



MONO COUNTY

Public Safety **Realignment**



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Bridgeport Courthouse – Second oldest operating Courthouse in California.

Mission Statement

The Mono County Community Corrections Partnership (MCCCP) is dedicated to providing pathways for offenders to successfully reengage with the community.

Executive Summary

On April 4, 2011, then Governor Edmund Brown Jr. signed into law the Public Safety and Realignment Act (Assembly Bill 109; hereinafter referred to as "Realignment" or "AB 109"). Realignment was in response to the Federal Government's order requiring California to reduce the State's prison population by 46,000 inmates, and to advance the trend in criminal justice to provide localized community-based services to lower-level criminal offenders promoted by the enactment of the California Community Corrections Performance Incentives Act (SB 678) in 2009. AB 109 fundamentally altered the criminal justice landscape in California by changing how the State incarcerates, supervises, and treats specifically designated groups of offenders, as well as how California allocates funds to counties in order to implement the goals of AB 109. Prior to Realignment, all felony criminal offenders who were not granted probation were sent to state prison under the supervision of the California Department of Corrections and Rehabilitation ("CDCR"). Following their release from state prison those offenders were supervised by the State Parole Board. Realignment shifted the responsibility for incarcerating, supervising, and rehabilitating non-violent, non-serious, and non-sexual felony offenders from the State to the 58 Counties. This shift, or realignment, placed a substantial new responsibility on local jails, probation departments, and other local justice partners. This additional responsibility included housing inmates in local jails for longer periods of time, increasing the responsibility to supervise offenders released from prison (both state and local), and increasing local community-based services to offenders to mitigate their chance of recidivism.

To mitigate the impact of this new state mandated responsibility, AB 109 provided funding to the Counties, increased custody credits to shorten the length of sentences, created the concept of mandatory supervision that reduced actual time in custody with increased supervision after some time in custody was served, authorized short-term "flash" incarceration, and provided additional tools to the jails and probation departments to assist in rehabilitation services. Options counties could adopt included increased use of home arrest, electronic monitoring, work furlough programs, and effective investment in evidence-based correctional sanctions and programs.

Using the Community Corrections Partnerships (CCP) formed in each county under SB 678, AB109 required each county to recommend a plan to the Board of Supervisors how Realignment would be implemented. The guiding principle of the CCP is increasing public safety by reducing recidivism through community-based corrections programs and evidence-based practices. Mono County adopted its initial Realignment Plan in 2011. Key concerns identified in the initial plan included how the jail would manage a potential increase of additional and long-term inmates, how the probation department would supervise additional persons with more serious criminal offenses and criminal history, and what rehabilitative programs would be needed to meet the needs and goals of this new and additional population.

Since 2011, the Board of Supervisors has approved and funded the Mono County AB 109 program as part of the annual budget process. To date, Mono County has received approximately 3.8 million dollars to implement AB 109. The funds have gone to

hiring more probation officers, hiring jail staff to monitor inmates sentenced to work release programs, constructing an effective dispatch system for officer safety, expanding victim services, introducing a risk needs assessment program to better assist defendants who need pre-trial and post-sentencing services, establishing drug court, and training probation officers in the evidence-based practices of Moral Reconciliation Therapy (MRT), Cognitive Behavioral Journaling, and Motivational Interviewing. The Sheriff Department has contracted with Community Services Solutions to assist persons being released from custody and reentering society.

Recognizing that a new jail facility would be needed to meet the additional impact of Realignment, the County of Mono applied for, and received, a grant to build a new jail facility. This new jail will provide additional space for housing inmates and space for rehabilitation services, counseling, and medical and psychological services. The CCP was able to assist the county in meeting the grant matching funds requirement with a \$600,000 dollars of AB109 funds.

Now, almost 10 years later, the CCP is in a good position to review and revise the Mono County Realignment Plan. The CCP requests input, and approval, from the Board of Supervisors to guide the next five years of criminal justice in Mono County. Over the past 10 years, data has been gathered and analyzed, technology has vastly improved, and laws and policies affecting criminal justice in California have changed. These changes help guide the plan that is discussed below.

Areas of discussion that will be addressed include:

- **Review of the impact of Realignment in the State of California, and on Mono County.**
- **Effectiveness of Realignment services and funding over the past nine years.**
- **Changes in law, policies, and technology over the past nine years that impact and improve the ability to provide more effective services.**
- **Plan for the future incorporating all of the above and providing a roadmap for continuing to improve services to the population of criminal offenders in Mono County.**

The key points that the data and observations from the Mono County justice partners want the Board of Supervisors to know about are:

- **The jail capacity has not been overwhelmed by Realignment and since 2012, the average daily population was 27 inmates**
- **The jail has made improvement in the services offered to inmates but continues to lack services to further assist in the rehabilitation of criminal offenders.**
- **The Probation Department has not been overwhelmed by Realignment due to the Board of Supervisors funding of additional positions with Realignment and other funds, and the low number of persons on mandatory supervision (9) and Post-Release Community Supervision (20).**
- **The District Attorney's office has not seen an increased caseload due to Realignment.**



Mammoth Lakes courthouse.

- The Probation Department has effectively incorporated evidence-based practices.
- Drug Court has been successful.
- Medical and Psychiatric services have become available by use of remote technology.
- Additional services are needed to improve rehabilitation of criminal offenders.
- Additional mental health services are needed.
- A comprehensive reentry plan and programmed services are needed to improve successful compliance.
- Lack of housing is often an impediment to successful reentry.
- Lack of transportation is often an impediment to successful reentry.
- A method to track and analyze data and to receive feedback needs to be developed and implemented.

The 2020 CCP general membership has expanded in scope and includes motivated and capable partners from all areas of local government, including many county departments, the Office of Education, and the Mono County Library. The justice partners are excited about the plan being recommended to the Board of Supervisors. The CCP looks to expand partnership to increase participation in a Community Advisory Board that may include the private sector, faith-based entities, and others in the community interested in improving the lives of citizens who have violated the law and to enhance the safety of Mono County.

Identifying and implementing cost-effective rehabilitative programming and services for incarcerated individuals, as well as those who have returned to their communities, is among the highest priority for Mono County. Mono County, through its CCP General Committee, has further identified eleven objectives that it aims to achieve within the next five years:

1. Establish a multidisciplinary reentry team to create an individualized plan for each individual before, during and after incarceration.
2. Create a collaborative reentry plan with services.
3. Create a transportation plan to assist individuals in getting to programs and services.

4. Establish transitional housing sites and program.
5. Form a Community Advisory Board.
6. Determine services needing data tracking.
7. To identify variables to be measured for reporting and tracking.
8. Determine placement efficacy by tracking individual outcomes.
9. Design a qualitative and quantitative survey of probationer's and participant's experiences to measure subjective and objective satisfaction and efficacy.
10. Determine reentry population profile.
11. Establish an ongoing data committee.

The reentry team will be comprised of professionals from Mono County including Sheriff Jail Staff, Probation, Behavioral Health, Adult Office of Education, and Community Services Solutions. The team is tasked with identifying an individual's needs, finding efficient and effective ways to reintegrate the individual into the community, and ultimately reduce their odds of recidivism. A person's individual plan could include anything from drug and alcohol treatment, participating in statutory programs¹ while incarcerated, obtaining a GED, taking high school classes in the county jail, or telepsychiatry counseling sessions.

Mono County will utilize data tools to evaluate the success of these objectives, both individually and collectively. As more data becomes available regarding the success of these objectives, Mono County will be better able to tailor a person's individual plan to ensure a higher rate of success and lower rate of recidivism. Even without the new jail facility, Mono County can provide services to jail inmates both in-person, online, and with telecommunication. Mono County strives to meet the outlined goals of Realignment and with its current strategy, believes it is well equipped to be successful in its implementation of AB 109.

¹ Statutory programs are programs, required by statute, that a probationer is required to complete as a term and condition of probation. The statutorily mandated programs may include a 52-week batter's treatment program for someone convicted of domestic violence, a 52 week parenting class for someone convicted of child abuse, or, a 3-, 9-, or 18-month DUI program for a person convicted of a DUI.

Public Safety Realignment

California's Public Safety Realignment initiative represents the State's effort to reduce its prison population by shifting the supervision of inmates to county jails and community supervision. In 2009, the California Legislature passed the California Community Corrections Performance Incentives Act SB 678, which had two purposes: alleviate overcrowding in state prison and save state General Fund monies. This act was designed to promote and use evidence-based supervision practices and reduce the number of individuals on felony supervision who are sent to state prison. By law, each county created the Community Corrections Partnership (CCP), which Mono County established in 2009, to be responsible for overseeing the implementation of the goals. In 2011, the California Legislature then passed Assembly Bills 109 and 117, which caused the release of non-violent, non-serious, and non-sexual offenders, with sentences of longer than one year, from state prison to their originating counties of commitment.

The key provisions of AB 109 were that it redefined a felony, created Post Release Community Supervision (PRCS), created Mandatory Supervision (MS), amended custody credits, authorized community-based punishment, created flash incarceration, and amended parole revocations (see **PRCS Illustration, page 7**). The definition of a felony changed from certain crimes punishable in the state prison for 16 months, or two or three years, to certain crimes may be punishable in the county jail for 16 months, or two or three years. PRCS authorized the local probation department to supervise, for up to three years, specified inmates (non-violent, non-serious, non-sexual) released from state prison rather than have those inmates supervised by parole. Mandatory Supervision established that a person serving a period of incarceration could split their jail sentence with some time in custody and the balance of their remaining sentence out of custody, but supervised by the local probation department with terms and conditions similar to probationary terms and conditions.

Furthermore, Realignment changed inmate custody credits to four days credit for every two actual days served, known as "half-time credits." Since many inmates who would have been supervised by parole are now supervised by the local probation department, violations of PRCS or parole are now served in the local county jail for a maximum of 180 days. Rather than the parole board conducting parole violation hearings, AB 109 mandated parole violation hearings be conducted at the local level, by the county's Superior Court. If parolees were in violation of parole, they were to serve their time in the county jail, for a maximum of 180 days, rather than state prison. Lastly, AB 109 created flash incarceration, which is an up to 10-day jail commitment that a probation officer can utilize to ensure swift sanctions for noncompliant behavior.

Realignment required an emphasis on rehabilitation and increasing public safety by reducing recidivism through community-based corrections programs and evidence-based practices. While incarceration remains a necessary tool for some offenders and to protect public safety, Realignment shifted the focus of the justice system to rehabilitation and positive behavior reinforcement. An example of this shift is found in the creation of community corrections, which were defined as non-prison sanctions imposed by a court for the purpose of moving individuals through a system of evidence-based services available to those who would most likely benefit from them. The idea was to invest in both the individuals

and local economies as well as provide alternatives to incarceration through reentry services. Consequently, AB 109 required a paradigm shift for Mono County's criminal justice system to better suit the rehabilitation needs of its justice involved persons.

When the California State Legislature passed AB 109, it tasked local counties to implement their Realignment Plan beginning October 1, 2011. Mono County created the Community Corrections Partnership Executive Committee (CCPEC) in 2011 with the goal of developing and implementing the County's Realignment Plan.² The Mono County CCPEC established three areas of planning: obtaining or re-appropriating funds to support the affected county departments, creating alternatives to custody, and creating or expanding focused programs to address recidivism. As a result of Realignment, Mono County identified four Post Release Community Supervision (PRCS) individuals, one parolee, and seven mandatory supervision³ individuals who were returned to the County from state prison and required immediate assistance.

Between 2011 and 2019, the California Department of Corrections released 20 inmates from state prison into the care and custody of the Mono County Probation Department. During that same period, Mono County sentenced nine individuals to mandatory supervision. Considering the small number of clients returned to Mono County under PRCS who were serving a mandatory supervision sentence, the CCP committee determined it would be in the best interest of all those involved in the criminal justice system to receive Realignment services. Beginning 2011 through 2019, 978 individuals in Mono County were sentenced to formal felony probation and required a probation officer's supervision. All individuals received evidence-based programing or court ordered counseling.⁴

The 2011 Mono County Realignment plan, consistent with local needs, resources, and Penal Code 3450, included recommendations to maximize the effective investment of criminal justice resources in evidence-based correctional sanctions and programs, including, but not limited to, drug courts, residential multi-service centers, mental health treatment programs, electronic monitoring and Global Positioning System (GPS) monitoring programs, victim restitution programs, counseling programs, community service programs, educational programs, and work training programs. The Mono County CCP established three areas of planning:

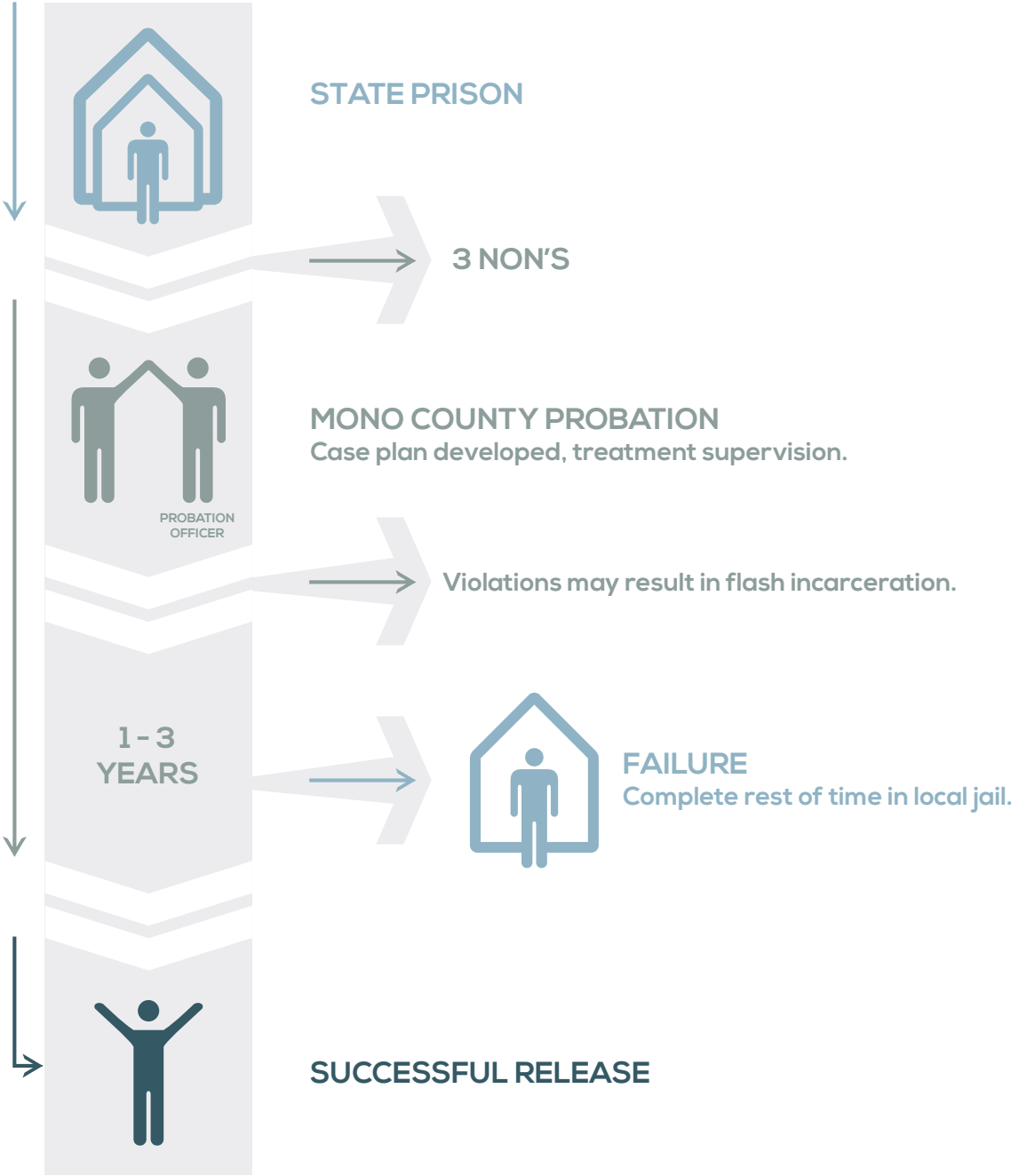
1. Obtaining or re-appropriating funds to support the affected county departments
2. Creating alternatives to custody, and
3. Creating or expanding focused programs to reduce recidivism

