistance and the U.S. Department of Justice to provide an evaluation of correctional education in the Federal Prison system. Their report published in 2014 found that correctional education is effective in reducing recidivism for incarcerated adults. "Inmates who participate in correctional education programs had a 43 percent lower chance of recidivating than those who did not – a reduction in the risk of recidivating of 13 percentage points." (How Effective Is Correctional Education, and Where Do We Go from Here?, Key Findings, page 2) As such, Rand recommends a strategy to provide education to inmates while they are incarcerated to provide the skills necessary to support a successful transition to their

respective communities and the labor force. With diminished funds available to provide additional GED classes, ETR proposes to work with the Sheriff's Department at their Lerdo facility to begin working with potential clients while still incarcerated and promote the educational offerings to be found at Lerdo. In this way, our agency can eliminate duplicative services, reduce program costs and educate inmates on the importance of an education.

ETR will work closely with the Sheriff's department and coordinate all activities with their agency to ensure compliance with their department's regulations. ETR will hire a Program Technician whose responsibilities will include but not be limited to: outreach, orientation to services, basic computer literacy, information on current employment trends for the county, employer requirements, resume writing, interviewing skills, local resources available for assistance, and how an investment in one's education can assist with employment opportunities when released. Having staff located at Lerdo will provide our agency an opportunity to build rapport with the inmates as well as speed up the assessment process. This will enable staff to quickly identify each client's barriers and coordinate resources for improved employment outcomes.

ETR also proposes to continue the Positive Steps workshop. This workshop is offered to all participants referred by the Probation and Sheriff departments. It is a 4 week long course that teaches: Internet navigation, Job Search Online, basic Microsoft Word, Social Media and Job Search, Background checks, resume writing and references, master applications for employment, cover letters, thank you letters, networking, appropriate attire for work, development of soft skills, self-perception and conflict resolution, and preparation for an interview. ETR will utilize the Probation and Sheriff departments to identify those clients who would best benefit from this workshop.

Lastly, examining employment trends for our area over the past year has revealed that the Warehousing and Logistics industry's employment has increased dramatically. This industry has many entry level positions with skill sets easily obtainable through training. Our agency will target this industry as potential employment opportunities for ex-offenders and provide training to eligible clients.

Employers' Training Resource Proposed FY 15/16 AB 109 Allocation:

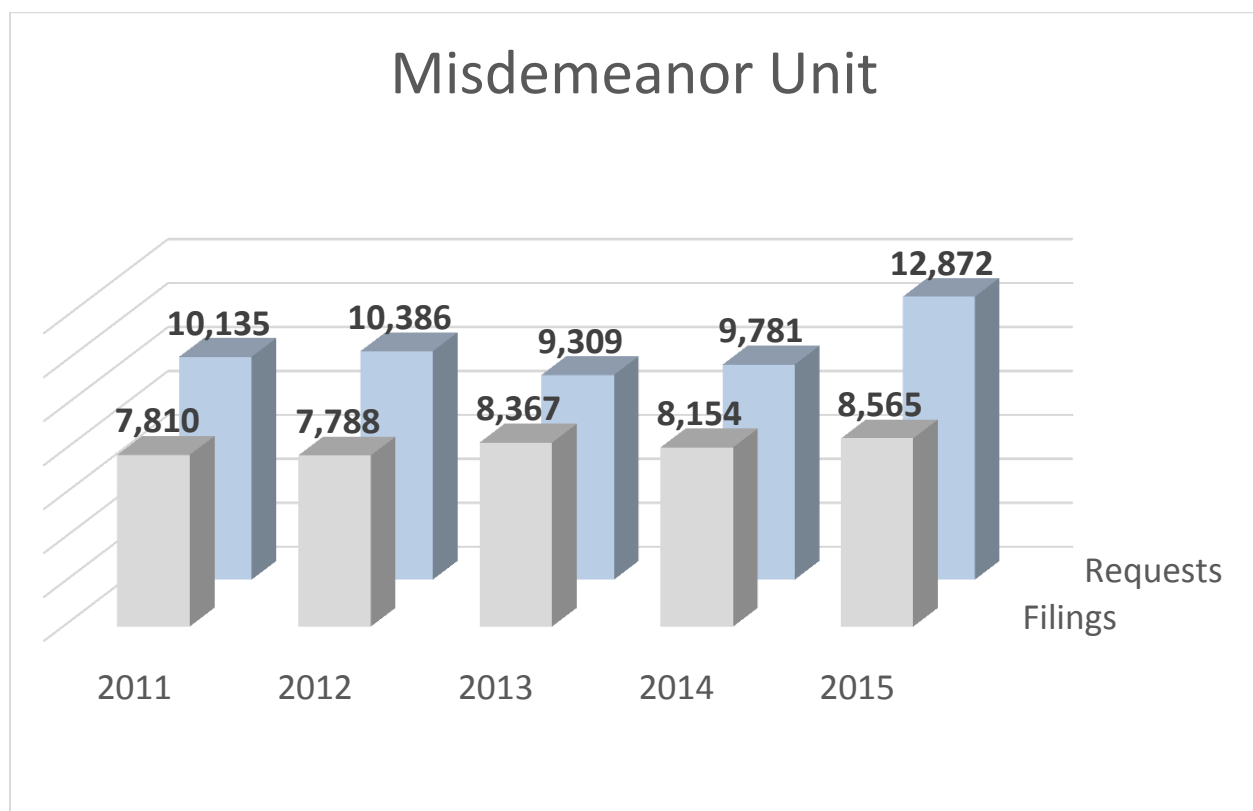
Position/Item	Annual Cost
Salaries & Benefits	\$387,907
Supportive Services	\$23,500
Warehouse/Logistics Training	\$36,225
Overhead Costs	\$33,500
Total	\$481,132

