Community Corrections Partnership (CCP)
Executive Committee Meeting
April 20, 2016
City Hall – Caldwell Park Conference Room, 2nd Floor
777 Cypress Street, Redding, CA

Attendees:

Tracie Neal, Erin Ceccarelli, Chelsey Chappelle, Teresa Rushing – Shasta County Probation Department
Tom Bosenko, Dave Kent, Mike Lindsey – Shasta County Sheriff's Office
Rob Paoletti – City of Redding Police Department
Donnell Ewert – Shasta County Health and Human Services Agency
Jeff Gorder – Public Defender
Melissa Fowler-Bradley – Shasta County Superior Court
Brian Muir – Shasta County Auditor's Office
Elaine Grossman – Shasta County Administrative Office
Karen Day, David Nichols – Department of Adult Parole Operations (DAPO)
Susan Kane, Shaneika Smith – Shasta Day Reporting Center
Jackie Durant – HOPE City
Robert Wharton – Member of the Public

CCP Executive Committee Members are in bold.

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Meeting Overview

The meeting was called to order at 3:00 p.m. A quorum was present. Introductions were made.

Public Comment

There was no public comment.

Approval of Meeting Minutes

Jeff Gorder made a motion to approve the minutes from February 17, 2016. Rob Paoletti seconded the motion. Motion passed: 4 Ayes, 0 Noes, 1 Abstention (Melissa Fowler Bradley). Donnell Ewert was not present at the time of the vote.

Financial Report

State Allocations to Shasta County

Elaine Grossman distributed a Fiscal Year 2015/16 Realignment Revenue Report and discussed the estimated growth for Shasta County for the AB109 Community Corrections Subaccount.

Tracie Neal indicated our CCP growth for 2015-16 is estimated to be $465,823. This is a higher amount than anticipated. Growth is weighted by the following factors: SB 678 success (felony probation only), incarceration rates, and 2nd strikers. It is important to understand that the growth formula (per the RAC) as it relates to SB 678 only considers felony probation performance and does not include Post Release Community Supervision or Mandatory Supervision. Also this data is pulled directly from CDCR. This is a different formula than the Probation's Community Corrections Performance Incentive Fund (SB 678). This formula includes all three populations supervised by probation.

Discussion Items

Substance Abuse Disorders

Donnell Ewert gave a presentation on Dissuasion Commissions, a tool to address treatment options with people with substance abuse disorders, a model used in Portugal starting in 2001. Portugal decriminalized possession in 2001 making drug use more of a health problem than a crime. The decriminalization does not apply to manufacturing or distribution, but drug users receive a fine for public use and possession. The Dissuasion Commission oversees the administration for drug use citations. The result has been a decrease in drug use in the youth population, but a slight increase in the lifetime use of the adult population.

Dave Kent asked if there are projections indicating an eventual reduction in the adult population based on the decrease in youth drug use. Donnell stated that he did not have any information in regards to that.

Jeff Gorder stated that Seattle is doing this with the Law Enforcement Assisted Diversion (LEAD) Program, which is a pre-arrest diversion program that works to get people into programs. He stated that Vermont has also moved to a model like this for heroin. Donnell Ewert stated that prescription opiates are also an issue and that middle age addicts are trying to satisfy their opiate additions with pills. Tom Bosenko stated that was a matter of addicts versus functioning addicts. He continued by stating that Portugal has a low drug use population and that this would likely be most useful for drunk in public situations.

Rob Paoletti stated that this looks like drug court and sounds like probation conditions. He stated that the main difference is the detox center and that we have programs that do this. Donnell Ewert stated that there is a big difference between this and drug court because drug court requires a felony conviction, is a court process, and is post-conviction. He continued by stating that the purpose of this would be to get people into programs prior to involving the court process. Tom Bosenko stated that currently possession is a misdemeanor.

Melissa Fowler-Bradley stated that under the current system, one needs a felony to participate in drug court. The arrests taking place for drug use aren't necessarily criminals. The reason that drug court is based on felonies is because the numbers are too high to handle the caseload otherwise. The programs focus on a small number of people and require lots of funding. But there should be more of a middle ground where we try to get drug use under control as it is a multigenerational problem. Jeff Gorder stated that the ideal would be to keep the drug users out of court and that law

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enforcement contact could include a place to refer them. Rob Paoletti stated that they could do that if the users wanted to go, but asked where the funding would be coming from to handle the volume. Jeff Gorder stated that the hope would be that fewer county employees would be required to handle the caseloads if they are no longer going to court. Rob Paoletti stated that was a nice thought, but not practical. Tracie Neal stated that a community based organization focused on restorative justice, like HOPE City, could assist in handling the caseload. Jackie Durant stated the HOPE City Neighborhood Court can be pre-file or post-file, addresses the individual more than the law, and is staffed with volunteers from the community.