² The Mono County Executive Committee Members are as follows: Karin Humiston, Chair, Chief of Probation; Al Davis, Mammoth Lakes Chief of Police; Ingrid Braun, Sheriff; Tim Kendall, District Attorney; Jeremy Ibrahim, Public Defender; Hon. Mark Magit, Presiding Judge; and Robin Roberts, Director of Behavioral Health. The other justice partners, not including those identified in the Executive Committee, involved in the CCP General Committee are as follows: Francie Avitia, Supervisor, Department of Social Services; Jennifer Kreitz, Mono County Board of Supervisor; Shana Stapp, Special Program and Adult Education Coordinator for Office of Education; Christopher Platt, Director of Mono County Library; Misti Clark-Holt, Programs Manager, Wild Iris, and Susi Bains, Director of SHINE.

³ When a judge sentences a defendant to local county prison pursuant to Penal Code Section 1170(h), the period of supervision of the defendant by a probation officer is known as "mandatory supervision."

⁴ <https://openjustice.doj.ca.gov/exploration/crime-statistics/adult-probation-caseload-actions>

Post-Release Community Supervision **(PRCS)**



CALIFORNIA CRIMINAL JUSTICE

Realignment System

What does Realignment in the California Criminal Justice System Look Like?

The following information outlines and explains the criminal justice process and the effects of Realignment on the criminal justice system, but more specifically, on sentencing. Realignment promotes evidence-based practices⁵ fostering a criminal justice system focused on rehabilitation and the reduction of recidivism. Throughout the criminal justice and corrections process, defendants receive coordinated resources, services, and treatment (see **Realignment System Illustration, page 9**).

ARREST

Realignment did not affect procedures regarding arrest. Arrest is the initial step in introducing a person to the criminal justice system and occurs when there is probable cause to believe that an individual committed a misdemeanor or felony offense. Law enforcement may either choose to place that person in custody and take them to the local county jail or may choose to issue a citation if they believe the person is a low risk for failure to appear in court. If the defendant fails to appear in court, the judge is likely to issue an arrest warrant. If law enforcement takes the accused to the local county jail, the sheriff's department may decide to book and release the accused with a notice-to-appear in court for their arraignment or hold the person in custody until their arraignment.

ARRAIGNMENT

After a person's arrest or citation, the first formal court appearance is an arraignment. At the arraignment, a person may have a private attorney present or request the appointment of a Public Defender. This is the defendant's first opportunity to enter a plea in their case. The three most common pleas at arraignment include: not guilty, guilty, or no contest.

If a person enters a guilty or no contest plea, they may proceed directly to a sentencing hearing. If a person enters a not guilty plea, the judge then addresses the issue of bail, or may release the person on their own recognizance that includes a promise to appear at their next court date and comply with pre-trial conditions to ensure public safety and reduce the risk of the person reoffending.

BAIL HEARINGS

California bail and bail bonds refer to the money posted with the court to ensure that a person attends all their court appearances. Bail is typically set according to the local county bail schedule however, California bail laws provide a person with an opportunity to ask the judge to reduce the scheduled bail or request to be released on their own recognizance ("OR").⁶ California is moving in the direction of changing the practice

5 Evidence-based programs are programs that have been rigorously tested in controlled settings (i.e. trials using experimental or quasi-experimental designs), proven effective in a community site, and translated into practical models used by community-based organizations available to the public.

6 Own recognizance is when a judge allows a person accused of a crime to be free while awaiting trial, without posting bail, on the defendant's own promise to appear at their next court date, their lack of dangerousness to the community, and based upon their good reputation.

of monetary bail. Senate Bill 10 (SB 10) authorizes a change to California's pretrial release system from a money-based system to a risk-based release and detention system. A referendum on SB 10 will be included on the November 2020 ballot. SB 10 assumes that a person will be released on his or her own recognizance⁷ or supervised own recognizance with the least restrictive non-monetary condition or combination of conditions that will reasonably assure public safety and the defendant's return to court.⁸

After arraignment, the court may refer the matter to the probation department to complete a Bail Review Report. The Bail Review Report outlines the below listed factors after the completion of a pretrial assessment. The probation department makes a recommendation for bail to either remain as set, to increase or lower bail, or to release the individual on their own recognizance with pretrial supervision conditions. The court may also decide to waive the Bail Review Report and move directly to a bail review hearing. At a bail review hearing, the defendant presents mitigating factors in support of their request to reduce or eliminate the set bail. Before a court reduces, raises, or eliminates bail, the judge considers factors such as: criminal history, the seriousness of the offense, the facts of the case, community ties, the defendant's likelihood to return to court, and most importantly, public safety.

THE PRETRIAL PROCESS

Once a person enters a not guilty plea, and the court resolves the issue of bail, the defendant enters the pretrial process. "Pretrial" refers to all proceedings occurring before a trial; including, court appearances, motions (a request for the judge to take a desired action), discovery issues (the exchange of relevant evidence), and plea bargains or negotiations.

REENTRY SERVICES

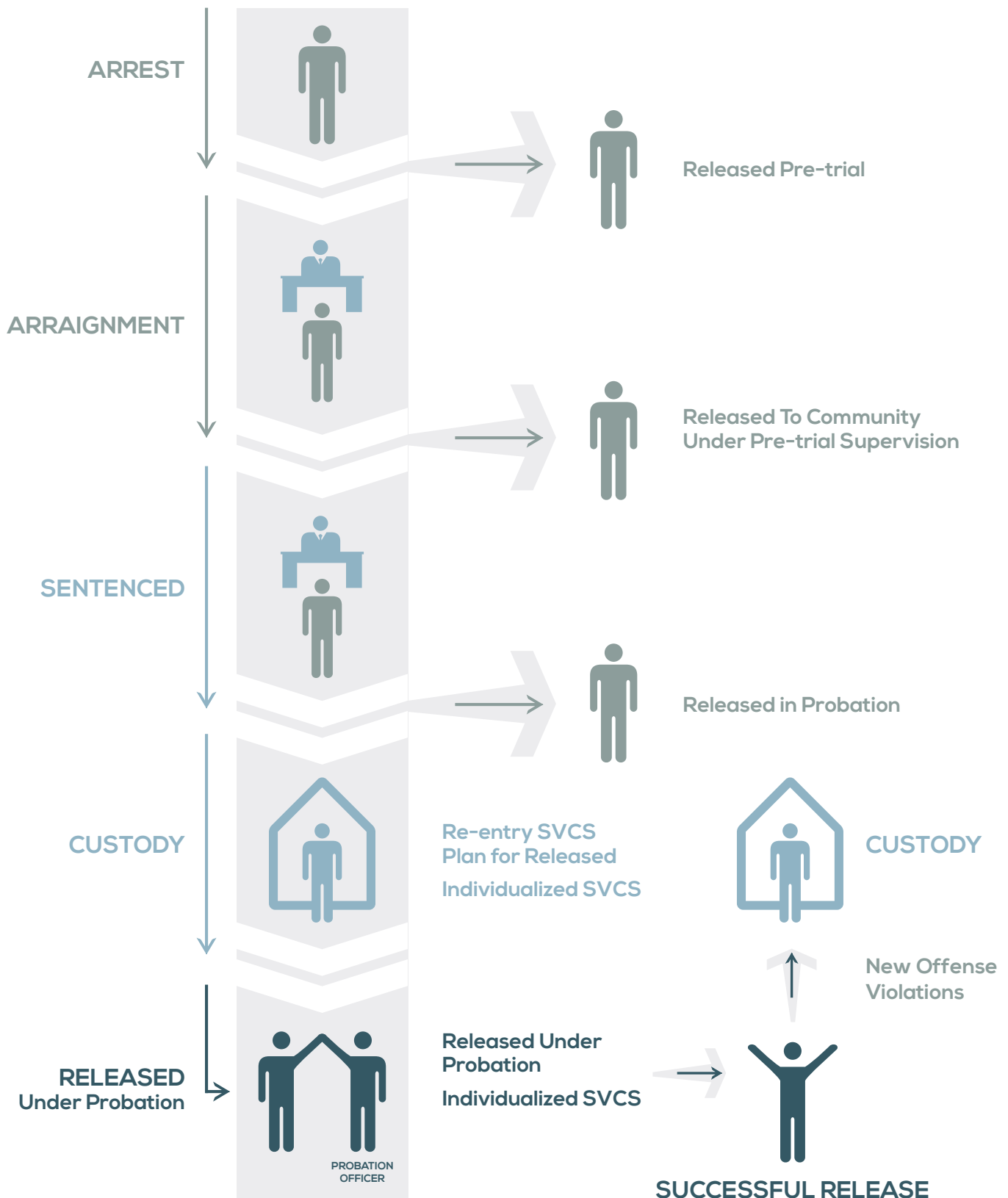
Starting at the arraignment and pretrial phase, the Mono County Probation Department along with community partners, provide reentry services and supervision. Reentry services help individuals successfully return to their communities. The justice partners, coordinating amongst themselves, thoughtfully offer comprehensive pre- and post-release rehabilitative programs and services to the defendant (see **Reentry Process Illustration, page 10**). Some examples of the services provided and monitored by Mono County Probation and Behavioral Health include substance abuse treatment, mental health treatment, parenting, and/or anger management classes.

One key lesson learned is that many persons who have served their time in custody do not know what to do next. They may have no family support structure, limited job prospects, no transportation, and may not even know where they are going to live. They may have physical and mental health issues and may still struggle with maintaining sobriety from drugs and alcohol. The Mono County Jail has contracted with Community Services

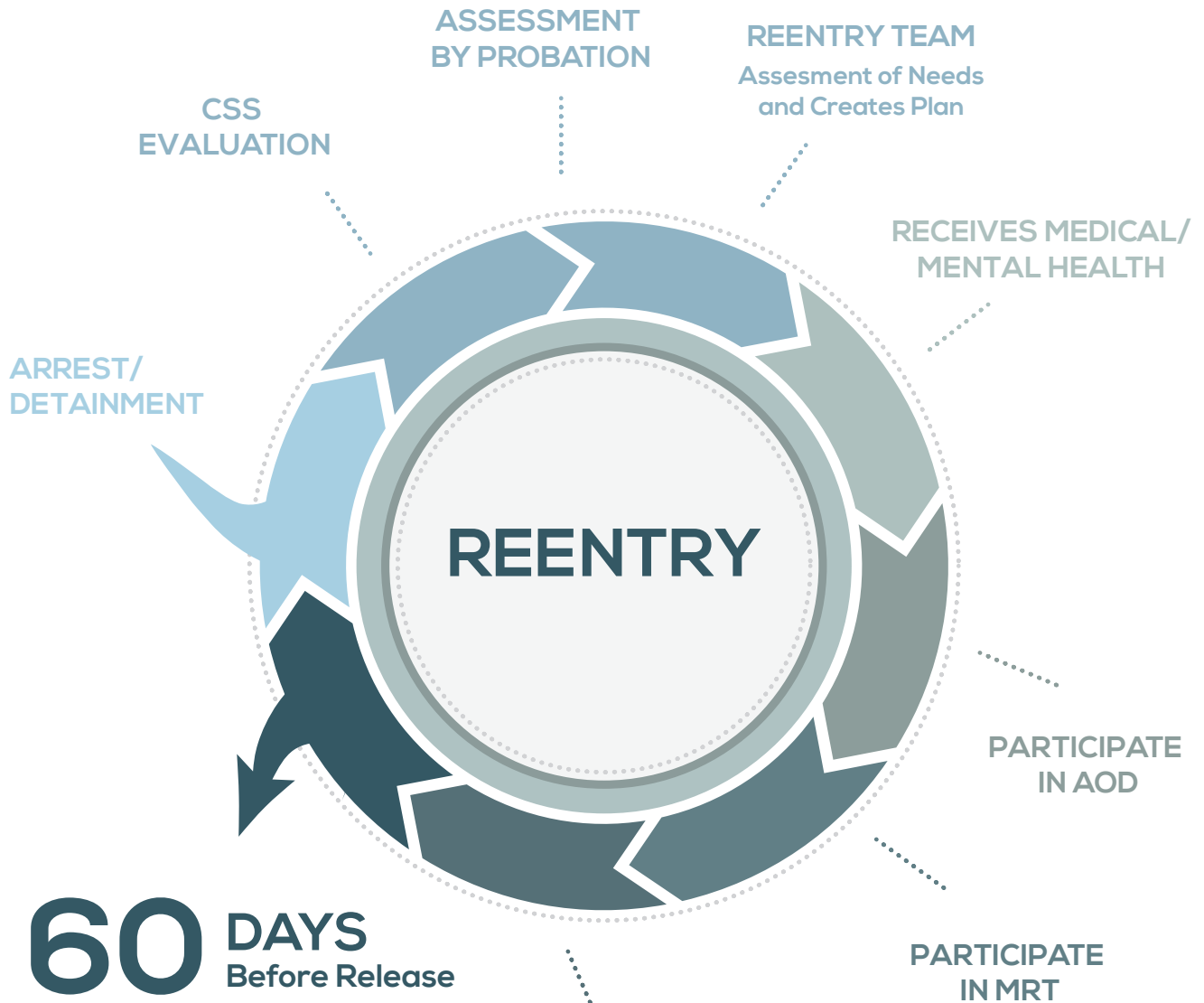
7 Supervised own recognizance is when a person is released on their own recognizance but is monitored by the probation department and must check-in with the probation department at regular intervals.