District Attorney's Office:

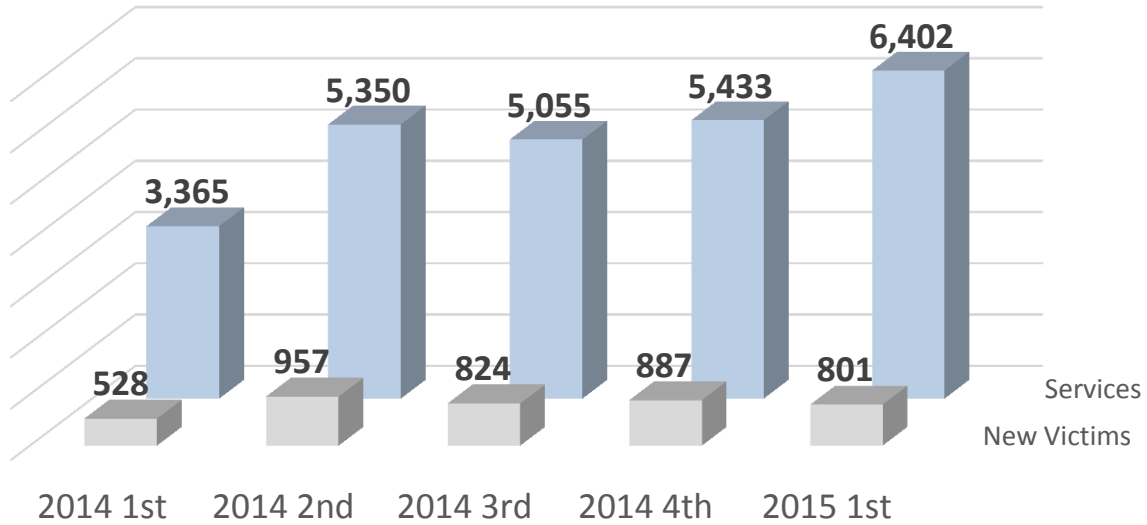
The District Attorney's Office is experiencing a significant increase in complaint requests and criminal filings within the Misdemeanor Unit. The first attached graph shows an increase of 27% in misdemeanor criminal requests and a 10% increase in misdemeanor criminal filings. There has also been a steady increase of trials within the Misdemeanor Unit in the current year.

The second graph represents the activities within the Subpoena Service Unit. The number of subpoena requests and subpoenas served are growing due to the increase in complaint requests and criminal filings. The District Attorney added one investigative aide to assist with subpoena service and one office services technician to assist with subpoena processing.