Melissa Fowler-Bradley stated that any pre-file diversion program would have costs associated with them. Donnell Ewert stated that financing would be the biggest obstacle. Rob Paoletti stated that the best person to run a sobering center would be Donnell, and that law enforcement cannot link users to other services as well as the Health and Human Services Agency, but ultimately it would be up to the users to want to change. Donnell Ewert stated that drug users are often labeled as being bad people and the destigmatization is an important step because more stigma equates to more concealment of the problem. Rob Paoletti stated that in a homeless population survey, more than 60% of the population admitted to mental health and drug abuse issues. He continued by stating that mental health and drug abuse are connected and therefore crisis stabilization needs to be connected to mental health and substance abuse programs, the primary issue is that it is expensive. Mike Lindsey stated that it is especially expensive for a county with a large user population without the fiscal resources of a larger county.

Donnell Ewert stated that he is suggesting a small pilot program to see what is effective for the population. Rob Paoletti stated that they are not issuing many marijuana citations because everyone has a card. Melissa Fowler-Bradley raised the question as to how we free up the time to deal with a smaller population in a rural county when things are so much more difficult than in other parts of the state due to lack of resources and a low income population. Stephanie Bridgett stated that the caseloads for misdemeanors has almost doubled. Jeff Gorder stated that Shasta County was at the forefront of anti-smoking and that we need to consider innovative ideas, assuming we can find a way to do it. Rob Paoletti stated that the idea of the sobering center is a good one, it is a good diversion, and could be successful. Donnell Ewert stated that we would have to engage people. Tracie Neal stated that HOPE City has a good foundation for something like this.

Day Reporting Center Outcome Measures

Susan Kane gave an update from the Day Reporting Center stating that they partnered with About Time Recovery for a bowling night and that the DRC would be holding their Celebrate Success Barbecue on April 21st at 3:30 p.m. She stated that they are currently working on their annual report. Susan then distributed a handout stating that they were the unofficial calculations and that the annual report will be broken down by phases.

Tracie Neal stated that Susan was going to be leaving the DRC. Susan Kane stated that she will be retiring due to personal reasons but that she would be assisting with the transition through April and in May on a week by week basis.

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SB678 workgroup

Chelsey Chappelle stated that the workgroup pulled a small percentage of data to get an idea of the perspectives of those involved in Public Safety. Melissa Fowler-Bradley stated that it was too soon to draw conclusions, but can already see themes in the data. Chelsey Chappelle agreed stating that there are multigenerational trends.

Public Safety Blueprint

Tracie Neal gave an overview of the Public Safety Blueprint study in regards to custody data and the CCP Plan pages 115-120. Tom Bosenko stated that the statistics remain steady and regarding Matrix Consulting's goal of developing custody performance reporting to public safety partners on inmate population management likely impacting overall law enforcement service delivery, everyone is going to do their job regardless of available beds in the jail. He stated that post-conviction and pre-sentence can be six to eight weeks, and that may be the area to look at and think about for the blueprint.

Tracie Neal stated that we collect a lot of data and that we may need to review the CCP outcome measures/data tracking and reporting. She stated that each department should look at their own agencies and see if the data can be used for data driven decisions. Tom Bosenko stated that we need to consider expansions or changes such as adding programming space in the jail for continuous linkage of programs.

Tracie Neal stated that it would be fair to allow time for people to absorb the information and that we can update the CCP plan as well, if necessary. She stated that the Probation Department has been looking closely at their measures and it would be a good idea for the other departments to do the same. She stated that this item would be added to a future agenda.

<u>Action Items</u>

STEP-UP Program

Mike Lindsey gave an overview of the STEP UP program and explained that Shasta College applied for and received a competitive grant from a private foundation, and that Shasta College is one of seven pilot programs. He stated that the Sheriff's Office has dedicated an additional $5,000 in CCP funds (for a total of $10,000) for transportation, food, and drug tests and, with this grant, the Probation Department will get to add a Probation Assistant as a Case Manager. The Grant will also allow for additional certificates to be earned and an additional cohort. He stated that he would like to request approval to proceed with the expansion of the STEP UP program to include additional focus areas that participants can choose and include the ability to amend the focus areas as needed. Donnell Ewert asked how long the grant was for. Mike Lindsey stated that the grant was for one year with two one-year non-competitive potential renewals.

Donnell Ewert moved to approve that the Sheriff's office can use the allocated funds to proceed with the expansion of the STEP-UP program with the ability to amend the program should the need arise. Tom Bosenko seconded the motion. Donnell Ewert commended Shasta College and

the Sheriff's Office on receiving the funding for this program expansion. Motion Passed: 6 Ayes, 0 Noes.

Operational Updates

Tom Bosenko gave an update from the Sheriff's Office. The average daily population in the jail is 339, with 145 for serious crimes, 54 for theft, 56 for drugs or DUI, and 114 for other infractions. There are 145 on alternative custody, 78 on GPS. There are 12 in the STEP-UP program: one from the Sheriff's Office, six from Probation, and five from Good News Rescue Mission. There are a total of 32 offenders housed out of county. He also announced the Sheriff's Office will be holding a ribbon cutting ceremony on May 10th at 3:00 with an open house to follow for their new building.