8 For more information on SB10, see <https://www.courts.ca.gov/pretrial.htm>.

Criminal Justice **Realignment System**



Mono County Jail Reentry Process



REENTRY TEAM ENSURES:

- Housing
- Transportation
- School
- Treatment
- Smooth Transition

Solutions (CCS) to help identify what services a person about to reenter society might need. While CCS contacts inmates for medical eligibility, social security cards, and other needs, there is no follow-up in the community and amongst agencies.⁹ One of the issues the assessment tool addressed was that inmates released into Mono County communities lacked continuity of care. The Mono County CCP General Committee identified this as a gap and created a Reentry Team to address the issue. This will be further discussed in the goals and objectives section of this report to ensure released inmates have a warm handoff to community supervision and receive services in the areas of need identified by the Reentry Team and the Risk/Needs assessment.

JURY TRIALS

Cases that do not resolve during pretrial proceedings progress into the trial phase of the California criminal court process.

Proceedings Following a Guilty Plea / Guilty Verdict

SENTENCING HEARING

Once a person is convicted of a crime they will be sentenced at a sentencing hearing. The matter may be referred to the probation department for a Pre-Sentence Investigation Report. This report outlines the facts and circumstances of the crime, the defendant's social and criminal history, harm to a victim, and makes recommendations for sentencing. The first recommendation in most cases is if the person should be granted probation. At a sentencing hearing, the prosecution and defense present to the court their arguments, beliefs, and supporting evidence for an appropriate sentence for the defendant.

After Realignment, the general objectives of sentencing were expanded from seven objectives to eight objectives by adding the objective of "(8) increasing public safety by reducing recidivism through community-based corrections programs and evidence-based practices." Up until 2017, the general objectives of sentencing did not include reducing recidivism through evidence-based practices, but rather focused on protecting society, punishing the defendant, encouragement of the defendant, and deterrence through consequences.¹⁰ One of the effects of Realignment, albeit years after AB109 took effect, was to now have the courts focus on evidence based practices to reduce recidivism when considering a defendant's sentence.

The court has several options for sentencing. The court may suspend the imposition or execution of a sentence and grant or place a person on Probation for a set amount of time, typically between three and five years. On probation, a person is required to obey all laws and abide by specific terms and conditions designed to address the underlying reasons why the criminal offense was committed, and to encourage the person to successfully reenter the community as a law-abiding citizen. On formal probation, the person is actively supervised by the Probation Department. Formal supervision is typically

required for more serious offenses, for persons with a more significant criminal history, for persons with substance abuse issues, and when significant counseling is necessary. Informal or conditional probation is typically ordered for less serious offenses, and where there is no need for active supervision of the person.

If a defendant convicted of a felony is not granted probation, the defendant will be sentenced to a term in prison. Serious, violent, sexual, and other designated offenses will result in the person serving their time in state prison. Following realignment, persons convicted of lesser felony offenses will serve their term in the Mono County Jail acting as the local prison. These terms may be very long, depending on the nature of the offense, the number of offenses committed, and the person's criminal record. Because the local jails are not designed to house persons for long periods of time, the court has the option to split the sentence into a certain amount of custody time in Local Prison (the local county jail), and then, upon completion of their custodial sentence, serve a period of time on mandatory supervision to complete their sentence. The Probation Department monitors mandatory supervision, and the defendant must comply with the same type of terms and conditions similar to a formal probation order. If the defendant violates their terms of mandatory supervision, then they may complete the remainder of their sentence in local county jail.

After a state prison term is served, the person may still be supervised for a period. This is commonly known as being on parole. This supervision may be by the State Parole Hearing Board for some offenses. Realignment also funded Post Release Community Supervision, which shifted supervision responsibility for non-violent, non-serious, and non-sexual criminals upon release from state prison to the local county. The Mono County Probation Department monitors Post-Release Community Supervision.

PROBATION VIOLATION

During a person's probationary period the court has the authority to revoke, modify, or change its order of suspension or execution of a person's sentence. The court may revoke a person's probation if it finds that the person committed a violation of probation. A violation may include a new arrest or not complying with the terms and conditions as listed in the probation order. Upon an arrest or filing of a Violation of Probation, a person repeats the same steps as listed in all the aforementioned sections. At the conclusion of a probation revocation hearing, the person appears before the court for sentencing. The person may be reinstated on probation with additional terms or jail time; or may be sentenced to a prison term to be served in either the county jail, or the Department of Corrections, based on the offense for which they were originally granted probation.

SUCCESSFUL COMPLETION OF PROBATION

If a person does not have any pending violations at the conclusion of their probation sentence, their probation is deemed successfully completed and terminated. Based upon their individual needs, all probationers are eligible for coordinated reentry programs and services to assist them to be productive members of their community and society; however, not all probationers may require those services to successfully complete probation.

⁹ Community Services Solutions ("CSS") provides services to inmates in the Mono County Jail. See Attachment - A for a complete list of services provided to inmates by CSS.

¹⁰ The general objectives of sentencing include (1) protecting society; (2) punishing the defendant; (3) encouraging the defendant to lead a law-abiding life in the future and deterring him or her from future offenses; (4) deterring others from criminal conduct by demonstrating its consequences; (5) preventing the defendant from committing new crimes by a period of incarceration; (6) securing restitution for victims of crime; (7) achieving uniformity in sentencing; and (8) Increasing public safety by reducing recidivism through community-based corrections programs and evidence-based practices. (Cal. Rules of Court Rule 4.410) (Subd (a) amended effective January 1, 2017; previously amended effective July 1, 2003, ad January 1, 2007.)

On Mono County

Mono County identified the impact Realignment had on its own criminal justice system and observed that Mono County justice partners needed to be more involved in all aspects of the justice involved person's navigation through the system. Realignment tasked justice partners to broaden their scope of knowledge, learn new techniques to assist in identifying an individual's needs, and appropriately address those needs. Mono County justice partners now have more alternatives to assist individuals going through the justice system to help reduce the probability of them returning to jail. Almost every aspect of the justice system was affected by AB 109, with some areas changed more drastically than others. Nevertheless, change was needed to provide the individuals in the criminal justice system with proven research-based tools to become productive members of society and reduce their recidivism rate.

Since Realignment took effect in 2011, statewide violent and property crime rates have remained close to historic lows. As it relates to individuals sentenced to probation, 98% of Mono County probationers successfully completed their probation leaving only 2% to finish their sentence in a penal institution, either county jail or state prison. However, California's re-arrest and re-conviction rates are among the highest in the nation. In Mono County, 65% of Post Release Community Supervision (PRCS) individuals failed to complete their terms and conditions of release, resulting in their supervised release being terminated. In 2011, Mono County identified four Post-Release Community Supervision (PRCS)¹¹ individuals, one parolee, and seven Mandatory Supervision¹² individuals who were returned to Mono County from state prison and needed immediate assistance. Between 2011 and 2019, 20 inmates were released from state prison into the care and custody of the Mono County Probation Department. These inmates had non-serious, non-violent, and non-sexual offenses and were required to receive certain treatments and services within the community and supervision. Roughly 65% of these individuals were later detained in the County jail located in Bridgeport to finish their time due to non-compliance with their supervision conditions (see Table 1 - Mono County PRCS/ MS Probation data, page 13). Thus, those individuals completed their sentences incarcerated in county jail.

In evaluating these numbers, Mono County's failure rate tracked the State of California's average. It was concluded that a disconnect existed between individual needs and the services being provided

11 Post Release Community Supervision (PRCS) is a form of supervision provided to an individual who has been released from a California Department of Corrections and Rehabilitation (CDCR) institution to the jurisdiction of a county agency, pursuant to the Post Release Community Supervision Act of 2011 or has been released from local jail after serving a "prison" sentence pursuant to Penal Code Section 1170(h). Penal Code (PC) Section 3451 provides that all persons released from prison on or after October 1, 2011, after serving a prison term for a felony and, if eligible, upon release from prison shall be subject to supervision provided by a county agency. The following individuals are excluded from PRCS and will be supervised by the Department of Parole following their release from state prison: (1) An individual serving a current term for a serious felony, as described in PC Section 1192.7(c); (2) An individual serving a current term for a violent felony, as described in PC Section 667.5(c); (3) An individual serving a current term of life; (4) An individual classified as a High-Risk Sex Offender; (5) An individual determined to be a Mentally Disordered Offender.

12 Mandatory Supervision individuals are non-serious, non-violent, and non-sexual offenses who serve a portion of their sentence in jail locally and then be released under probation's supervision to serve the remainder of their sentence reintegrating with the community.

by Mono County and the California Department of Corrections. In other words, inmates lacked the reentry services in the state prison and within the local community to aid in the successful completion of PRCS. During that same period, Mono County sentenced nine individuals to mandatory supervision. Of those nine, five were returned to the local jail to finish their local prison term, and four successfully completed their sentence (see Table 1 - Mono County PRCS/ MS Probation data, page 13).

Realignment, as designed by the California Legislature, has also had a tremendous impact on Mono County Probation. The inmates released from prison were supervised as "high-risk," meaning a probation officer must have frequent contacts in the office or field (e.g. home, work, etc.) with the probationer. Probation officers, therefore, needed to accommodate the increase in contacts, court hearings, reports, urinalysis, cognitive based journal interaction, facilitation of Moral Reconciliation Therapy ("MRT")¹³, the use of evidence-based practices ("EBP")¹⁴ and many more functions and duties. Probation required additional positions to efficiently supervise individuals and concurrently protect the community. Between 2011 and 2019, the Mono County Probation Department almost doubled in staff to meet the increased demands of Realignment.

Although evidence-based practices were present prior to Realignment, AB 109 guided the standardization of and focus for evidence-based practices into the criminal justice system. When Mono County Probation began using the best practice strategy (also known as evidence-based practices), this prompted Mono County to concentrate their limited resources and funds on EBP programs and allowed them to focus on program delivery rather than program development. One of the benefits that EBP programs provided was the buy-in from the justice partners, community, healthcare providers, and the individual. Considering the small number of individuals returned to Mono County under PRCS and serving a mandatory supervision sentence, the CCP committee determined it would be in the best interest of all justice-involved persons to provide Realignment services and evidence-based practices to all probationers.

One of the evidence-based practices implemented by Mono County was a Risk/Needs instrument designed to assess the risk of recidivism and needs of individuals to improve consistency and facilitate communication across criminal justice agencies. The purpose in implementing this assessment tool was to assist the probation department in predicting a person's likelihood to recidivate at various stages in the criminal justice system.

13 Moral Reconciliation Therapy is a method of treatment that is aimed at treating juvenile and adult criminal defendants with a cognitive-behavioral approach combining elements from various psychological traditions progressively addressing ego, social, moral, and positive behavioral growth. to reduce recidivism. The MRT program is centered around 16 objectively defined steps (units) focusing on seven basic treatment issues: confrontation of beliefs, attitudes, and behaviors; assessment of current relationships; reinforcement of positive behavior and habits; positive identity formation; enhancement of self-concept; decrease in hedonism and development of frustration tolerance; and development of higher stages of moral reasoning.

14 Evidence-based practices are defined as programs where 1) there is a definable outcome(s); 2) it is measurable, 3) it is defined according to practical realities (recidivism, victim satisfaction, etc....)

TABLE 1

PRCS, Mandatory Supervision, and Probation 2011- 2019

Post Release Community Service Clients (Individuals sent to the County from the State for supervision)	2011-2016	2017-2019	2011-2019
Supervised Post Release Community Service parolees from 2011- 2016	11*	9	21
Transferred to another county	2	0	2
Individuals that had violations and returned to local custody	7	6	13
Successful clients with no violations	3	2	5
*1 PRCS Client was sent back to the County for supervision twice			
Mandatory Split Sentences (Individuals who received local prison and then released on supervision)			
Supervised individuals placed on Mandatory Split Sentences	7	2	9
Awaiting release from custody	1	0	1
Transferred to another county	1	0	1
Successful with no violations	1	1	2
Individuals that had violations and were returned to local custody	4	1	5
Local prison pursuant to 1170(h) with no supervision term (Individuals sentenced to straight local custody with no supervision when released)			
Individuals sentenced to straight local prison with no supervision tail	57	15	72
Total of felony Probation grants from 2011- 2019			
Total felony probation grants	135	130	265
Local recidivism rate (returned to local custody for a new crime)	13	1	14
Recidivism for 1170(h) population (1170(h) individual returned to local custody)	14		
State Recidivism rate (individuals sent to state prison after a probation violation)	2	4	6
Electronic Monitoring			0
Home Detention			0
Inmate work detail			
Inmates requiring medical services			
Number of Flash Offenders			9
Community Services Solutions - Services provided through the jail re-entry program. Details referenced in attachment, page 34.			

*Contract between the Sheriff and CSS. Beginning 2015, CSS Reentry Coordinators had 259 appointments with 136 inmates. Several inmates required multiple appointments. CSS provided a total of 201 services to inmates.

Specifically, for Mono County, assessment instruments are used at the following stages: bail, pretrial, community supervision, and community reentry.

Further mitigating the impact of Realignment was the passage of Proposition 47 in 2015 that reduced many offenses, including many substance abuse offenses, from felonies to misdemeanors and caused another mass release of inmates into the counties. Prior to Proposition 47, county sheriffs heavily utilized alternatives such as electronic monitoring, day reporting centers, community service, and alternative work programs. Mono County Jail provides the alternative program of community work supervision. It should be noted that Mono County Jail's population has remained stable through 2010 - 2019 (see below Table 2 - Jail Population Trends: Mono County, Chart 1 - Mono County Average Jail Population, 2011-2020).

The last notable trend is regarding a rise in domestic violence offenses, both statewide and in Mono County (see Table 3 - California Department of Justice-Domestic Violence Related Calls: Mono County, page 15). This is an area of concern that the Community Corrections Partnership General Committee and the criminal justice partners intend to focus on in the future to reduce those numbers.