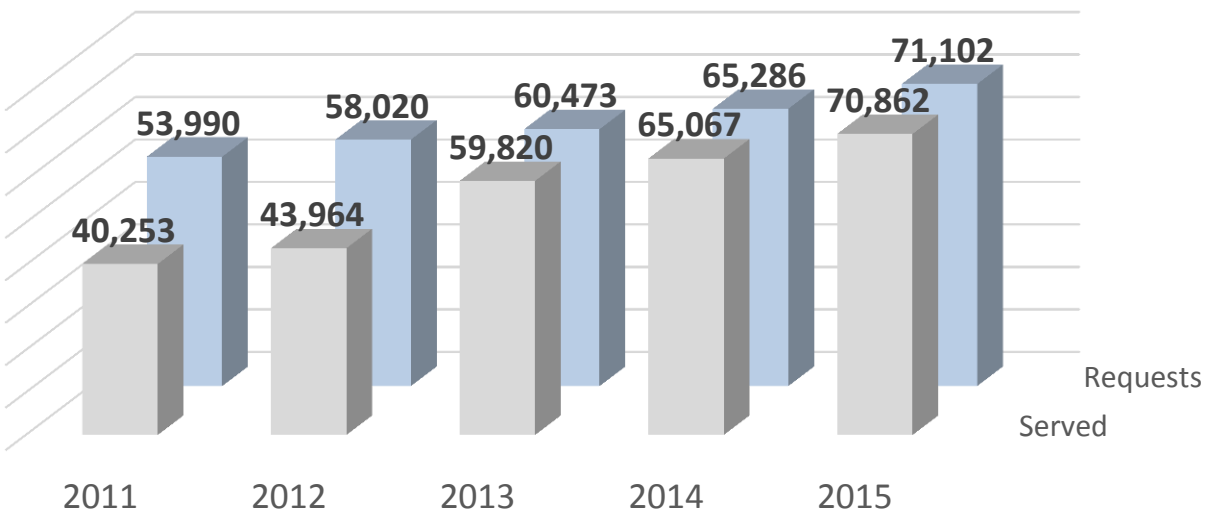
The third chart shows the activity of the Victim/Witness Program. The District Attorney has requested continued funding of one position within the Victim/Witness Program and half of a Victim/Witness Services Specialist for Northern Kern County. The City of Delano has offered to continue funding for the remaining half of this position located in the Delano Police Department Offices. In reviewing the requests for service and needs for Northern Kern County, this position continues to be the most cost effective solution to providing the needed services for this large center of Kern County's population.



Victim Services



Subpoena Service Unit



District Attorney's Office Proposed FY 15/16 AB 109 Allocation:

Position/Item	#	Salary	Benefits	Total
Deputy District Attorney III	4	\$90,000	\$65,000	\$620,000
Legal Secretary	1	\$50,000	\$40,000	\$90,000
Office Services Technician	1	\$40,000	\$33,000	\$73,000
Criminalist	1	\$90,000	\$75,000	\$165,000
Victim Services Advocate	1.5	\$60,000	\$45,000	\$157,500
Investigative Aide	1	\$45,000	\$40,000	\$85,000
Complaint Attorney	1	\$150,000	\$90,000	\$240,000
Total Personnel	10.5			\$1,430,500
Recurring costs, phones, computers, licensing, Internet access, cell phones, vehicles, office furniture, training, Bar dues, MCLE, office supplies, etc.				\$68,679
Total				\$1,499,179

Public Defender's Office:

Executive Summary

The Public Defender's FY 2015-16 AB 109 approved allocation equals \$749,629, which represents 50%, or one half, of the amount allocated to the District Attorney. The allocated amount tracks the historical funding relationship between the prosecution and defense functions, *even as the gap between prosecution and defense funding continues to grow as a function of total and net (county) general fund appropriations.*¹ Nonetheless, we believe the allocation is adequate to support continued delivery of constitutionally mandated defense services associated with increased workload attributable to Realignment.

Public Defender Realignment Funding is Properly Considered and Calculated in Relation to Prosecutorial Funding

Fairness and a "*balanced allocation of resources*" within the criminal justice system are recognized and operate as the controlling moral imperatives. Kern County Strategic Plan (2008), Section I, p. 5, Keeping Our Communities Safe²; *ABA Ten Principles of a Defense Delivery System* (2002), p.3: "There should be parity of workload, salaries, and other resources (such as benefits, technology, facilities, legal research, support staff, paralegals, investigators, and access to forensic services and experts) between prosecution and public defense."