Rob Paoletti gave an update from the City of Redding Police Department. The Neighborhood Police Unit since starting in January, have made 249 arrests, 47 of which were for drugs. They have seized 2 firearms and 11 other weapons, and have seized 154 grams of methamphetamine.

Penny Mossman gave an update from the Community Corrections Center. There are currently 56 offenders on SOR, and 30 on PSOR. The STOPP program has had 283 referrals from Probation and 46 from Parole, with between 20 and 27 agencies in attendance.

Other items for discussion/future agenda items

Meeting Schedule

Tracie Neal, due to scheduling conflicts, requested that the next CCP meeting time be changed to May 18th from 1:30 p.m. to 3:30 p.m. instead of 3:00 p.m. to 5:00 p.m. The committee agreed to the time change.

Adjourn

Rob Paoletti made a motion to Adjourn. Tom Bosenko seconded the motion. Motion passed: 6 Ayes, 0 Noes.

Meeting adjourned at 4:43 p.m.

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2011 Realignment Revenue Report to CCPEC
Fiscal Year 2015-16
Twelve Months (7/1/15 - 6/30/16)
Revenue (8/16/15 - 8/15/16)

FY 15/16 Revenue
As of: 5/17/16

CCPEC Agenda Item 3.A.
May 18, 2016

	% per CCP Revenue Appropriations	State Revenue Projections (no growth)	County Revenue Budgeted	County Total Receipts	% Total Receipts	Balance Remaining In Projections	% Remaining Projections
	100.00%	6,794,556.00	8,494,677.00	4,223,547.78	62.16%	2,571,008.22	37.84%
Sheriff (235)	8.82%	599,279.84	735,751.00	372,516.91	62.16%	226,762.93	37.84%
Jail (260)	21.13%	1,435,689.68	1,762,614.00	892,435.65	62.16%	543,254.04	37.84%
Work Release (246)	7.89%	536,090.47	658,073.00	333,237.92	62.16%	202,852.55	37.84%
Subtotal/Sheriff	*37.84%*	*2,571,059.99*	*3,156,438.00*	*1,598,190.48*	*62.16%*	*972,869.51*	*37.84%*
General Asst (542)	1.69%	114,828.00	141,040.00	71,377.96	62.16%	43,450.04	37.84%
Mental Health (410)	2.09%	141,870.33	174,197.00	88,272.15	62.22%	53,598.18	37.78%
Social Svcs (501)	0.65%	44,164.61	54,650.00	27,453.06	62.16%	16,711.55	37.84%
Subtotal/HHSA	*4.43%*	*300,862.94*	*369,887.00*	*187,103.17*	*62.19%*	*113,759.77*	*37.81%*
Probation (263)	*54.37%*	*3,694,200.10*	*4,687,310.00*	*2,296,342.93*	*62.16%*	*1,397,857.17*	*37.84%*
District Attorney (227)	*0.49%*	*33,293.32*	*40,636.00*	*20,695.38*	*62.16%*	*12,597.94*	*37.84%*
Public Defender (207)	*0.53%*	*36,011.15*	*45,000.00*	*22,384.80*	*62.16%*	*13,626.34*	*37.84%*
Probation (Reserves)	*2.34%*	*159,128.50*	*195,406.00*	*98,831.02*	*0.00%*	*60,297.48*	*0.00%*
Grand Total	**100.00%**	**6,794,556.00**	**8,494,677.00**	**4,223,547.78**	**62.16%**	**2,571,008.22**	**37.84%**

Payment Monthly	History & Target Info
09/25/15	484,023.60
10/27/15	480,393.23
11/25/15	629,274.33
12/29/15	507,044.84
01/26/16	476,419.95
02/24/16	756,368.64
03/28/16	446,345.43
04/26/16	443,677.76
Pending	0.00
Pending	0.00
Pending	0.00
Pending	0.00
	$4,223,547.78
Target To Date (11 Months)	Target Monthly
6,228,343.00	566,213.00
% Target To Date (11 Months)	
67.81%	

DA/PD: To fund cost associated with revocation proceeding involving persons subject to state parole, pursuant to 30025 of the California Government Code.