To date, Mono County has received approximately 3.8 million dollars to implement their AB 109 programs. The funds have gone to hiring more probation officers, hiring jail staff to monitor inmates sentenced to work release programs, constructing an effective dispatch system for officer safety, expanding victim services, introducing a risk needs assessment program to better assist defendants who need pre-trial and post-sentencing services, establishing drug court, and training probation officers in the evidence-based practices of Moral Reconciliation Therapy (MRT), Cognitive Behavioral Journaling, and Motivational Interviewing. The CCP Committee additionally identified two long-term and large areas of planning: jail space and transitional housing.

Proposition 47 also shifted some funding to evidence-based programs to reduce recidivism and incarceration. Those funds

were directed to mental health and substance abuse programs, K-12 education, and services for crime victims. Mono County provides those services to inmates however, it is providing them in a facility that was not designed for long-term commitments. Mono County recognized their constraints and between 2011 through 2019, the CCP Committee earmarked \$877,100 in funds for the construction of a new jail facility designed around AB 109 guidelines. Mono County is in the process of obtaining approval to build a new jail facility, which it hopes to begin within the next five years. With a new jail facility, Mono County will be better equipped to assist in-custody individuals with pre- and post-sentencing services, statutorily mandated classes, counseling/therapy, vocational development, job training, and educational opportunities.

From 2009-2018, the Mono County Superior Court sentenced 917 individuals to formal probation, each requiring a probation officer's supervision, and each receiving some type of evidence-based programming or court ordered consequence or treatment (see Table 4 - California Department of Justice-Arrests: Mono County shows the number of arrests from 2009-2018, page 15). A reduction in arrests can be seen between 2014 and 2015 and the same decrease is evident in the number of probationers in

CHART 1
Mono County Average Daily Jail Population, 2011- 2020

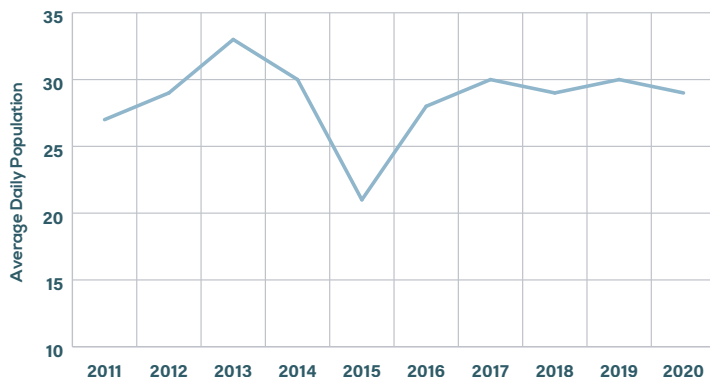


TABLE 2
Mono County Jail Population Trends, 2011- 2020

YEAR	ADP	SENTENCED						NON-SENTENCED					
		Sentenced		Misdemeanor		Felony		Total Non-Sentenced		Misdemeanor		Felony	
		ADP	% of ADP	ADP	% of ADP	ADP	% of ADP	ADP	% of ADP	ADP	% of ADP	ADP	% of ADP
2011	27	8	31%	4	17%	4	15%	18	69%	7	25%	12	44%
2012	29	10	36%	7	23%	4	13%	19	64%	8	29%	10	35%
2013	33	13	40%	9	28%	4	11%	20	60%	11	34%	9	27%
2014	30	17	56%	9	31%	8	25%	13	44%	6	19%	8	25%
2015	21	12	57%	5	23%	7	34%	9	43%	3	12%	6	30%
2016 ²	28	12	42%	5	17%	7	25%	16	58%	4	15%	12	43%
2017	30	12	38%	5	15%	7	23%	19	62%	5	16%	14	46%
2018	29	13	46%	5	19%	8	28%	15	54%	4	13%	11	40%
2019	30	12	39%	5	15%	7	23%	18	61%	5	16%	14	46%
2020	29	9	31%	3	12%	6	20%	20	69%	5	17%	15	51%

Note: ² 2016 data excludes December; data unavailable. ADP (Average Daily Jail Population)

TABLE 3

Mono County Domestic Violence Related Calls, Years 2009-2018

State of California Department of Justice- Open Justice

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
TOTAL CALLS	71	59	71	76	73	63	85	118	76	84
No Weapons Involved	55	45	56	62	65	54	72	104	58	59
Weapon Involved¹	16	14	15	14	8	9	13	14	18	25
Firearm	2	0	0	0	0	0	1	2	0	1
Knife or Cutting Instrument	1	3	0	2	1	1	1	1	1	0
Other Dangerous Weapon	0	2	1	1	1	1	2	2	4	6
Personal Weapon²	10	10	14	11	5	8	10	8	13	17
Not Reported	0	0	0	0	0	0	0	0	0	0
Total Strangulation and Suffocation³	-	-	-	-	-	-	-	-	-	6
Cases with Strangulation	-	-	-	-	-	-	-	-	-	5
Cases with Suffocation	-	-	-	-	-	-	-	-	-	1

¹Penal Code section 13730 does not require that the type of weapon involved in a domestic violence-related call be reported.²Hands, feet, etc.³Data for cases with strangulation or suffocation are not available prior to 2018.

TABLE 4

Mono County Arrests Years 2009-2018

State of California Department of Justice- Open Justice

Offenses: All, Ages: All, Gender: All, Ethnicities: All

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Felony	159	149	131	105	161	115	97	86	93	80
Violent Offenses	52	40	39	35	32	33	46	51	52	58
Property Offenses	38	48	33	28	18	12	13	12	18	9
Drug Offenses	38	34	49	24	82	56	17	8	4	7
Sex Offenses	1	3	0	2	1	1	1	1	1	0
Other Offenses	30	24	10	16	28	13	20	14	18	6
Misdemeanor	521	348	338	327	238	230	207	227	238	256
Status Offenses	0	0	0	0	0	0	0	0	0	0

Table 5 - California Department of Justice-Adult Probationers: Mono County (page 17). Most criminal justice partners attribute the reduction in both the arrest rate and number of probationers to Proposition 47, the Safe Neighborhood and Schools Act. This law recategorized some nonviolent offenses (i.e., drug and property offenses) as misdemeanors, rather than felonies. Proposition 47 also had a significant effect on the number of possible participants eligible for Drug Court due to the changes in drug laws. The probation failure rate (number of probationers sentenced to state prison) for this evaluation period is 2%. The state of California probation failure rate is 5.6% for probationers sentenced to prison/jail and the state failure rate for sentenced to prison is 3.1%.¹⁵

Realignment also created a third category of inmates: those who spend their entire sentence in a local jail with no supervision in the community or program requirements as a term of condition of probation. Between 2011 and 2019, 72 individuals were sentenced to local jail time (see Table 1) and had the most significant impact on the jail. California jails were designed to hold individuals for short terms of up to one year and were not meant for long-term detainment. Mono County is no exception. Currently, the Mono County Jail lacks classrooms, a law library, treatment rooms, or a medical area. As a result, the number of individuals detained for longer periods of time due to PRCS failure PC 1170(h), or Split/Mandatory Supervision, Mono County's 42-bed jail began showing indicators of stress. The long-term inmates, who traditionally would have been sentenced to state prison, brought a state-prison mentality and an increased level of sophistication into the local county jail. Inmates have kicked out windows, destroyed jail property, and increased their attempts to get drugs into the jail. This type of behavior is seen more often in long-term commitments, such as prisons.

While the jail did not have an increase in the number of detainees (the average daily population has held at 27 detainees since 2012), the length of stay and lack of programs have made it increasingly difficult to manage the long-term care of inmates. To address part of this problem, the California Legislature appropriated funds to each county to improve their jails to meet the requirements of AB 109. As a result, the Mono County Sheriff's Department and the CCP utilized unused space in the jail for providing services for the long-term inmate population. Some of the programs that

¹⁵ 2018 Judicial Council Report under Penal Code Section 1232 on the California Community Corrections Performance Initiatives Act of 2009 (Sen. Bill 678) <https://www.courts.ca.gov/documents/lr-2018-JC-ca-comm-corrections-performance-incentives-act-sb678.pdf>

Mono County implemented were the introduction of the EDOVO tablet learning system, AA classes within the jail, Department of Behavioral Health counselors meeting inmates in the jail for services, Moral Reconciliation Therapy (MRT), alcohol and drug counseling, and telepsychiatry services through North American Mental Health Services.

Since 2011, the Mono County Board of Supervisors, based upon a recommendation from the Mono County CCPEC, gave and continues to give the Mono County Sheriff's Department \$40,000 a year to address healthcare costs for their inmate population. The actual costs have varied each year, but continuously and consistently exceed the \$40,000 allotment. Except for three years, medical costs for inmates at the Mono County jail have exceeded \$100,000 each year since 2011 (**see Table 6 - Jail Medical Budget/Actual: Mono County, page 17**).

Chart 2 - Jail Medical Costs indicates that Actual Medical Costs are beginning to slightly increase (page 17). Although the jail population for Mono County has averaged a consistent number each year, the burden of housing and caring for long-term inmates has necessitated additional jail staff, maintenance crews, and behavioral health programming. Mono County's jail was not designed to house inmates serving a sentence longer than a year; nevertheless, the county implemented Realignment guidelines to better serve their jail population. Furthermore, Mono County is in the planning process of building a new jail to meet AB 109 requirements as well as other California jail requirements. Due to the current limitations of the Mono County Jail, implementing evidence-based practices to the jail population has been challenging. Even so, Mono County has successfully implemented some practices. Having the ability to serve the jail population with all planned evidence-based practices is a priority in the planning of the new jail.

Another impact of realignment has been the need for a transitional housing program to house individuals - post-release - who might otherwise be homeless. Rural counties have little access to placements, affordable housing, or transitional housing, and Mono County is no exception. Homelessness may not be singularly responsible for recidivism but being unstably housed complicates an individual's chances of successfully integrating back into their community. Currently, Mono County does not have treatment facilities or placements; and therefore, must rely on out-of-county facilities. Between 2011 and 2019, Mono County identified over 20 individuals who needed housing when they were first released from incarceration.



TABLE 5

California DOJ Adult Probationers: Mono County

State of California Department of Justice- Open Justice

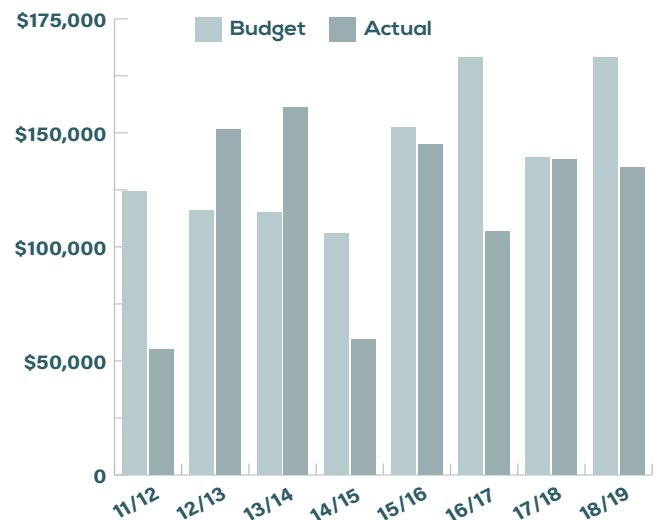
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
TOTAL PROBATION CASELOAD	313	284	243	263	266	257	134	146	142	156
Felony Offense	181	177	155	177	180	180	76	90	87	82
Misdemeanor Offenses	132	107	88	86	86	77	58	56	55	74
Total Probation Actions										
Placed on Probation	45	32	60	36	202	222	123	110	85	79
Removed from Probation	39	22	101	16	190	215	246	98	89	65
Terminated	37	22	92	16	60	126	212	72	58	28
Revoked	0	0	0	0	38	12	9	9	7	2
Other	2	0	9	0	92	77	25	17	24	35
Felony Offense										
Placed on Probation	23	22	35	26	127	148	69	67	53	38
Removed from Probation	33	18	57	4	115	144	173	53	56	43
Terminated	31	18	48	4	38	81	150	40	33	16
Revoked	0	0	0	0	25	6	5	7	3	2
Other	2	0	9	0	52	57	18	6	20	25
Misdemeanor Offense										
Placed on Probation	22	10	25	10	75	74	54	43	32	41
Removed from Probation	6	4	44	12	75	71	73	45	33	22
Terminated	6	4	44	12	22	45	62	32	25	12
Revoked	0	0	0	0	13	6	4	2	4	0
Other	0	0	0	0	40	20	7	11	4	10

TABLE 6

Jail Medical Budget/Actual: Mono County

FISCAL YEAR	BUDGET	ACTUAL
11/12	\$108,675.00	\$48,204.00
12/13	\$101,500.00	\$132,676.00
13/14	\$100,900.00	\$141,035.00
14/15	\$92,500.00	\$52,045.00
15/16	\$133,500.00	\$126,619.00
16/17	\$160,000.00	\$93,569.00
17/18	\$122,000.00	\$121,182.00
18/19	\$160,000.00	\$117,834.00

CHART 2

Jail Medical Costs

STRATEGIC AND Financial Planning

In 2011, counties were tasked with developing Local Implementation Plans to provide a strategy in realigning state public safety functions to their local jurisdictions. Subsequent Legislative Bills provided a guaranteed source of funding established by an amendment to the California Constitution. Each county receives a percentage of the total that the state allocates based on a formula. Mono County receives 0.05273932% of the total amount approved by the state and has received \$3.8 Million for fiscal years 2011/12 through 2018/19 (see CHART 3- Allocated Funding FY 11/12/-18/19). The Mono County Community Corrections Partnership Executive Committee ensures that fiscal policy and community correctional practices are aligned to promote a strategy that meets the county's needs and resources.

Justice reinvestment is a key component in the Public Safety Reinvestment Act. Penal Code § 3450(b)(7) defines justice reinvestment as a data-driven approach to reduce corrections and related criminal justice spending and then reinvest those savings in strategies designed to increase public safety. The purpose is to generate savings that can be reinvested in evidence-based strategies and increase public safety while holding individuals accountable. Public Safety Realignment placed responsibility on local jurisdictions and brought with it, numerous challenges for small rural communities with few resources. However, it provided an opportunity to develop new and alternative resources and connections.



Judge Mark Magit congratulating a drug court participant.

2011 IMPLEMENTATION PLAN Outcomes

The 2011 Implementation Plan identified three expected outcomes. As needs and expectations of conjoined criminal justice agencies progressed, objectives and outcomes changed in order to meet the needs of Mono County. The initial 2011 outcomes follow below.