The impact of Realignment on the Public Defender and defense function is directly traceable to an increase in prosecutions by the District Attorney. Specifically, with the exception of dependency, mental health and conservatorship work, the Public Defender's workload is a function of law enforcement activity in identifying, apprehending and prosecuting suspected offenders. While the Public Defender does not defend all cases the District Attorney prosecutes,³ the Public Defender represents the strong majority of alleged offenders.

Moreover, while the District Attorney's office performs certain functions with no analog to the defense (e.g., review and filing of complaints), so too the Public Defender performs work not visited on our prosecutorial counterparts. For example, lawyers with the Public Defender's office must investigate their own cases, while law enforcement has already (and often superbly) investigated and developed the prosecution's case. Separately, as the prosecutor relies on the police report and supplemental investigation requests, defense attorneys must expend substantial additional time and energy in connection with interviewing every client.

Further, while the District Attorney periodically receives substantial grant funds to prosecute

¹ In FY 2010-2011, the Public Defender's total budget represented 49.8% of total DA appropriations. By FY 2015-2016, the percentage has fallen to 45.1%. To similar effect the comparative County Net General Cost ratios dropped from 54.5% in FY 2010-2011 to 50.7% in FY 2015-2016. (Detailed comparison in Section II, *infra*.)

² https://www.co.kern.ca.us/bos/kc_strat_plan.pdf

³ Some criminal defendants possess sufficient resources to hire their own counsel and, in other cases including co-defendant cases, the Public Defender has a conflict of interest which compels appointment of alternate counsel.

particular types of crimes, e.g., DUI,⁴ no similar funding streams are provided to support persons prosecuted for these crimes, even as every felony case has a lawyer on each side and the overwhelming majority of criminal defendants rely on their constitutional right to counsel at the government's expense.

Prior years' budgets provide historical and objective evidence regarding institutional judgments involving fairness in the funding of the defense and prosecutorial functions. The comparison is presented as follows:

Budget Comparison (Total Appropriations)

Fiscal Year	District Attorney	Public Defender	Public Defender Budget as % of District Attorney Budget
2015-16	\$35,920,699 ⁵	\$16,191,821 ⁶	45.1%
2014-15	\$35,665,962 ⁷	\$16,645,387 ⁸	46.7%
2013-14	\$34,441,499 ⁹	\$16,842,568 ¹⁰	48.9%
2012-13	\$31,529,130 ¹¹	\$15,229,863 ¹²	48.3%
2011-12	\$28,425,829 ¹³	\$13,973,886 ¹⁴	49.2%
2010-11	\$28,925,968 ¹⁵	\$14,398,505 ¹⁶	49.8%

Budget Comparison (Net General Fund Cost)

Fiscal Year	District Attorney	Public Defender	Public Defender Budget as % of District Attorney Budget
2015-16	\$17,408,650 ¹⁷	\$8,821,201 ¹⁸	50.7%
2014-15	\$17,820,311 ¹⁹	\$9,558,264 ²⁰	53.6%
2013-14	\$18,468,600 ²¹	\$9,863,393 ²²	53.4%
2012-13	\$17,196,243 ²³	\$9,206,471 ²⁴	53.4%

⁴ Bakersfield Californian, Oct. 30, 2014, "DA's office gets grant for DUI prosecution (\$425,889)." <http://www.bakersfield.com/News/2014/10/30/DA-s-office-gets-grant-for-DUI-prosecution.html>

⁵ County of Kern, FY 2015-16 Preliminary Recommended Budget, Attachment C, p. C-1. (<http://www.co.kern.ca.us/CAO/budget/fy1516/rec/Recommendedbudget.pdf>).

⁶ *Id.*

⁷ County of Kern, Adopted Budget 2014-2015, p. 137 (<http://www.co.kern.ca.us/CAO/budget/fy1415/adopt/finalbudget.pdf>).

⁸ *Id.*

⁹ County of Kern, Adopted Budget 2013-2014, p. 119 (<http://www.co.kern.ca.us/CAO/budget/fy1314/adopt/finalbudget.pdf>).