District Attorney (227)	50.00%	101,309.00	136,180.00	48,346.30	47.72%	52,962.71	52.28%
Public Defender (207)	50.00%	101,309.00	136,180.00	48,346.30	47.72%	52,962.71	52.28%
Grand Total	**100.00%**	**202,618.00**	**272,360.00**	**96,692.59**	**47.72%**	**105,925.41**	**52.28%**

Target Monthly	Target To Date (11 Months)	% Target To Date (11 Months)
8,442.42	92,866.58	0.00%

09/25/15	11,081.09
10/27/15	10,997.97
11/25/15	14,406.41
12/30/15	11,608.13
01/26/16	10,907.01
02/24/16	17,316.07
03/28/16	10,218.49
04/26/16	10,157.42
Pending	0.00
Pending	0.00
Pending	0.00
Pending	0.00
	$96,692.59

2011 Realignment Estimates

Governor's May Revise: Slight Reductions in Projections due to Reduced Sales Tax

Community Corrections Subaccount	4/1/16 CSAC (Governor's Budget)	5/13/16 CSAC (May Revise)	Difference:
CA Total			
2015-16	$1,107,528,945	$1,107,528,945	$0
2015-16 Growth	$96,757,754	$85,100,000	($11,657,754)
2016-17	$1,204,300,000	$1,192,600,000	($11,700,000)
2016-17 Growth	$103,400,000	$102,000,000	($1,400,000)
Shasta Total			
2015-16	$6,794,556	$6,794,556	$0
2015-16 Growth	$465,823	*$409,699*	*($56,124)*
2016-17	$7,388,380	*$7,316,456*	*($71,924)*
2016-17 Growth	*$497,801*	*$491,061*	*($6,740)*

DA/PD ONLY	4/1/16 CSAC (Governor's Budget)	5/13/16 CSAC (May Revise)	Difference:
CA Total			
2015-16	$24,197,772	$24,400,000	$202,228
2015-16 Growth	$6,450,517	$5,700,000	($750,517)
2016-17	$30,800,000	$30,000,000	($800,000)
2016-17 Growth	$6,900,000	$6,800,000	($100,000)
Shasta Total			
2015-16	$200,930	*$202,618*	$1,688
2015-16 Growth	$53,563	*$47,333*	*($6,230)*
2016-17	$249,110	*$242,640*	*($6,470)*
2016-17 Growth	*$53,563*	*$52,603*	*($960)*

Note: Italicized figures are only mathematical estimates based on previous percentages.

CSAC: California State Association of Counties

AB109 BUDGET TO ACTUALS

2015/2016 SUMMARY

DEPARTMENT	FY 15/16 Budget	Spent 7/1/15-9/30/15	Spent 10/1/15-12/31/15	Spent 1/1/2016-3/31/16	Total Spent	FY 15/16 Remaining	% Spent
Sheriff (235)	694,366	99,387	132,761	135,247	367,395	326,971	52.91%
Jail (260)	1,663,471	254,778	343,294	382,139	980,211	683,260	58.93%
Work Release (246)	621,058	117,821	149,593	164,084	431,498	189,560	69.48%
General Asst (542)	141,040	30,884	32,260	32,301	95,445	45,595	67.67%
Mental Health (410)	164,399	37,774	32,686	34,265	104,724	59,675	63.70%
Social Services (501)	51,576	7,455	4,975	673	13,103	38,473	25.41%
Public Defender - Direct	181,180	53,693	41,858	53,091	148,642	32,538	82.04%
District Attorney - Direct	176,816	15,163	27,738	30,931	73,832	102,984	41.76%
Probation	4,380,711	646,124	691,778	828,320	2,166,221	2,214,490	49.45%
Reserve Fund	195,406	-	-	-	-	195,406	0.00%
TOTAL	8,270,023	1,263,080	1,456,941	1,661,051	4,381,072	3,888,951	52.98%

BI/GEO Day Reporting Center

In Partnership with Shasta County Probation

ANNUAL REPORT

April 2016

PRESENTED TO CHIEF OF SHASTA COUNTY PROBATION: TRACIE NEAL

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SECTION 1: EVALUATION OF SERVICES

The Shasta Day Reporting Center has now been open for three years. It has been our honor to serve the Shasta community by helping probationers make life-long changes. We look forward to continuing to provide high-quality recidivism reduction services under the next contract.

This past year saw a number of changes to the program, chief among them the commencement of services in-custody and some advancements in our curricula selection. We continue to evolve the program to align closer with what the research shows – offering services that are more behavioral, addressing more criminogenic needs simultaneously, and developing prosocial events to reinforce the lifestyle changes we are working with participants on.

> ***I love this program. It saved my life.***
> **-DRC participant**

We are particularly excited by the in-custody services we have begun providing. When participants begin programming in-custody without life's other distractions, they start to change their thinking before being released back into the community. They move through the stages of change and find their motivation for another life – resulting in a stronger commitment to lifestyle changes and continuing the DRC program upon release.

We have continued to strengthen our relationships in the community, both to support our participants and to give them an opportunity to give back. Pro-social events such as the *Celebrate Success BBQ,* a softball team involving staff and participants, a river rafting trip, hikes along the river, pizza parties and smaller activities at the DRC have helped everyone have good sober fun. We are very proud of the ways participants have chosen to give back to the community with *Widow Helpers* and *Probation Appreciation Week*.

TAKING STEPS TO A BRIGHTER FUTURE

After abusing drugs and alcohol since he was 15 and serving seven years in prison, William L. came to us in April, an unwilling participant. He is now working full-time at an aluminum finishing plant, has been sober for some time, is able to visit with his family and sees his own bright future.