Outcome 1: The first outcome was the implementation of a streamlined and efficient system in Mono County to manage the additional responsibilities brought about by Realignment. Measurement of this outcome was justice partner feedback on the effectiveness of mechanisms to collaboratively address Realignment issues. The Community Corrections Partnership General Committee met quarterly and addressed issues pertaining to evidence-based treatment, supervision, detention, preservation of victim's rights, and worked to ensure that all systems were working together efficiently.

Outcome 2: The second outcome was the implementation of a system that protected public safety and utilized best practices in recidivism reduction. Mono County's probation failure rate is exceptionally low and attributable to the efforts of all members of the Community Corrections Partnership. Because of the collaboration between justice partners in small rural communities, like Mono County, services are delivered in a timely manner, concerns are raised and addressed immediately. The CCP believes that the rate of failure for PRCS and Mandatory Supervision is most likely due to the lack of services while individuals were detained in both prison and local jail. The CCP has devised a plan to improve the services for those two groups going forward.

Outcome 3: The third outcome was the implementation of a system that effectively utilized alternatives to pre-trial and post-conviction incarceration where appropriate. Probation implemented pre-trial services to reduce the number of individuals detained as well as to provide services within the community. Electronic monitoring was also expanded for defendants released from custody while pending an outcome of their court case. This allowed more treatment and service opportunities for individuals in need of those services.

CHART 3

*Mono County Allocated Budget, 11/12-19/20

Revenue, Approved CCP Expenditures and Growth

REALIGNMENT	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20
Revenue	210,936	289,115	342,623	428,294	559,072	622,092	654,528	691,514	709,644
Approved CCP Expenditures	220,094	683,076	830,549	836,549	871,554	831,554	984,754	684,754	885,720
Growth	0	115,162	61,942	44,224	44,112	64,197	37,939	26,129	0

*Government Code §30029.05(c)(2) and Government Code §30029.07(e). FY no estimated growth for 19/20.

Goals, Objectives, and Outcomes

years 2011 through 2019. Appendix A illustrates funding for each year for the funding of each project and department (page 21).

GOAL 1

Enhance Public Safety by Reducing Recidivism

Recidivism reduction is the primary goal of Mono County Realignment efforts. Given the predominantly high-risk realigned population and high-risk probationers being served, reduction in recidivism is paramount. Implementation of evidence-based practices is integrated throughout the probation process. Evidence-based practices are supervision policies, procedures, programs, and practices demonstrated by scientific research to reduce recidivism among individuals under probation, parole, or post-release supervision (Penal Code §1229(d)). Drug Court, a collaborative court, began in 2014 to provide a more directed and supportive treatment milieu using EBP. It allowed the court more options in treating alcohol and drug abuse while supporting long-term recovery.

Objectives:

- Deliver evidence-based programming that is matched to the needs of the individual
- Support professional training to advance system-wide knowledge of evidence-based practices in the criminal justice field

Outcomes:

- The results of evidence-based assessments were incorporated into sentencing reports and revocation petitions for realigned and probation offenders
- Training related to evidence-based practices and/or interventions was made available to all justice partners
- Supervision of probationers was in alignment with field supervision matrix
- Training was provided for justice partners on Post-Release Community Supervision and Mandatory Supervision
- Key staff were trained on Motivational Interviewing
- Training was provided on Risk Management and Pre-trial Supervision
- Implemented graduated sanctions and incentives
- Added two (2) deputy probation officers
- Key staff were trained in MRT and MRT was provided in-custody and in the community
- Training was provided to all justice partners on racial and ethnic disparity
- Changed the STRONG Risk/Needs Assessment to the Ohio Risk Assessment System (ORAS)
- Implemented GPS and other electronic monitoring
- Implemented Drug Court, a collaborative court
- Implemented Pre-Trial Services with one Deputy Probation Officer assigned to caseload
- Implemented Reentry Community Services at the jail

- Implemented cognitive based programming with individuals when the needs assessment indicated a need for specific services

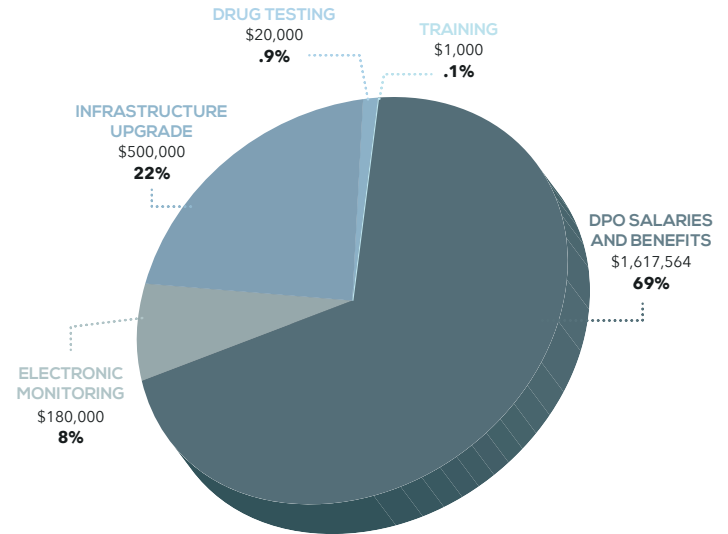
GOAL 2

Provide for Successful Reentry of Offenders to the

GRAPH: GOAL 1

Enhance Public Safety by Reducing Recidivism

TOTAL: \$2,318,564



Community

Local stakeholders recognize that the reentry period is a crucial window of opportunity to influence individual success, but equally can be fraught with challenges that increase an individual's likelihood to reoffend.

Objectives:

- Provide services and treatment to individuals in partnership with existing community providers
- Facilitate access to sober living and transitional housing as well as long-term housing
- Strive to support the specialized needs of individuals to improve their successful reentry into the community

Outcomes:

- Provided trauma informed treatment interventions
- Increased participation in cognitive behavioral treatment such as Cognitive Behavioral Journaling and Thinking for a Change
- Provided access to psychiatric services through telemedicine
- Provided reentry services
- Provided transitional housing
- Provided limited exit assistance for inmates
- Provided alcohol and drug counseling
- Provided Moral Reconciliation Therapy

- Provided inmates opportunities for work while in-custody

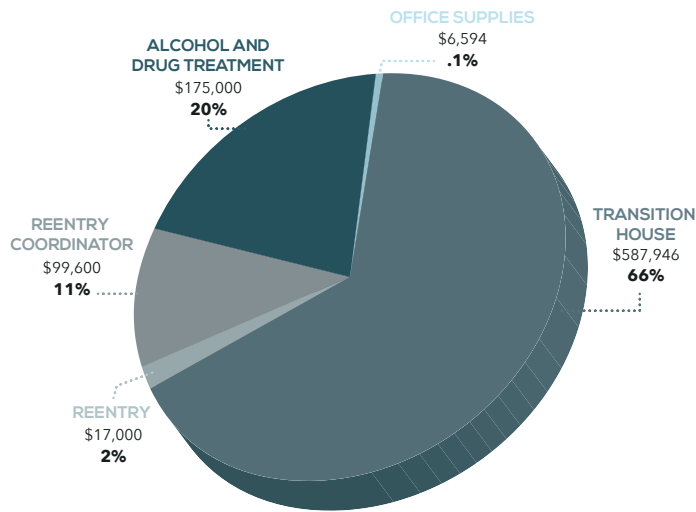
GOAL 3

In-custody Supervision and Management

GRAPH: GOAL 2

Provide for Successful Reentry of Offenders to the Community

TOTAL: \$886,140



Mono County has one jail located in the northern portion of the County. It was built in 1964, expanded in 1988, and was intended to house inmates for up to one year. To address the needs of incoming individuals requiring long-term stays and flash incarcerations, funding was dedicated to the jail and toward a grant match for building a new jail to accommodate the expectations of long-term stays. A funded jail position assisted with supervision as well as supervised community work crews within the community. Along with the age of the jail, safety equipment such as dispatch, needed an upgrade to ensure the safety of Sheriff's staff as well as probation.

Objectives:

- Expand the use of an evidence-based assessment tool for pre-trial and post-sentence jail release decisions
- Improve Dispatch for safety of Sheriff's Office deputies and probation
- Assist with grant match for building of new jail
- Strive to maximize jail capacity by appropriately identifying inmates who can safely be released and those who should be held in physical custody
- Ensure evidence-based risk assessment information is available for inmates in the county jail

Outcomes:

- Funded the grant match for building the new jail
- Funded one (1) full time Public Safety Officer position
- Funded a portion of medical care for inmates
- Contracted with selected agency and replaced aging dispatch services
- Jail staff provided inmate work crews for community projects

- For FY 17/18 through 18/19, began pre-trial services using the ORAS PAT

- Added one (1) Public Safety Officer

GOAL 4

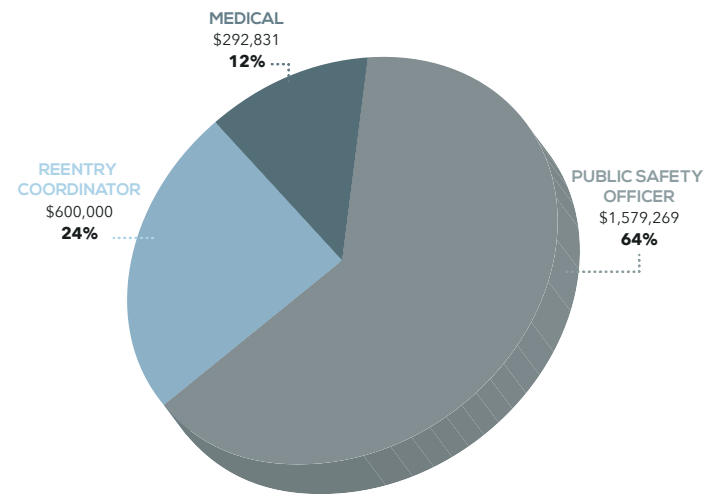
Victim Services and Drug Interdiction

Victim Services was added in FY 12/13 through FY17/18 as a funded program. A Victim Advocate was assigned to the District

GRAPH: GOAL 3

In-custody Supervision and Management

TOTAL: \$2,472,100



Attorney's Office to assist victims associated with realigned cases and individuals sentenced to probation. It was critical to recognize the needs of victims and to provide a clear orientation to the criminal justice system. The Advocate provided guidance to the criminal justice system victims, worked closely with the Deputy District Attorneys to provide victim impact statements, obtained statements of loss for restitution orders at sentencing, acted as a liaison for the Restitution Court, and assisted with Court Security safety planning.

Also funded from FY15/16 through FY18/19 were Drug Interdiction programs. An Opiate Crisis Consultant/Committee was established, and a plan implemented. A Drug Interdiction Investigator was also dedicated from the District Attorney's Office. The District Attorney also established a diversion program.

Objectives:

- Provide victim assistance established in compliance with Marsy's Law
- Explore and prepare a plan to reduce the rising level of drug cases

Outcomes:

- An investigator in the District Attorney's Office was assigned drug cases
- A victim advocate position was established and filled
- An opiate crisis committee was led by a consultant resulting in a community plan

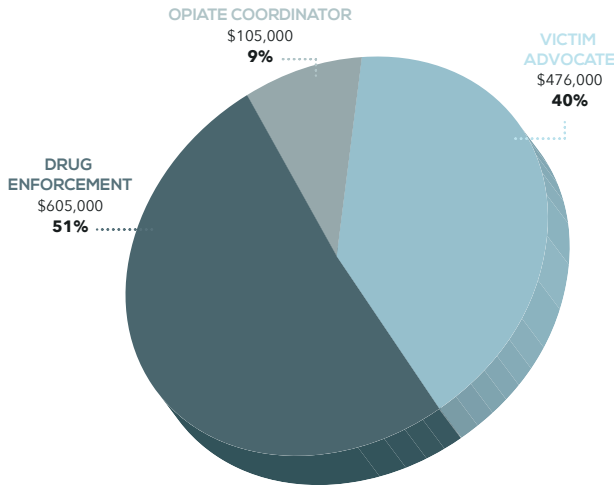
Beginning in FY11/12, the CCP established a plan to increase evidence-based community and in-custody supervision and multi-agency training for the justice partners. Funding was also allocated

to the District Attorney's Office and the Public Defender to assist with the increase in cases.

GRAPH: GOAL 4

Victim Services and Drug Interdiction

TOTAL: \$1,186,000



APPENDIX A

Project and Department Funding 2011-2020

CCP-AB109 11-12 Budget

DEPARTMENT	USE/PROJECT	AMOUNT
District Attorney	Office supplies	\$1,797.00
Multi-Agency	Training	\$1,000.00
Probation	DPO Salaries & Benefits	\$158,000.00
Public Defender	Office supplies	\$1,797.00
Sheriff's Office	PSO Salaries & Benefits/Medical	\$57,500.00
TOTAL		\$220,094.00

CCP-AB109 12-13 Budget

DEPARTMENT	USE/PROJECT	AMOUNT
Behavioral Health	Alcohol & Drug	\$50,000.00
District Attorney	Victim Advocacy	\$13,000.00
Probation	DPO Salaries & Benefits	\$108,076.00
Probation	Electronic Monitoring	\$40,000.00
Public Defender	Office supplies	\$3,000.00
Sheriff's Office	PSO Salaries & Benefits/Medical	\$416,000.00
Contingency	Davidson House	\$53,000.00
TOTAL		\$683,076.00

Mono County CCP-AB109 F/Y 2013/14 Adopted Budget

DEPARTMENT	USE/PROJECT	AMOUNT
Probation	DPO Salaries & Benefits	\$108,076.00
Probation	Electronic Monitoring	\$40,000.00
Sheriff's Office	Orbacom Upgrade	\$250,000.00
Sheriff's Office	PSO Salaries & Benefits	\$122,169.00
Sheriff's Office	In Custody Medical Costs AB109	\$42,831.00
Sub-committee	Davidson Transitional	\$267,473.00
TOTAL		\$830,549.00

CCP-AB109 14-15 Budget

DEPARTMENT	USE/PROJECT	AMOUNT
District Attorney	Victim Advocacy	\$13,000.00
Probation	DPO Salaries & Benefits	\$108,076.00
Probation	Electronic Monitoring	\$40,000.00
Public Defender	Office supplies	\$3,000.00
Sheriff's Office	Orbacom Upgrade	\$250,000.00
Sheriff's Office	PSO Salaries & Benefits	\$115,000.00
Sheriff's Office	In Custody Medical Costs AB109	\$50,000.00
Sub-committee	Jail & Transitional Programs	\$267,473.00
TOTAL		\$846,549.00