¹⁰ *Id.*

¹¹ County of Kern Adopted Budget 2012-2013, pps. 115, 191 (<http://www.co.kern.ca.us/CAO/budget/fy1213/adopt/finalbudget.pdf>).

¹² *Id.*, pps. 116, 199.

¹³ County of Kern, Adopted Budget 2011-2012, pps. 107, 182 (<http://www.co.kern.ca.us/CAO/budget/fy1112/adopt/finalbudget.pdf>).

¹⁴ *Id.*, pps. 108, 190.

¹⁵ County of Kern, Adopted Budget 2010-2011, pps. 103, 178 (<http://www.co.kern.ca.us/CAO/budget/fy1011/adopt/finalbudget.pdf>).

¹⁶ *Id.*, pps. 103, 186.

¹⁷ County of Kern, FY 2015-16 Preliminary Recommended Budget, Attachment D p. D-1. (<http://www.co.kern.ca.us/CAO/budget/fy1516/rec/Recommendedbudget.pdf>).

¹⁸ *Id.*

¹⁹ County of Kern, Adopted Budget 2014-2015, p. 202 (<http://www.co.kern.ca.us/CAO/budget/fy1415/adopt/finalbudget.pdf>).

²⁰ *Id.*, p. 208

²¹ County of Kern, Adopted Budget 2013-2014, p. 190 (<http://www.co.kern.ca.us/CAO/budget/fy1314/adopt/finalbudget.pdf>).

²² *Id.*, p. 198

²³ County of Kern, Adopted Budget 2012-2013, p. 191 (<http://www.co.kern.ca.us/CAO/budget/fy1213/adopt/finalbudget.pdf>).

Funding Justification - Realignment's Demonstrable Effect on Public Defender Workload

Realignment profoundly affected the Public Defender's workload. Indeed, extrapolating from the first eleven months of FY 2014-15, total Public Defender caseload rose by over 30% since FY 2011-12, when Realignment was introduced. Fortunately, compelling evidence exists to suggest that Kern County's collaborative efforts are paying substantial dividends. Even as FY 2015-16 is expected to produce another record workload, the rate of increase has significantly slowed, with the anticipated record FY 2014-15 caseload projected to top the department's prior record, set in FY 2013-14, by less than 2%. In a universe of bursting caseloads, a reduction in the rate of growth is welcome news and, again, suggests the County's determined efforts are paying off.

As previously developed, prior to Realignment's implementation, Kern County's criminal justice system heavily relied on State Prison commitments, regularly ranking the highest per capita among California's largest counties.²⁵ Realignment sought to transform the State's criminal justice system from a philosophy of building and operating ever more prisons to one providing more effective local rehabilitative services. See Pen. Code §17.5. Consequently, when Realignment took effect in October 2011,²⁶ the County was at a significant disadvantage vis-a-vis other jurisdictions within the state whose justice systems had previously incentivized investment in local rehabilitative programs. Simply put, the County had not previously experienced the practical need to develop local programs designed to promote the re-integration of offenders who, in years past, would have been committed to prison.

Increased Workloads Attributable to Realignment Directly Impact the Public Defender

Under the United States Constitution, persons accused of committing crimes, who cannot afford to hire private counsel, are entitled to appointed counsel. Pursuant to California Government Code §27706, the Public Defender is charged with representation of persons qualifying for appointed counsel. Consequently, the Public Defender's role in supporting Realignment is undeniable. Indeed, *if the department is successful in challenging the government's accusations (or, for example, in succeeding in securing a misdemeanor conviction instead of a felony), resources of multiple other agencies and organizations are preserved.*

The Public Defender operates as the counter-part to the District Attorney. We work to protect indigent persons (i.e., poor people) from the overwhelmingly superior power and might of the government. To the extent the CCP effectively empowers the District Attorney through resource allocations, the grant of reciprocal funding to the defense is imperative to protect the department's ability to effectively meet the talented, aggressive and hard charging efforts of the prosecution.

²⁴ *Id.*, p. 199.

²⁵ <http://www.nytimes.com/2004/09/19/magazine/19KIDSL.html?pagewanted=all&r=0> (KCDA web-page link since removed); *see also*

Exhibit C.