"When people go to prison they choose to change; both for the good and the bad. I have chosen to change for the good. I think about my family, my choices and consequence that affect not only me, but my family. I don't want to go back to prison – that is my motivation"

SUMMARY OF SERVICES

Day Reporting Center Services: The Third Year of Operation (4/8/2015 – 4/7/2016)

Participants Served			
	2013/14	**2014/15**	**2015/16**
Individuals Served	116	203	258
Active Participants, year end	52	68	78[1]
Aftercare Participants, year end	7	6	10
Graduates – still completing 6 months of Aftercare			8[2]
Participants Completing Program	-	24	39
Total Participants Discharged	57	125	170[3]
Male / Female Participant Ratio	80% / 20%	82% / 18%	79% / 21%

[1]There were also nine additional participants in-custody at the end of the year; detail on pg. 5

[2]Graduation Ceremonies are held every 6 months. Participants must be in Aftercare in order to participate in the ceremony. Participants then complete a total of 6 months of Aftercare before being discharged from the program. At the time of this report, there were 8 participants who Graduated but were still completing their 6 months of Aftercare.

[3]20 participants in year 3 were discharged, but were later re-enrolled in the program. As of the end of the reporting period, they were active in the program. These are not included in the total participants discharged.

Services Provided			
	2013/14	**2014/15**	**2015/16**
Number of Program Check-ins	9,088	13,878	18,308
Total Hours of Individuals Participating in Group	4,775	7,557	7,179
Program Orientation	138	198	133
Change Orientation	383	870	540
Community Connections	150	140	128
Substance Abuse (Education & Treatment)	1,343	1,520	1,537
MRT	1,259	2,184	2,023
Thinking for Change	-	-	601
Anger Management	-	-	115
Life Skills	894	1,563	1,018
Parenting	283	359	237
Employment Readiness	170	730	738
Women's Life Skills	-	43	109
Drug Tests (actually issued)	1,285	2,078	2,486

Key changes reflected in the above numbers include the following shifts in curricula:

- Our *Change Orientation* was replaced with the *Intro to T4C,* a group that prepares participants to continue working in one or all of the *T4C* modules.
- *T4C* was added as an additional cognitive behavioral curriculum to compliment MRT and to increase the amount of cognitive behavioral treatment dosage for participants to maximize their long-term chances of success.
- *Life Skills* was replaced by the *T4C Social Skills*, a behavioral curriculum focusing the development of social skills.
- *Phoenix/New Freedom Resources, Anger, Aggression, and Violence Program Model* is a new group that was introduced this past year.

In-Custody Services

In the past year, the DRC began providing services to in-custody participants. As of the publication of this report, we are offering *MRT* groups for both men and women as well *Living in Balance* groups for men. We are working to establish *Living in Balance* groups for women in the near future. To date, seven of the participants leaving the in-custody program went on to continue services at the DRC. Of the three participants discharged who did not continue services at the DRC, two released from custody to locations that impeded DRC participation and one was transferred to prison on a separate charge.

In-Custody Participants Served	
	2015/16
Individuals Served	19
Active Participants, year end	9
Participants Discharged	10
Participants Continuing Services at the DRC	7
Participants Not Continuing Services	3
Male / Female Participant Ratio	84% / 16%

EVALUATION OF SERVICES

Attendance

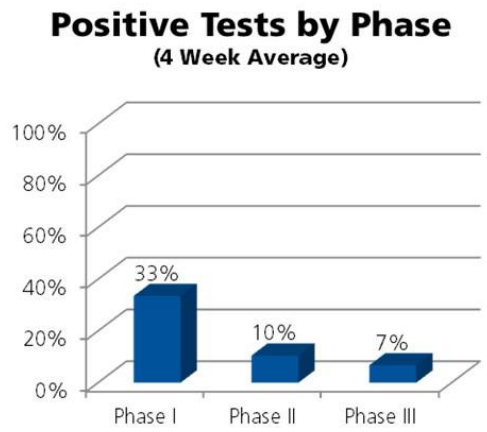
Participant Attendance Results						
	Check-in Attendance			Group Attendance		
	Year 1	Year 2	Year 3	Year 1	Year 2	Year 3
First Quarter	56%	72%	74%	19%	66%	57%
Second Quarter	63%	72%	75%	30%	69%	61%
Third Quarter	73%	75%	72%	44%	64%	55%
Fourth Quarter	74%	77%	72%	47%	56%	53%

Check-in attendance rates remained fairly steady throughout the year. We saw a drop in group attendance rates, but believe this is due to having a high number of new intakes in the program. Changes in how probation and DRC responded to non-attendance resulted in the average length of stay for participants who absconded or were jail-terminated dropped by 38% and 67% respectively. This didn't negatively impact our discharge rates by type, but it meant that on any given day, there were more new participants in the program. As we know, participants in the early stages of the program have poor attendance, dropping the overall attendance rates down. Attendance rates for participants in Phase II increases sharply; for example in April the group attendance rate was 77%, up from 37% from Phase I.