Mono County CCP-AB109 F/Y 2015/16 Adopted Budget

DEPARTMENT	USE/PROJECT	AMOUNT
Behavioral Health	Alcohol & Drug	\$25,000.00
District Attorney	Victim Assistance	\$150,000.00
District Attorney	Drug Enforcement	\$255,000.00
Probation	DPO Salaries & Benefits	\$216,084.00
Probation	Electronic Monitoring	\$10,000.00
Sheriff's Office	PSO Salaries & Benefits	\$173,720.00
Sheriff's Office	In Custody Medical Costs AB109	\$40,000.00
Social Services	Re-entry Needs	\$1,750.00
TOTAL		\$871,554.00

Mono County CCP-AB109 F/Y 2016/17 Adopted Budget

DEPARTMENT	USE/PROJECT	AMOUNT
Behavioral Health	Alcohol & Drug	\$25,000.00
District Attorney	Victims Assistance Program	\$150,000.00
District Attorney	Drug Enforcement - Investigator	\$200,000.00
Probation	DPO Salaries & Benefits	\$216,084.00
Probation	Electronic Monitoring	\$10,000.00
Sheriff's Office	PSO Salaries & Benefits	\$173,720.00
Sheriff's Office	Re-entry Coordinator	\$15,000.00
Sheriff's Office	In Custody Medical Costs AB109	\$40,000.00
Social Services	Inmate Daypack Project	\$1,750.00
TOTAL		\$831,554.00

Mono County CCP-AB109 F/Y 2017/18 Adopted Budget

DEPARTMENT	USE/PROJECT	AMOUNT
Behavioral Health	Alcohol & Drug	\$25,000.00
Behavioral Health	Opiate Coordinator	\$35,000.00
CAO	Jail Grant Match	\$300,000.00
District Attorney	Victims Assistance Program	\$150,000.00
Probation	DPO Salaries & Benefits	\$216,084.00
Probation	Electronic Monitoring	\$10,000.00
Sheriff's Office	PSO Salaries & Benefits	\$173,720.00
Sheriff's Office	Re-entry Coordinator	\$28,200.00
Sheriff's Office	In Custody Medical Costs AB109	\$40,000.00
Sheriff's Office	Re-entry Needs	\$6,750.00
TOTAL		\$984,754.00

Mono County CCP-AB109 F/Y 2019/20 Adopted Budget

DEPARTMENT	USE/PROJECT	AMOUNT
Behavioral Health	Alcohol & Drug	\$25,000.00
Behavioral Health	Opiate Coordinator	\$35,000.00
CAO	Jail Grant Match	\$300,000.00
Probation	DPO Salaries & Benefits	\$271,000.00
Probation	Electronic Monitoring	\$20,000.00
Probation	Drug Testing	\$20,000.00
Sheriff's Office	PSO Salaries & Benefits	\$173,720.00
Sheriff's Office	Re-entry Coordinator	\$28,200.00
Sheriff's Office	In Custody Medical Costs AB109	\$40,000.00
TOTAL		\$912,920.00

Mono County CCP-AB109 F/Y 2018/19 Adopted Budget

DEPARTMENT	USE/PROJECT	AMOUNT
Behavioral Health	Alcohol & Drug	\$25,000.00
Behavioral Health	Opiate Coordinator	\$35,000.00
District Attorney	Investigator Position	\$150,000.00
Probation	DPO Salaries & Benefits	\$216,084.00
Probation	Electronic Monitoring	\$10,000.00
Sheriff's Office	PSO Salaries & Benefits	\$173,720.00
Sheriff's Office	Re-entry Coordinator	\$28,200.00
Sheriff's Office	In Custody Medical Costs AB109	\$40,000.00
Sheriff's Office	Re-entry Needs	\$6,750.00
Sheriff's Office	Re-entry Needs	\$6,750.00
TOTAL		\$684,754.00



Mono Lake, Mono County.

Trends

Realignment and Proposition 47, The Safe Neighborhoods and Schools Act, were meant to reduce the prison population. They both influenced and continue to affect the California criminal justice system. When AB 109 passed in 2011, California noticed a spike in property crime. When Proposition 47 passed in 2014, which reduced the sentences for low level drug offenses and some property crimes to misdemeanors, California recorded another spike in property crimes. This spike was more notably for property crimes and some violent crimes (see TABLE 7 - California Department of Justice-Arrests All Counties 2011-2019). In Mono County, there was also an increase in violent crimes and domestic violence callouts. (see TABLE 4 - California Department of Justice-Arrests: Mono County and TABLE 3 - California Department of Justice-Domestic Violence Related Calls: Mono County)

In addition to the increase in violent and property crimes in 2014, Mono County also experienced a noticeable decrease in participation of alternative courts, specifically Drug Court. The cause for decreased participation was due to the Court's inability to adequately motivate drug offenders into treatment; an individual could spend less time in custody and complete their sentence in jail rather than complete an 18-month to three-year program. Prior to Realignment, courts had more leverage in ordering a defendant to either participate and successfully complete a Drug Court program for 18 months or go to state prison for up to three years. Under these rules, individuals would typically choose Drug Court. However, since Realignment and Proposition 47, some drug offenses only carry a one-year maximum penalty. Proposition 47 reclassified drug possession offenses under Health and Safety Code sections 11350, 11357(a) [concentrated cannabis], and 11377 as strictly misdemeanors punishable by up to one-year in county jail. As with the theft offenses, these new misdemeanor provisions did not apply to persons with one or more prior convictions for offenses specified under Penal Code section 667(e)(2)(C)(iv) or for certain sex offenses that required registration under Penal Code section

290(c). Therefore, if an individual was not committed to getting sober, it was easier to choose 365 days in jail instead of an 18-month program.

In Mono County, Drug Court was implemented in 2014. This program has been successful in helping individuals achieve sobriety and reduce recidivism. Mono County Drug Court has had a success rate of 50%, in which participants have not committed another crime or have not relapsed on drugs or alcohol. Unfortunately, just as the state has seen a decline in participation, so has Mono County. The slow decline in participation and referrals began in 2015. It is expected that this decline in Drug Court referrals and participation will continue into 2020 and for the foreseeable future.

The research regarding the spike in crime is not unanimous as to whether Realignment directly caused the increase in crime, however, it does agree that Realignment affected each county differently. When Realignment was adopted, the counties were not given a specific plan on how to reduce the prison population or how to handle the new caseloads of PRCS and mandatory supervision individuals. The state provided funding and vague guidelines only; therefore, counties decided their own important goals, their objectives in meeting them, how to reduce the prison population, and how to supervise their new caseloads. Counties invested their funding in new jails, new programming, training, new hires, community resources, reentry programs, and many other areas. Despite each of these investments, all counties saw an increase in the failure rates of their PRCS and mandatory supervision population. In the two years following Realignment, Mono County recorded a 2% increase in recidivism. In 2018, the County recorded a 5% increase in failure rates. For Mono County, these numbers appear extremely skewed because of the small population. Two failures out of a population of 14,000 will be higher than the same percentage of failures with a population of 100,000.

In late 2017, Mono County Probation evaluated the high

TABLE 7
California Arrests, Counties 2010-2019
State of California Department of Justice- Open Justice
Offenses: All, Ages: All, Gender: All, Ethnicities: All

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Felony	396,532	376,511	393,439	411,929	412,307	293,367	289,204	286,651	285,249	277,221
Violent Offenses	102,937	98,660	97,732	94,820	99,767	102,415	101,849	104,187	105,141	101,656
Property Offenses	100,328	90,145	95,889	95,201	87,627	67,285	69,640	70,987	68,162	64,327
Drug Offenses	115,089	110,535	117,350	133,727	133,996	43,096	37,655	29,279	27,889	26,854
Sex Offenses	6,678	6,374	6,233	5,838	5,256	4,927	4,718	4,896	4,667	4,931
Other Offenses	71,500	70,797	76,235	82,343	85,616	75,644	75,342	77,302	79,390	79,453
Misdemeanor	812,026	741,122	724,337	696,670	713,715	793,522	768,812	754,183	760,022	735,220
Status Offenses	0	0	0	0	0	0	0	0	0	0

failure rate of PRCS and Mandatory Supervision. The team was tasked with evaluating the failure rate and identifying the variables impacting Realignment individuals as compared to probationers. The team identified some of the root causes as a lack of transportation, lack of affordable housing, lack of EBP treatment programs in prison, and an increase in criminal thinking (as assessed by ORAS). Some PRCS individuals committed offenses while visiting Mono County, which resulted in having no connection to the community, nor homes or jobs, and were ultimately transferred to their home county when possible. Individuals leaving secure custody also did not have reliable transportation, which made it a challenge to attend their assigned treatment or programs. While the team could not change the lack of services in state or local jail, they could add programs for Mandatory Supervision individuals while detained.

Another recognized trend is the need for specific therapy strategies that seek to decrease recidivism by increasing moral reasoning. Moral Reconciliation Therapy, an evidence-based practice, seeks to make improvements in moral reasoning and decision making. It helps individuals acknowledge that there are consequences to their behavior and actions. The MRT treatment approach has proven successful in changing negative behavior patterns among substance abusing individuals. MRT was implemented by Mono County Behavioral Health and Probation in the jail in 2016 and in the community in 2018. Moral Reconciliation Therapy is a systematic treatment strategy that seeks to decrease recidivism among adult criminal offenders by increasing moral reasoning.

The recommendations for resolution of elevated failure rates were as follows:

- Swift sanctions and flash incarceration,
- Mandatory MRT as a condition of supervision,
- Increased contacts with individuals, and
- Consideration of rehabilitation for alcohol and drug and/or dual diagnosis patients.

Since implementation of these responses, there have been less

probation failures. Mono County has seen a reduction of failures from three (3) in 2017 to zero (0) in 2019.

Another area contributing to the failure of PRCS, mandatory supervision, and probation is the lack of programming and assessment in the local jail. Mono County jail was constructed to be a short-term facility with inmates in jail for no more than 365 days. Before AB 109, any defendant sentenced to more than 365 days to be served would be moved to state prison to serve their time. Since the passing of AB 109, individuals can serve sentences longer than 365 days in the Mono County Jail. To date, the longest jail sentence served in Mono County is five years. The Mono County jail was not prepared or equipped to provide adequate programming such as education, drug and alcohol counseling, evidence-based programming requiring behavioral modification, and many other services that the state prisons were better equipped to provide given their large spaces, classrooms, medical facilities, and funding.

To begin providing services to inmates, Sheriff Ingrid Braun and Kathy Peterson, Director of Social Services, collaborated to enter a contract with Community Services Solutions, a company that would meet with inmates at the jail and refer them to services. The CCP funded this service. This process was helpful in identifying the needs of each individual inmate, but the needed to be expanded. Thus, the justice partners created a system to ensure probation, behavioral health, education, and/or social services received referrals through one person, a Reentry Probation Officer, who would oversee the process. Not only was programming lacking within the jail, but a treatment system was needed in the community that was an extension of the treatment in the jail. For individuals to be successful in reentry, they must work with professionals to address the behavioral and cognitive patterns that led to their sentence and to prevent future criminal violations. This type of programming is limited in the community; however, the Probation Department and the Behavioral Health Department currently offer Moral Reconciliation Therapy, which is a behavioral therapy program that supports and encourages individuals to change their behavior and alter how they make decisions about right and wrong.



Debra Stewart, Alcohol and Drug Counselor.



Richard Bonneau, Alcohol and Drug Counselor.

The Next Five Years

In 2019, the Community Corrections Partnership General Committee examined the data and programs of the first nine years and conducted an analysis to ensure the goal of justice reinvestment was being achieved. The analysis included the identification of gaps in services and programming, as well as opportunities for improvements. The analysis was careful to maintain focus on evidence-based strategy with the goal of increasing public safety while holding justice-involved individuals accountable. The CCP also included an examination of data gathering needs to enhance realignment goals and made recommendations regarding integrating behavioral health treatment and community corrections strategies into practices specific to the enhancement of community awareness of and involvement in the realignment process (see **APPENDIX B-1 and B-2**).

Workgroups were identified and members volunteered for one of three groups: Group 1 - Provide for successful reentry of offenders to the community, Group 2 - Enhance public safety by reducing recidivism, and Group 3 - Establish a data sharing and management committee.

GOALS 1 AND 2

Goals 1 and 2 are plan revisions of the FY2011/12 through FY2018/19 Goals 1 and 2 of the same titles, respectively. As a result of the gap analysis, each area identified strategies that would improve outcomes (see Appendix B - Objectives, Strategies and Outcomes Matrix). Groups 1 and 2 combined at the end of the analysis to provide gap analysis addressing the overlap of objectives given they were mutual objectives.

Objective 1: Provide for the Successful Reentry of Offenders to the Community

To achieve this objective, several points were identified that necessitated the creation of a multi-disciplinary reentry team for the purpose of preparing a case plan before and during reentry.

Outcomes anticipated for Objective 1 are: (1) team members and agencies identified, (2) a Reentry Coordinator (Deputy Probation Officer) will be identified and assigned, (3) frequency and focus of meetings identified, (4) team members area of responsibility outlined, and (5) a software program identified for sharing information while maintaining confidentiality and security of information.

Objective 2: Create a Standardized Collaborative Reentry Plan

Strategies include identifying the level of assistance needed by an individual, what services are necessary and what classes are required of the individual. Strategies will also include research for additional classes to be offered through the jail's current contracted service, EDOVO.

Outcomes anticipated for Objective 2 are: (1) provision of in-custody services tailored for the individual, (2) creation of methodology to identify the level of assistance the individual needs, and (3) provide the programs that an individual can participate in.

Objective 3: Design a Transportation Plan for Probationers and Pretrial Defendants

On many occasions, individuals do not have the means to travel

to their home, temporary home, treatment, or programming. The CCP General Committee believes it can solve this challenge by securing a Memorandum of Understanding (MOU) between Probation and the Sheriff's Office and establish a contract with the Eastern Sierra Transit authority and other transportation vendors.

Outcome anticipated for Objective 3 is: Through collaboration, agencies and vendors will cooperate to transport probationers, specifically high-risk probationers, thus assisting in the success of their reentry programming.

Objective 4: Provide Transitional Housing

This is an important aspect of the success of reentry and probation. Research is clear that a safe, sober living place contributes to reentry success. Currently, there is no transitional housing in Mono County. There are several rooms available through Mono County Behavioral Health, however a prospective tenant must have seen Behavioral Health for treatment to qualify for residence. Otherwise, very few housing options exist for released inmates. A recommended strategy is to research available property and housing possibilities in Mono County, such as a mobile home. It is also recommended to research transitional housing programs throughout California to review their guidelines and address any legal issues.