²⁶ Criminal Justice Realignment Act of 2011 (Realignment Act) (Stats. 2011, 1st Ex. Sess. 2011-2012, ch. 15, § 1).

Implementation Plan

It is not possible to precisely align or attribute a particular defendant or crime to Realignment. Consequently, if the allocation is approved, the department requires and intends to utilize the AB 109 allocation to meet – as effectively as we can – the department’s significant Realignment driven caseload increase. Graphical depiction of the approximate/equivalent funding capacity provided by the department’s allocation is as follows:

Position Title	Number	Salary	Benefits	Total
Deputy Public Defender II-B	4	\$80,541	\$59,260	\$559,204
Public Defender Investigator II-C	1	\$72,895	\$54,832	\$127,727
Office Services Technician (OST-B)	1	\$32,819	\$31,629	\$64,448
Total	6			\$751,379

Material Disclosures - Consistent with Prior Year

- 1) Use of Funds: Pen. Code §1230(b)(3) provides in relevant part that AB 109 funds shall be used to provide supervision and rehabilitative services for adult felony offenders. The department’s intended use of the funds relies on an expansive interpretation of the statute’s language, to wit, that the legal advocacy and representation of indigent individuals in criminal proceedings may be characterized as involving rehabilitative services. While noting some concern, the County Counsel previously expressed recognition that allocations to the District Attorney and Public Defender for staffing could and would have an effect on reducing recidivism and further noted that the CCP and Executive Committee determined allocations to the District Attorney and Public Defender are appropriate.
- 2) Supplemental versus Supplanting: Pen. Code §1233.7 provides that AB 109 monies shall be used to supplement, not supplant, any other state or county appropriation. The department is informed and believes the CAO’s recommended Net General Fund Contributions are calculated without regard to whether or not departments receive an AB 109 allocation. Consequently, the department’s allocation request reflects supplemental rather than supplanting funding. (Compare to a situation where the recommended contribution was reduced dollar-for-dollar based on any subsequently obtained allocation).
- 3) Accounting of Funds: If approved, the department intends to again apply the AB 109 funds on a pro-rata (i.e., quarterly) basis. As noted, while the department submits the caseload increase is attributable to Realignment, it is impossible to identify any particular case or alleged crime as caused by Realignment (e.g., did a defendant allegedly commit a crime because he was aware or believed, if convicted, he could not be sentenced to State Prison?)

Street Interdiction Team (SIT):

The Street Interdiction Team (SIT) is a multi-departmental law enforcement task force consisting of numerous law enforcement agencies throughout the County of Kern. SIT periodically plans and operates enforcement teams in different regional areas to address specific community needs.

Though SIT was previously functional, with the advent of AB 109, it was reactivated to address street-level crime. With the funds made available through the CCP, SIT operates in Kern County cities such as Arvin, Bakersfield, California City, Delano, McFarland, Ridgecrest, Shafter, Taft, and Tehachapi. In order to affectively address street-level crime, SIT does the following:

- Focuses on improving collaborations with law enforcement agencies throughout Kern County
- Establishes front-line operations in cities and towns throughout Kern County
- Meets on a monthly basis to discuss current AB 109 activities and impacts

Fiscal year 14/15 was an active year for SIT with a total of 16 operations in 9 cities. Cities of operation included Arvin, Bakersfield, California City, Delano, McFarland, Ridgecrest, Shafter, Taft, and Tehachapi, with some hosting multiple SIT operations throughout the year. Hosting law enforcement agencies networked with other county law enforcement agencies, and also teamed up with agencies such as the Federal Bureau of Investigations, Immigration and Customs Enforcement Agency, and U.S. Marshal. Participating agencies that are part of the Memorandum of Understanding with the County were reimbursed for overtime in relation to AB 109 SIT operations. Outside agencies that assist SIT gladly provide assistance at no charge.