> ***Without this program I wouldn't of had the help to change or want to change…***
> **-DRC participant**

Sobriety

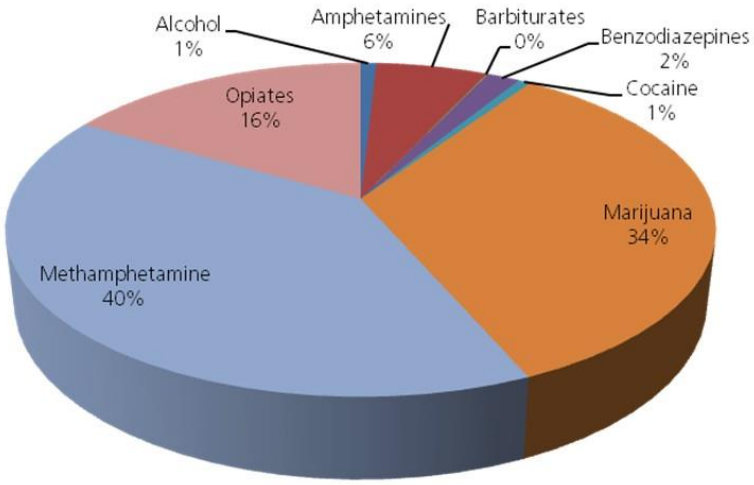
Drug TestResults			
	Year 1	Year 2	Year 3
Clean Tests	20%	45%	39%
Missed Test (No show/no drop)	41%	26%	33%
Substance Detected	39%	29%	28%



The fact that I am getting tested everyday has kept me clean and sober. Without being tested everyday I would have already tried to use and get away with it.

-DRC participant

We saw very good progress in decreasing positive tests across all phases. Due to the limited number of participants in Phase III (average of six) and the low volume of testing in Phase III, failures to check-in had a disproportionately large impact on the overall clean test rate for this group. We will focus on getting the appearance rate up for Phase III participants in the coming year.



Year over year, positive tests for methamphetamines were far more prevalent among day reporting center participants, rising 20%. Positive tests for opiates, while still relatively less common, rose 30%. 64% of positive drug tests were for more than one substance, with methamphetamine and marijuana continuing to be the most common combination.

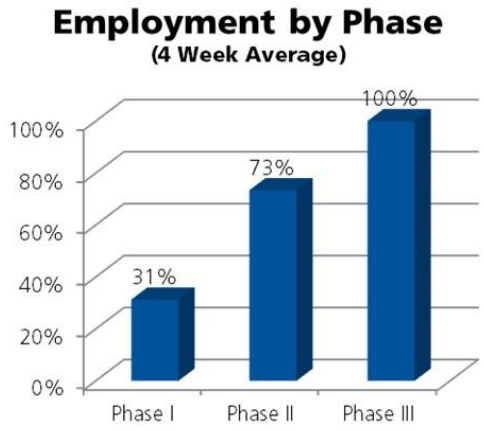
PASSING ALONG THE INSPIRATION

Jenette Y. joined our program late last year. She felt wary when she started, but encouraged by her husband and DRC participant Adrian H, she began to see the DRC as a place to begin the change she sought. Today she is keeping up with her commitments and working towards her goal of becoming a paralegal. In the spirit of passing on inspiration to other participants and staying inspired herself, Jenette started a motivational board at the DRC with Adrian, which they update weekly.

"They don't see us as just addicts or criminals. They see us as individuals that want to change our ways. They want to help us change our thinking."

Employment/Enrollment Rates – Active Participants

The rate of employment or enrollment in school averaged 50% for the entire year for active participants in Phases I-III. Participants advancing to Phases II and III saw sharp increases in employment, with 100% of the employable participants in Phase III employed or enrolled in school. This is in part by design – we don't encourage employment in Phase I due to participants' lack of skills and changes to thinking. In fact, we have consistently seen that if employment occurs early in the program, the participant becomes overwhelmed, which often leads to substance abuse and/or program regression.



The support I have from staff in achieving my goals and the help to do so has been tremendous. They have accepted me for who I am and what I want to be, not what I was.
-DRC participant

DRC staff continue to build strong relationships with employers in the community to assist participants in obtaining employment. We have a good standing relationship with All Stars and 02 Staffing. In addition this year we were able to partner with Adecco to place a few of our clients as well. Other employers that we continue to work with to secure job placements for participants include Hometown Buffet, Cassidy Auto Lube, Gerlinger Steel, Knauf Fiberglass Plant, Pacific Landscaping, SAF, Costco, Denny's, Pop's 50s Place, ADG, Holiday Inn, Safeway, Winco, Department of Rehabilitation, Outwest Furniture, Shopko, Walmart, Moore's Flour Mill, Angelo's Pizza, Giff's Ugly Burger, Red Robin, Circle K, multiple construction companies, Goodwill, Déjà Vu Restaurant, and so many more!