Outcomes anticipated for Objective 4 are: (1) identify short-term housing alternatives while individuals reintegrate into the community, (2) offer sober living facilities, (3) provide more structure for probationers, (4) establish transitional housing, and (5) provide residency rules.

Objective 5: Establish a Community Advisory Board (CAB)

A CAB is a citizen voice for the criminal justice system. Citizens are invited to participate and provide input, research community issues, and make recommendations to the CCP Executive Committee. A CAB includes the Chief of Probation and a Probation Manager. Strategically, matters are reviewed, minutes taken, and issues are presented before the CCP Executive Committee.

Outcomes anticipated for Objective 5 are: (1) educating the community, building infrastructure for gathering community input, and representing the voices of the community, (2) recommended suggestions or projects are submitted to the CCP Executive Committee, (3) fostering the efforts of public and community-based agencies to work collaboratively, and (4) building trust while acknowledging inherent imbalances in authority.

GOAL 3

Establish a Data Committee to explore the data exchange, software, infrastructure, process, and governance between participating agencies to enhance the ability to collect and analyze data on shared individuals. Insular management systems occur generally when technical architecture, either application or data, are incompatible. This separation is not due to bounded rationality but architecture of data systems. In some cases, such as the case of reentry which may include medical, behavioral health, and eligibility information, confidentiality plays a

Objectives: Strategies And Outcomes

OBJECTIVES	STRATEGIES	OUTCOMES
<p>Create a Multidisciplinary Reentry Team for the purpose of preparing a case plan before and during reentry</p> <p>1</p>	<ul style="list-style-type: none"> Identify Members: CSS, BH, SS, Probation - Officer Leianna Daley as Reentry Coordinator. Establish frequency of meetings: pre-trial, while participant is being established, prior to re-entry, in case of flash-incarceration Identify each member's area of responsibility Share information across organizations 	<ul style="list-style-type: none"> Team members and agencies identified Probation Officer Reentry Coordinator will be the dedicated contact person to assist probationers and inmates in completing probation terms and conditions. Team will ensure that case plan leads probationers to successfully complete probation requirements or supervision. Frequency and focus of meetings established Team members areas of responsibility identified Software identified for sharing of information while maintaining security of information
<p>Create Collaborative Reentry Plan</p> <p>2</p>	<ul style="list-style-type: none"> Determine level of assistance needed by participant to meet probation and reentry goals Determine services required by participant during detainment and after reentry Provide statutorily required classes by identifying agencies or businesses that can provide these classes (BH, Wild Iris) <ul style="list-style-type: none"> Identify qualified employee who can administer classes Hire qualified employee to administer classes if necessary Offer classes in both North and South County Offer educational and mandatory services in the jail <ul style="list-style-type: none"> Utilize iPads for GED prep and other school related services (e.g. high school diploma, adult education, workforce training) Allow inmates to begin statutorily mandated classes on iPads (DUI, DV, Parenting, etc ...) Establish educational courses delivered by distance learning pathways (exp. Skype) Establish face-to-face classroom opportunities and safety protocols Research and Fund purchases of all devices and equipment required Research and deliver secured internet access 	<ul style="list-style-type: none"> Services required by participant identified <ul style="list-style-type: none"> Provide educational opportunities that may be required by the Court Level of assistance required by participant determined Allows inmates to participate in evidence based programs while in custody Assists Jail staff by providing constructive activities for detainees Lead to higher success of detainees completing classes if already started while in custody Provide educational opportunities that may assist detainees in gaining employment, and/or continuing education after reentry Detainees enrolled in classes would be motivators to each other and possibly other inmates not enrolled Identify software for education
<p>Establish a plan for transportation of participants</p> <p>3</p>	<ul style="list-style-type: none"> Contact Lyft, ESTA, Town taxi companies for possible contract for transportation MOU with Sheriff's Office and Probation for transportation 	<ul style="list-style-type: none"> Establish MOU and/or contract for transportation of participants
<p>Establish Transitional Housing for Participates in North, Middle, and South-County</p> <p>4</p>	<ul style="list-style-type: none"> Search for available property for development and/or contract with existing developed housing Collaborate with BH for probationers to use their traditional house for those individuals who meet their criteria. Research funding Establish guidelines for use of and length of use of housing 	<ul style="list-style-type: none"> Gives probationers, PRCS, Mandatory Supervision clients a short-term housing alternative while they reintegrate with society Offers them a sober living facility with other sober living individuals who they can use as a support system More structure to those probationers who need it Transitional housing is developed Residency rules are established
<p>Community Advisory Board</p> <p>5</p>	<ul style="list-style-type: none"> Identify members with expertise in adult education within a correctional setting, domestic violence prevention, workforce development, behavioral health issues, post-release reentry services, services for reentering persons, criminal and drug court, and law and policy related issues of the formerly incarcerated and crime survivors <ul style="list-style-type: none"> Chamber of Commerce, business owners (Shell, DIV, Mountain), former clients, Wounded Warrior, Cerro Coso Community College Research what this CAB will advise the Executive Committee 	<ul style="list-style-type: none"> Educating the community, building infrastructure for gathering community input and representing the voices of the community Advising the CCP Executive Committee on best and evidence-based practices as well as the diverse community views about criminal justice reform and justice reinvestment Fostering the efforts of public and community-based agencies to work collaboratively, build trust while acknowledging inherent imbalances in authority Executive Committee will be in charge of recruiting

Objectives: Strategies And Outcomes

OBJECTIVES	STRATEGIES	OUTCOMES
<p>To Provide a Case Management System that Meets All Partner's Needs</p> <p>6</p>	<ul style="list-style-type: none"> Complete variable identification Staff appointed for probation data planning group (PDPG) Review Case Management systems that can query and meet expectations (WIN/IOS) Announce bid Select CMS, begin process migration, training, implementation 	<ul style="list-style-type: none"> Variable identification to meet all needs Established Probation Data Planning Group members Review of each bid and capabilities Submitted Bid Acquire a case management system through procurement
<p>To Determine Services Needing Data Tracking</p> <p>7</p>	<ul style="list-style-type: none"> Each department identifies evidence-based services Identify each variable 	<ul style="list-style-type: none"> Ensure relevant variables are identified and all groups and departments collaboratively agree.
<p>To Identify Variables for Placement Efficacy</p> <p>8</p>	<ul style="list-style-type: none"> Identify placements used or will potentially use Identify placements by service or diagnostic focus Identify variables to be followed (e.g., time placed, entry from drug court, etc.) Identify Placement Team 	<ul style="list-style-type: none"> A list of placements as well as those under contract A list of placements by diagnosis A list identifying all variables in EBP services as well as those collaboratively identified Placement Team/Adult Multidisciplinary Team To design a system to inform outcomes of placements
<p>To Design a Qualitative and Quantitative Assessment of the Probationer's Experience</p> <p>9</p>	<ul style="list-style-type: none"> Create an exit survey Create a viable, repeatable method to acquire information Design procedure to ensure consistency of application Training to be conducted on survey procedure 	<ul style="list-style-type: none"> Design a qualitative and quantitative survey of probationer's experience Design and implement training for administering surveys Completed procedure Ensure data acquired is compatible with new CMS system
<p>To Determine Reentry Population Profile</p> <p>10</p>	<ul style="list-style-type: none"> To determine variables needed of reentry offenders To determine office of responsibilities to enter data and time required Establish MOU if necessary Identify a system to enter reentry information 	<ul style="list-style-type: none"> Variables identified Roles, responsibilities and actions are identified in MOU Variables are entered in compliance with the MOU or other agreement. A system is in place that allows for a profile be developed for those involved with reentry
<p>Establish a Data Committee</p> <p>11</p>	<ul style="list-style-type: none"> Identify committee members that leads data use, systemic needs, and policy discussions specific to reentry – Probation Data Planning Group Procedure to be developed for acquisition and entry of data Any necessary intergovernmental agreements or MOU 	<ul style="list-style-type: none"> Committee members Identified Procedure and Areas of responsibilities prepared collaboratively Memos of Understanding or other Agreements in place A committee is identified that oversees data and usage

significant role. Agencies have limits sharing information and some are also constrained by the Health Insurance Portability and Accountability Act of 1996 (HIPAA).

The data committee will propose a recommended system which will establish an inclusive management system where each relevant agency will have access to data and identify those data fields which are critical in ensuring successful reentry. Within this virtual milieu, HIPAA information would be protected while probation, jail, education, Community Services Solutions, and behavioral health access needed information. The data committee will continue to work to also identify additional data fields with the long-term expectation of collecting data for reports.

Objective 6: To Provide a Case Management System

Considering realignment and community supervision, data informs justice partners on a direction based on results. Such evidence-based decision making informs cost-benefits for programming and illuminates policy decisions.

The intended outcome of this objective is to acquire a case management system through procurement and contract that meets all justice partner's needs. Activities associated with this objective are: (1) variable identification, (2) appointment of a Data Planning group, (3) a completed list of case management capabilities, (4) completion of procurement process, and (5) identification of CMS selected with contract and training established for implementation.

Objective 7: To Determine Services for Data Tracking

It is critical to ensure relevant variables are identified and meet the needs of all justice partners. Probably the most difficult process is to identify each specific variable relevant to the justice partner, define the evidence-based process and what may be shared amongst agencies.

The intended outcomes for this Objective are: (1) each agency identifies specific evidence-based services and (2) each service has specific measurable variables identified.

Objective 8: To Determine Placement Efficacy

Given Mono County has no placement services available to our mutual population, each placement out of county will be identified by frequency used, the population need they serve (e.g., substance abuse), and overall efficacy. To use limited CCP funding for placements, effectiveness will be a consideration for informing future use.

The intended outcomes for this Objectives are: (1) identify a list of approved placements, (2) complete contracts with placement, (3) a list of placements by their clinical focus (e.g., dual diagnosis services), (4) a list of variables for CMS input that would assist in proper placement, (5) identify a standing multi-agency Placement Team.

Objective 9: To Measure a Client's Qualitative and Quantitative Experience

It is important to understand the experiences of the client or probationer throughout the criminal justice process.

The intended outcomes are: (1) to create an exit survey, (2) create a method to acquire information and data, (3) design a procedure for gathering information confidentially and anonymously, and (4) ensure training is provided to those overseeing the process.

Objective 10: To Determine Reentry Population Profile

A system should be in place to provide more appropriate plans and services for those reentering the community. Equally important is to have a case management system that is open to specific users to enter data without compromising confidentiality. The data gathered and analyzed will better guide reentry teams.

The intended outcomes are: (1) to determine variables of reentry clients to be entered, (2) involved the Probation Data Planning Group in identifying and integrating data, and (3) identify that platform or system that will allow for data along with an interagency agreement as to how data is entered and accessed.

Objective 11: To Establish a Data Committee

It will be critical to appoint a data committee that oversees data and usage. This committee will consider data use, systemic needs, and policy discussions. They will also oversee the Data Planning Group. Because of the interagency data entry and use, standardized procedures will be critical for oversight.

Intended outcomes are: (1) Committee members are identified and approved by the CCP Executive Committee and (2) a procedure will be developed describing how data will be acquired, entered, stored and accessed and as approved by the CCP Executive Committee.



Drug Court Participant receiving recognition from Judge Stan Eller.

Objectives: Measurement and Resources

OBJECTIVES	INTENDED OUTCOMES	ACTIVITIES	RESOURCES NEEDED	AGENCIES INVOLVED	MEASURE SUCCESS	ESTIMATED COST
1 Create a Multidisciplinary Reentry Team for the Purpose of Creating a Plan Before and During Reentry	Participant receives services needed and plan is extended to community supervision	<ul style="list-style-type: none"> a. Identify members of team b. Identify how meetings will occur and frequency c. Identify shared case management system 	<p>Staff time MOU for each department</p> <p>IT to establish distance communication ability</p>	<p>CSS</p> <p>BH</p> <p>Probation</p> <p>Social Services</p>	<p>Team is organized with identified staff</p> <p>Team members area of responsibility identified</p> <p>Team members identify training required</p> <p>Team begins to meet at beginning of contact with participants</p> <p>Shared case management system is acquired, staff trained, MOU complete</p>	<p>\$20-30,000 reentry case management system</p>
2 Create Collaborative Reentry Plan with Services	Detainee receives individualized services and case plan is extended to community supervision for continuity of services	<ul style="list-style-type: none"> a. Create Needs Assessment form, process, procedure information sharing, establish forms and protocols b. Access and record shared information c. Identify educational programs that are compatible with Jail security d. Identify IT software needed for online educational programs e. Investigate internet connectedness at facility f. Secure MOUs and contracts with service providers 	<p>Assessment Form</p> <p>Share Information Form</p> <p>Identify product either select or create</p> <p>Secure internet connection at the Jail</p> <p>Tech devices to access said programs online</p> <p>Safe, limited and secure internet access</p> <p>Devices</p> <p>Internet access</p> <p>Space/classroom/ Meeting space</p>	<p>CSS</p> <p>Sheriff's Department (Jail)</p> <p>BH</p> <p>Probation</p> <p>Social Services</p> <p>Legal Department (County counsel)</p> <p>County IT</p> <p>MCOE AEP</p>	<p>Team delivers assessment</p> <p>Probation delivers ORAS Risk Needs Assessment</p> <p>Departments can freely share information</p> <p>Team easily accesses and records notes</p> <p>Secure and limited internet access is provided to inmates for specific purposes</p> <p>Participants are receiving services online, completing mandated classes online, pursuing educational opportunities online</p>	<p>\$±7,800 and \$3,000 Tablets</p> <p>Annual self- replacement program is 25% or \$1,950 and \$750 respectively</p> <p>Edovo costs: \$2.50 per tablet per day. One tablet costs of \$915.50 per year. For 10 tablets are \$9,125 per year and for 20 tablets per year it is \$18,250. Costs depend on number of inmates and types of classes.</p>
3 Establish a Plan for Transportation of Participants	Detainees or probationers could continue with services mandated by Court or other services identified in the case plan	<ul style="list-style-type: none"> a. Identify vendors or agencies to provide transportation of participants 	<p>Contract/MOU with: Lyft, Mammoth Taxi, ESTA- Dial a Ride, and/ or Sheriff's Dept</p>	<p>CSS</p> <p>Probation</p> <p>Sheriff's Depart</p>	<p>Transportation will be easily accessed and inexpensive) or free) to participants</p>	<p>\$±5000 to cover cost of Mammoth Taxi or ESTA dial a ride/passes</p>
4 Establish Transitional Housing for Participates In North, Middle, and South-County	Participant would have a safe, short- term housing option	<ul style="list-style-type: none"> a. Identify properties for placement of short-term housing b. Identify hotels/motels for short-term housing 	<p>Mobile homes or trailers that meet private property requirements</p> <p>Property for placement of mobile homes or trailers</p> <p>Create MOUs and establish requirements for housing participants</p>	<p>CSS</p> <p>BH</p> <p>Probation</p> <p>Social Services</p> <p>MCOE</p>	<p>At least one to two -bedroom is available for short-term housing in each region of the county</p> <p>At least 2 hotel rooms in each region of county has an MOU for short-term housing of participants</p>	<p>\$±18,000 per year for space rental.</p> <p>\$±80,000- \$100,000 for mobile home one time cost.</p> <p>DMV fees \$250 annually</p>
5 Community Advisory Board	Provide a voice for the community and involvement on criminal justice issues	<ul style="list-style-type: none"> a. Identify members of the community b. Identify plan for participants to apply c. Provide procedures for CAB 	<p>Refreshments for the CAB participants</p> <p>Time of CAB Coordinator and Chief of Probation</p>	<p>CCP Executive Team</p> <p>CCP General Committee</p>	<ul style="list-style-type: none"> 1. Completed meetings with minutes 2. Involvement with the Court and Probation events 3. Number of recommendations to the CCP 	