Depending on criminal activity and need, SIT teams have conducted multiple operations in a specific area over a short period of time. This has provided for a successful showing of force and cooperation throughout Kern County. SIT operations draw an assembly of federal, state, and local law enforcement agencies who provide a multitude of experience, information, and resources to ensure the most effective regional policing strategies. SIT offers regional law enforcement agencies some relief in addressing AB 109 impacts and pooling resources for intelligence gathering, leveraging of resources, and agency collaboration and cooperation in tracking offenders as they move throughout Kern County and State. As a result, the decline of criminal activity has been noticeable following the utilization of these operations. In FY 14/15 SIT operations had 302 attempted targets; 141 arrests; multiple weapons seized including seven guns, brass knuckles, and ammunition; seized varying amounts of marijuana, methamphetamine, prescription drugs, and drug paraphernalia; and approximately \$2,000 in United States currency was also seized.

SIT continues to prove to be a needed asset for Kern County, and warrants the increased allocations seen in FY 13/14. Due to the increased need for SIT operations, SIT has expended all available funding in FY 13/14 and FY 14/15.

Community-Based Organizations (CBO's) Program:

In FY 12/13, the CCP endorsed the belief that community-based organizations (CBO's) play an important part in the overall success of Realignment in Kern County by allocating a total of \$983,304 to CBO's through a competitive Request for Applications (RFA) process. This process focused on reentry services such as residential/transitional housing, employment and educational programs, and case management services. Residential/transitional housing programs create a structured living environment for individuals reentering the community and those who may struggle with addiction. Employment and educational programs provide individuals with the opportunity to earn educational and vocational certificates, gain work experience, and learn job searching, resume building, and interviewing skills. Case management services develop and maintain case plans for individuals which include, but are not limited to assessments; scheduling counseling, group therapy, and other appointments; and assisting with obtaining needed documents (driver's license, birth certificate, social security card, etc.).

On November 28, 2012, the CCP awarded contracts to the following organizations providing services to male and female offenders reentering the community through sober living environments, employment services, and case management services:

- ❖ Freedom House Transitional Living
- ❖ Hearthstone Community Services
- ❖ New Life Recovery and Training Center
- ❖ Operation Fresh Start
- ❖ Positive Visions for Men, Inc.
- ❖ Women of Worth Recovery House
- ❖ WestCare California, Inc.

On October 23, 2013, the CCP voted to extend these contracts for another two years. To ensure the CBO's success in providing streamlined services, the Sheriff's Office, Probation, and Mental Health/Substance Abuse continue working in conjunction by doing the following:

- Monthly collaborative meetings
- Establishment of data tracker elements and quarterly reporting
- CBO provider training
- Exchange of key information for improved offender services
- Tracking drug testing
- Encouraging CBO representatives to interview potential candidates at the Lerdo Detention Facility that would best fit their program
- Fostering an open line of communication and addressing provider's questions, concerns, and requests as they arise

The CBO Program is designed in a way that provides flexibility to react to the needs of the community and respond under the direction of the Executive Committee. The CBOs have assisted

the Probation Department, Sheriff's Office, and Mental Health Department in creating and improving a continuum of care, allowing offenders to receive much needed services, and provided over 98,000 bed days. This has saved millions of dollars in incarceration costs, and provided case management, employment and educational services to over 2,000 individuals.

Although current contracts expire on December 31, 2015, the CCP continues to focus on utilizing CBOs to help offenders gain access to the services and tools they need to become productive citizens of the community. To ensure continued services, the CCP has established a percentage of AB 109 funds in the base allocation totaling \$955,341 for FY 15/16. With the addition to previous year designations of \$2,029,432 in AB 109 base and growth funds, a total of \$2,984,773 has been allocated to the next CBO funding cycle beginning in August 2015. Additional funding for the CBO Program could be made available through State "growth" funds. Also, in order to assist the CBOs with data collection and reporting requirements, research is being done to purchase a case management system that will be provided to all future contracted homes in the upcoming year.

The CCP is committed to the partnership with the CBOs and together making Kern County a safer place to live.

Contingency Funds:

The plan calls for the unallocated money, in the amount of \$45,326, to be placed in the contingency fund for unexpected expenses and/or additional items the CCP chooses to fund.

Allocation of Realignment Funds

The CCP has spent numerous hours developing a plan that addresses the pressing issues of Realignment in Kern County. In order to achieve the goals, the allocation of AB 109 funds is based on the CCP's plan as described herein utilizing the FY 15/16 allocation from the State of California.

The base allocation amounts for FY 15/16 total \$34,866,451.