Program Discharges

Program Discharge Status			
	2013/14	**2014/15**	**2015/16**
Requirements Completed	0%	19%	23%
Administrative Removal	14%	24%	25%
Negative Discharge	86%	57%	52%

We are pleased to see a slight increase in the overall rate of discharges for completing the requirements of the program. We are also very pleased to see the negative discharge rate go down. This is especially positive in a year where we have worked very closely with probation to respond in a much more structured way to non-attendance, resulting in the average time spent in the program by participants discharged as *Abscond* and *Jail Terminated* decreasing significantly. If anything, the increased focus on responding to non-attendance appeared to support efforts in keeping participants on track to complete the program.

The DRC hosted a graduation ceremony for 18 participants on December 15, 2015. This was a great opportunity for the participants to share with the community both their journey and success. We are so proud of each and every one of our graduates!

Thank you for seeing something in myself that I didn't see in myself
-DRC graduate

SECTION 2: ANALYSIS OF PROGRESS TOWARDS PREVIOUSLY ESTABLISHED GOALS AND OUTCOMES

Attendance – Check-Ins

Attendance – Check-Ins			
Phase	***Target – June 2016***	***12.31.15 Update***	***4.7.16 Status***
Phase I	77%	68%	66%
Phase II	86%	80%	93%
Phase III	94%	77%	67%

*Phase III participants are only scheduled to report to the DRC three times per week. Due to their progress in the program, they attend fewer groups and are tested for drugs less frequently than Phase I and II participants. At any given time throughout year three, there were also a limited number of participants enrolled in Phase III. In between the low number of scheduled events and low numbers, a single missed event had a disproportionate effect on the overall attendance rates for Phase III. This impact was seen in Phase III check-in, group attendance, and drug test attendance rates.

Attendance – Groups

Attendance – Groups			
Phase	***Target – June 2016***	***12.31.15 Update***	***4.7.16 Status***
Phase I	64%	44%	37%
Phase II	76%	68%	77%
Phase III	97%	81%	55%

Individual Cognitive Behavioral Therapy

Individual Cognitive Behavioral Therapy (ICBT)			
Type	***Target – June 2016***	***12.31.15 Update***	***4.7.16 Status***
Weekly	75%	60%	70%
Bi-Weekly	76%	80%	100%

Active Participants

Probation Referrals – Active Count			
	Target – June 2016	***12.31.15 Update***	***4.7.16 Status***
Average Daily Count	90	75	79

Discharges

Discharges (% of total discharges)			
Type	***Target – June 2016***	***12.31.15 Update***	***4.7.16 Status***
Positive Completion & Successful (successfully completes program and aftercare)	24%	14%	21%
Neutral Agency Ordered Term, Deceased & Transfer External	24%	23%	23%
Negative Abscond, Jail Term & Unsuccessful	52%	64%	55%

Graduates

Graduation (graduates not yet discharged)			
	Target – June 2016	***12.31.15 Update***	***4.7.16 Status***
Graduates	18	18 *(This was 2 over our December goal of 16)*	Graduation is currently scheduled for 7/21/16

Drug Test Outcomes

Drug Test Outcomes			
Phase	***Clean Test Target – June 2016***	***Clean Test Update – 12.31.15***	***Clean Test Status – 4.7.16***
Phase I	48%	28%	23%
Phase II	69%	63%	79%
Phase III	85%	80%	53%
Phase	***Missed Test Target – June 2016***	***Missed Test Update – 12.31.15***	***Missed Test Status – 4.7.16***
Phase I	25%	42%	35%
Phase II	23%	22%	8%
Phase III	8%	20%	40%
Phase	***Positive Test Target – June 2015***	***Positive Test Update – 12.31.15***	***Positive Test Status – 4.7.16***
Phase I	27%	29%	33%
Phase II	8%	15%	10%
Phase III	7%	0%	7%

Employment/Enrollment Rate (Does not include SSI and AC)

Employment/Enrollment Rate (Does not include SSI and AC)			
Phase	***Target – June 2016***	***12.31.15 Update***	***4.7.16 Status***
Phase I	33%	33%	31%
Phase II	60%	57%	73%
Phase III	84%	82%	100%

SECTION 3: SPECIALIZED TRAINING & CURRICULUM DEVELOPMENT

STAFF TRAINING

The DRC Staff is committed to utilizing Evidenced Based Practices (EBP) in all that we do to maximize impact on behavior change. The components of EBP are not easily learned and cemented. To address this, the DRC has fostered a culture of continuous learning and skill development focused on implementing EBP with fidelity. All of our staff receive exceptional training, coaching, and support in order to deliver the best services possible. In addition, staff are continuously trained and coached throughout their time at the DRC.