OBJECTIVES	INTENDED OUTCOMES	ACTIVITIES	RESOURCES NEEDED	AGENCIES INVOLVED	MEASURE SUCCESS	ESTIMATED COST
<p>To provide a case management system that meets all partner's needs.</p> <p>6</p>	A case management system is acquired that meets all needs	<ul style="list-style-type: none"> a. Variable identification b. Staff appointed to PDPG c. Identify CMS providers d. Announce bid e. Collaboratively select CMS and Procure 	<p>Criminal justice partners will review the current system/variables</p> <p>Staff time</p> <p>Hardware to interconnect key agencies</p>	<p>Probation</p> <p>IT</p> <p>BH</p> <p>Social Services</p> <p>District Attorney</p> <p>Superior Court</p> <p>Public Health</p> <p>Sheriff's Office</p> <p>State Agency</p> <p>County Counsel</p> <p>Finance</p> <p>Community Services Solutions (CSS)</p>	<p>Variables are identified by each agency</p> <p>Data Program Group formed</p> <p>List of CMS providers</p> <p>County Counsel approves bid</p> <p>Contracts and MOU completed</p> <p>Training completed</p> <p>System meets needs</p>	<p>Cost of Training (to be funded by probation)</p> <p>Cost of CMS (to be funded by probation)</p> <p>Personnel Time</p>
<p>To Determine Services Needing Data Tracking</p> <p>7</p>	Relevant variables are identified and all groups and departments agree	<ul style="list-style-type: none"> a. Each department identifies evidence based services b. Identify each variable 	<p>Criminal justice partners will review the current system/variables</p> <p>Staff time</p> <p>Hardware to interconnect key agencies</p>	<p>Probation</p> <p>IT</p> <p>BH</p> <p>Social Services</p> <p>District Attorney</p> <p>Superior Court</p> <p>Public Health</p> <p>Sheriff's Office</p> <p>State Agency</p> <p>County Counsel</p> <p>Finance</p> <p>Community Services Solutions (CSS)</p>	<p>List of EBP services</p> <p>All variables are identified by each agency</p> <p>All variables are tied to EBP</p>	Personnel Time
<p>To Identify Variables for Placement Efficacy</p> <p>8</p>	Design a system to inform outcome of placements	<ul style="list-style-type: none"> a. Identify placements used or will potentially use b. Identify placements by service or diagnosis c. Identify variables to be followed (e.g., entry from drug court, relapse) d. Identify placement team 	<p>Criminal justice partners will review the current system/variables</p> <p>Staff time</p> <p>Hardware to interconnect key agencies</p> <p>Research indicating correlating variables</p>	<p>Probation</p> <p>IT</p> <p>BH</p> <p>Social Services</p> <p>Public Health</p> <p>Finance</p> <p>Community Services Solutions (CSS)</p>	<p>List of approved placements</p> <p>Completion of contracts for placement</p> <p>Variables for CMS</p> <p>Variables associated with success</p> <p>A team established with procedure and MOU</p> <p>Training as identified</p>	<p>Personnel Time</p> <p>Training \$10-20K (Probation to purchase)</p> <p>Placement contracts \$30-50K</p>
<p>To Design a Qualitative and Quantitative Assessment of the Probationer's Experience</p> <p>9</p>	A qualitative/quantitative assessment of probationer's experience	<ul style="list-style-type: none"> a. Create an exit survey b. Evaluate means to acquire information c. Collaboratively create procedure to ensure consistency of application d. Training to be conducted on procedure 	<p>Data Planning Group to identify questions and types of format</p> <p>Tablets</p> <p>Program to upload to</p> <p>Team to write procedure</p> <p>Team to write training as it applies to procedure</p>	<p>Probation</p> <p>IT</p> <p>BH</p> <p>Social Services</p> <p>Public Health</p> <p>Finance</p> <p>Community Services Solutions (CSS)</p>	<p>Identify services wanting to measure (e.g., MRT, probation, drug court, etc)</p> <p>Identified questions</p> <p>Identified program</p> <p>Identified variables to be measured</p> <p>Individuals given exit interview and survey 30 days before end of supervision</p> <p>System to compile narrative responses</p> <p>CMS allows for surveys and interviews to be downloaded</p> <p>Exit Survey Procedure completed</p> <p>Exit survey procedure training completed</p>	<p>Personnel time</p> <p>Tablets</p> <p>Programs for narrative compilation</p>

Objectives: Measurement And Resources

OBJECTIVES	INTENDED OUTCOMES	ACTIVITIES	RESOURCES NEEDED	AGENCIES INVOLVED	MEASURE SUCCESS	ESTIMATED COST
To Determine Reentry Population Profile 10	Design a system to identify Reentry population	a. Determine variables of reentry offender b. Staff appointed to PDPG for reentry c. Identify a system to enter reentry information	List of each variable CMS System or program to enter information MOU or agreement	Probation IT BH Social Services Public Health Finance Community Services Solutions (CSS)	All variables identified by each agency All variables identified by reentry PDPG for reentry formed System that communicates with CMS if separate A system that is available to all partners	Personnel time
Establish a Data Committee 11	A committee that oversees data and usage	a. Identify members that leads data use, systemic needs, and policy issue discussions specific to reentry b. Procedure developed for acquisition of data	Members of CCP and Mono County with skill in data base development	Probation IT BH Social Services Public Health Community Services Solutions (CSS) Others identified	To identify committee members Procedure describing how data will be acquired, entered, stored and access completed	Personnel time



Drug Court Graduation

Closing

It is the Mono County Community Corrections Partnership's desire to internalize lessons from the past nine years and invest in those practices leading to success as well as implement changes to assist individuals in achieving their goals.

In response to the CCP General Committee gap analysis and strategic planning, new objectives and anticipated outcomes serve as a map for the next five years. Further, data development allows for the CCP to evaluate this Public Safety Strategy for efficacy and cost effectiveness. Whether the building of a new jail, enhancement of jail programming, jail education, pretrial development, reentry plans, community engagement, or data development and sharing, we will continue to collaborate with justice partners to provide an inclusive community corrections plan.

Summary of Reentry Coordinator Services 2016-2020						
Mono County Jail						
	2016	2017	2018	2019	2020	Total
Mental Health	4	20	31	43	5	103
Substance Abuse	15	26	16	49	4	106
Domestic Violence	3	5	9	5	0	22
Health Care Services	3	8	11	13	2	35
Housing Services	8	28	39	47	0	122
Income Support / Benefits	0	0	25	20	3	45
Food & Clothing	15	37	19	29	0	100
Employment & Training	13	25	18	56	3	112
Probation	0	6	9	13	7	28
Other Needs	16	65	91	213	42	385
Releases of Information	1	17	40	48	11	106
All Total Services (2016-2019)	78	237	308	536	77	1164
Had Health Insurance (upon Incarceration)	51	146	113	112	30	452
Completed Medi-Cal Application (while incarcerated)	26	31	23	35	10	125
Declined Health Insurance enrollment	14	36	31	39	4	124
Total Inmates Interviewed	91	213	167	186	44	701

Summary of Reentry Coordinator Services 2016													
Mono County Jail													
	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	Total
Mental Health								2	2	0	0	0	4
Substance Abuse								1	3	3	7	1	15
Domestic Violence								0	0	0	3	0	3
Health Care Services								0	3	0	0	0	3
Housing Services								1	1	3	3	0	8
Income Support / Benefits								0	0	0	0	0	0
Food & Clothing								3	4	2	4	2	15
Employment & Training								1	3	4	4	1	13
Probation								0	0	0	0	0	0
Other Needs								6	5	2	0	3	16
Releases of Information								0	0	0	0	1	1
All Total Services (2018)								14	21	14	21	8	78
Had Health Insurance (upon Incarceration)								5	8	13	16	9	51
Completed Medi-Cal Application (while incarcerated)								6	10	5	3	2	26
Declined Health Insurance enrollment								3	3	2	3	3	14
Total Inmates Interviewed								14	21	20	22	14	91

Summary of Reentry Coordinator Services 2017

Mono County Jail													
	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	Total
Mental Health	2	2	3	1	1	2	3	2	1	0	2	1	20
Substance Abuse	4	3	2	1	2	2	0	4	3	1	3	1	26
Domestic Violence	0	1	1	1	0	0	0	0	0	0	0	2	5
Health Care Services	2	0	1	1	2	0	0	2	0	0	0	0	8
Housing Services	3	3	2	2	1	1	1	5	5	3	2	0	28
Income Support / Benefits	0	0	0	0	0	0	0	0	0	0	0	0	0
Food & Clothing	4	3	9	6	3	3	0	2	2	1	3	1	37
Employment & Training	3	3	3	0	2	2	1	4	3	2	1	1	25
Probation	0	0	0	0	0	1	0	0	1	0	3	1	6
Other Needs	12	11	1	3	1	3	4	8	0	7	10	5	65
Releases of Information	0	0	0	0	0	0	0	5	1	5	4	2	17
All Total Services (2018)	30	26	22	15	12	14	9	32	16	19	28	14	237
Had Health Insurance (upon Incarceration)	11	20	14	10	12	12	12	10	11	10	16	8	146
Completed Medi-Cal Application (while incarcerated)	2	1	4	3	3	2	0	2	6	3	3	2	31
Declined Health Insurance enrollment	1	1	0	3	1	8	7	7	5	3	0	0	36
Total Inmates Interviewed	14	22	18	16	16	22	19	19	22	16	19	10	213

Summary of Reentry Coordinator Services 2018

Mono County Jail													
	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	Total
Mental Health	4	4	1	1	4	2	3	0	0	3	5	4	31
Substance Abuse	2	2	0	0	2	1	1	0	0	5	2	1	16
Domestic Violence	3	0	0	0	0	1	0	0	2	0	2	1	9
Health Care Services	0	1	0	1	0	1	1	1	1	2	1	2	11
Housing Services	3	0	7	3	0	7	3	0	1	6	4	5	39
Income Support / Benefits	0	0	0	0	2	11	4	2	4	0	0	2	25
Food & Clothing	1	2	3	7	0	0	0	0	0	4	1	1	19
Employment & Training	0	2	2	1	0	4	0	2	3	0	2	2	18
Probation	0	0	3	2	2	1	0	0	0	0	0	1	9
Other Needs	17	11	11	5	5	7	9	6	7	1	8	4	91
Releases of Information	2	3	1	1	3	1	0	4	3	6	3	13	40
All Total Services (2018)	32	25	28	21	18	36	21	15	21	27	28	36	167
Had Health Insurance (upon Incarceration)	9	13	11	7	11	8	12	7	8	5	13	9	113
Completed Medi-Cal Application (while incarcerated)	3	1	2	3	1	2	1	2	2	3	2	1	23
Declined Health Insurance enrollment	2	4	1	2	1	5	2	0	3	4	4	3	31
Total Inmates Interviewed	14	18	14	12	13	15	15	9	13	12	19	13	167

Summary of Reentry Coordinator Services 2019													
Mono County Jail													
	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	Total
Mental Health	5	3	4	5	5	9	5	2	1	2	1	1	43
Substance Abuse	1	9	3	4	9	5	8	8	0	0	0	2	49
Domestic Violence	0	0	1	1	0	0	0	2	0	0	0	1	5
Health Care Services	1	2	1	0	1	1	2	1	1	1	0	2	13
Housing Services	2	0	1	7	0	10	14	6	0	6	1	0	47
Income Support / Benefits	1	0	0	0	2	3	0	0	0	4	6	4	20
Food & Clothing	0	0	1	4	5	6	4	2	1	3	2	1	29
Employment & Training	6	3	3	3	2	15	13	7	3	0	1	0	56
Probation	0	0	1	2	1	1	0	0	0	0	1	7	13
Other Needs	5	8	15	19	22	16	24	22	35	23	15	9	213
Releases of Information	0	2	4	8	13	2	2	3	0	6	2	6	48
All Total Services (2019)	21	27	34	53	60	68	72	53	41	45	29	33	536
Had Health Insurance (upon Incarceration)	8	9	5	12	11	10	13	8	8	15	6	7	112
Completed Medi-Cal Application (while incarcerated)	4	2	1	1	4	1	2	3	6	3	5	3	35
Declined Health Insurance enrollment	3	1	5	6	6	2	8	1	0	1	5	1	39
Total Inmates Interviewed	15	12	11	19	21	13	23	12	14	19	16	11	186

Summary of Reentry Coordinator Services 2020													
Mono County Jail													
	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	Total
Mental Health	3	2	0	Covid	Covid	Covid							5
Substance Abuse	0	4	0										4
Domestic Violence	0	0	0										0
Health Care Services	0	2	0										2
Housing Services	0	0	0										0
Income Support / Benefits	0	3	0										3
Food & Clothing	0	0	0										0
Employment & Training	0	3	0										3
Probation	7	0	0										7
Other Needs	15	10	17										42
Releases of Information	4	6	1										11
All Total Services (2019)	29	30	18	0	0	0	0	0	0	0	0	0	77
Had Health Insurance (upon Incarceration)	12	9	9										30
Completed Medi-Cal Application (while incarcerated)	3	3	4										10
Declined Health Insurance enrollment	1	1	2										4
Total Inmates Interviewed	16	13	15	0	0	0	0	0	0	0	0	0	44



Hot Creek, Mammoth Lakes.



Public Safety Realignment Report
MONO COUNTY, CALIFORNIA
Report Design: SharpEndDesigns.com