FY 15/16 Approved AB 109 Funding Allocations:

<u>Department/Entity</u>	<u>Base Allocation %</u>	<u>FY 15/16 Base Allocation</u>
Sheriff's Office	39.37%	\$13,726,922
Probation Department	35.65%	\$12,429,890
Mental Health & Substance Use Services & Treatment	13.60%	\$4,741,837
District Attorney's Office	4.30%	\$1,499,257
CBO Program	2.74%	\$955,341
Public Defender's Office	2.15%	\$749,629
Employers' Training Resource	1.38%	\$481,157
Street Interdiction Team	0.68%	\$237,092
Contingency	0.13%	\$45,326
Support Staff – Personnel		\$0
Total Base Allocation	100%	\$34,866,451

Data Collection, Research, and Analysis

Assembly Bill 109 compelled department heads to examine the cooperation, coordination, and collaboration between county agencies. These department heads aspired to understand what impact AB 109 would have on individual departments and the county as a whole. Each department assigned key knowledgeable staff to work together, formulate innovative ideas, make decisions quickly, and produce results.

In October 2011, a Departmental Analyst was hired to work specifically on data collection, research and reporting. In addition, due to the increasing demands for data, the Probation Department expanded the role of the Analyst into a Research, Analysis, and Data unit with six staff including one Supervising Department Analyst, three Departmental Analysts, one Office Services Specialist, one part-time Deputy Probation Officer to work specifically on AB 109 data activities and reporting as well as other criminal justice programs and systems. The following are highlights and continued projects:

- Serves as County Project Manager for participation in the Pew-MacArthur Results First Cost-Benefit Analysis of Kern County's criminal justice system.
- Serves as County lead for participation in the Public Policy Institute of California (PPIC) pilot project on data collection. This project is done in collaboration with the Board of State and Community Corrections (BSCC) and is a three-year project.
- Conducted a study and evaluation of the Day Reporting Center (DRC) and the impact on participants compared with non-participants. Due to the extent of data and information obtained in the study and the results, Kern will be expanding upon the study and has been asked to present its findings at conferences.

The Research, Analysis and Data Unit will continue to provide the following:

- Quarterly financial and dashboard reports to CCP and Board of Supervisors on Realignment activity in Kern County
- Monitoring, processing, and reporting of SIT activities and reimbursement claims
- Participation in the development, implementation, and monitoring of the CCP Strategic Plan
- Annual data reports to the Chief Probation Officers Association of California (CPOC) reporting on such data elements as number of PRCS offenders released to the county; PRCS recidivism (based on count of offenders who were convicted of a new felony law violation at some point in their term of supervision); number of offenders sentenced to 1170(h) for jail only or split sentences; and number of offenders currently on Mandatory Supervision
- Comparative reports on the allocation per offender based on actual numbers of PRCS and 1170(h) sentenced offenders

- Participation in meetings between Sheriff, Probation, Mental Health/Substance Abuse, and CBO's for incorporation and coordination into the realignment process to ensure seamless and streamlined services for offender reentry
- Participation in transition and conversion of the County criminal justice data system, particularly as it relates to Case Management Systems
- Exploring options for in-depth research and evaluation of local offender services and programs
- Maintain the AB 109/CCP/Realignment web page for CCP information, Implementation Plans, and other AB 109 resources (www.kernprobation.com)

Assembly Bill 109, and the criminal justice system as a whole, continues to evolve in a significant and dramatic progression; therefore, it is imperative that consistency remains within the data collection and tracking to ensure comparatives from year to year.

For FY 15/16, data collection, research, and reporting will be even more significant as decision making will be based upon data extracted and reported, correlations between variables, and statistical analysis, especially as it relates to future "Growth" funding. Plans include further development of data tracker definitions, working within the development of the new system(s), expanded or improved capacity for data collection, measurement and evaluation training, visiting or directly interacting with other counties for networking and ideas, and a marketing/educational program for AB 109 information and awareness.

County staff remain active on the State level to ensure Kern County is receiving all crucial and available resources, accurate and useful information, and being heard as an important and significant Central Valley community. Each year, information will be provided to the CCP and the Board of Supervisors with a more comprehensive assessment of AB 109 implementation and Realignment activities.