Similar to year 2, staff training was delivered through a variety of methods:

- **Quarterly Training:** Every quarter the facility closes for one day (8am-5pm) in order for staff to participate in a full training day. The training material is chosen based on the needs of the DRC and what staff could benefit from at that time. The training is conducted by Amanda Owens, District Manager, or a Certified GEO Training Specialist.

- **Briefcase Series:** Introduced in 2014, the Shasta County DRC continues to utilize the Briefcase Series monthly. The Briefcase Series is an 18 month training program designed to assist correctional professionals with advancing their skills in EBP. Each month, a new "skill" is introduced. Staff receive an article and sometimes an activity to complete prior to a one hour training session with their Manager. After the training session, staff make that skill the focus of the month and are coached on utilizing it in the DRC. This Briefcase Series has been a fantastic addition to the DRC and after completing session 18, staff will start back at Session 1 again for a refresher!

- **GEO Training Institute Events:** DRC staff participated in a variety of trainings throughout the year that were held by GEO Certified Training Specialists. These trainings were both in person and online through webinars or courses.

COACHING STAFF

The DRC's goal is to reduce recidivism – and the research is clear that to do so, EBP must be implemented with fidelity. GEO puts an emphasis on investing in the strengths and abilities of our staff. With training sessions only going so far, a coaching environment increases the prospect of achieving our desired outcomes.

The Program Manager is trained and developed to "coach" the team. The Program Manager constantly observes staff for opportunities to role play, skill build, use MI, and any other strategy available in order to assist participants in the change process. This gives staff a stronger understanding of how to apply the skills taught, as well as keeping them focused on using their skills in all their interactions with participants.

- **GEO Reentry Services Learning Management System (LMS):** The Training Institute at GEO has an online training system to assist staff in learning job duties and skill set certifications. Staff is required to complete Level I within their first 30 days of hire and Level II within their first 6 months. Throughout the year staff is required to complete a variety of course. Staff can also go into LMS and take courses on any topic they choose (EBP, MI, etc.).

- **External Training:** Throughout the past year staff participated in a variety of external training opportunities (Fred Pryor, Nada Yorke Domestic Violence Training, Excel 101, and many others).

- **On-The-Job Coaching:** Staff from the Shasta County DRC traveled to other GEO Center's to shadow experienced staff and learn more ways to improve their services.

- **Mentoring/Coaching:** Experienced and well qualified staff from other CA DRCs were brought to Shasta to mentor and coach staff on the delivery of EBP.

- **Weekly Refresher Trainings:** At the beginning of every staff meeting the Program Manager spends 15 minutes reviewing and practicing skill activities. These activities may center on Motivational Interviewing, rolling with resistance, rewards and sanctions, etc.

- **Program Manager Training:** The Program Manager is engaged in a weekly EBP article review with the Area Manager and all the other GEO Northern CA Program Managers; meets monthly with the District and Area Manager for training on DRC Program Manager fundamentals; and then meets in-person every other month with the other GEO Northern CA Program Managers, the Area Manager and District Manager for training.

LEARNING FROM PEERS

With over 20 programs in California alone, BI/GEO is able to provide employees the unique opportunity to shadow and learn from peers. Staff have been able to travel to other offices within the state and have also had staff from other offices come to Shasta to provide mentoring. This level of on the job training provides incredibly job-specific learning for employees.

LEARNING FROM OUTCOMES

Each week the Shasta DRC Program Manager submits Key Performance Indicator (KPI) reports to the GEO Management team. These KPIs are then reviewed on a weekly call with the Area Manager, District Manager, and other Northern CA Program Managers to discuss results and brainstorm ways to improve them. In addition, on a quarterly basis this team meets in person to review intermediate outcome reports, analyze trends over the past quarter and year, discuss issues, and brainstorm ways to improve the DRC program and overall success of participants.

Trainings over the past year:

- Evidenced Based Practices
  - Assess Actuarial Risk/Needs
  - Enhance Intrinsic Motivation
  - Target Interventions
  - Skill Train with Directed Practice
  - Increase Positive Reinforcement
  - Engage On-going Support In Natural Communities
  - Measure relevant Processes/Practices
  - Provide Measurement Feedback
- Stages of Change
- Skill Deficits
- Games Criminals Play
- Skill building
- Effective Rewards and Sanctions
- Task Management
- Motivational Interviewing Refreshers
  - OARS
  - DARN – C (Change Talk)
- Accountability
- Contingency Management
- Professional Alliance Traits
- Moral Reconation Therapy (MRT)
- Living in Balance (Substance Abuse Curriculum)
- Behavior Change Plans
- Conflict Resolution
- Modeling and Affirming Prosocial Attitudes and Behaviors
- Responding to Antisocial Attitudes
- Quality Assurance with EBP
- Interpreting and Sharing Assessment Results
- ONA Assessment
- Identifying the Driver
- Identifying Skill Deficits
- Identifying Thinking Traps
- Effective Case Planning
- SMART Goals
- Skill Practice
- Skill Deficits
- Carey Guide Training
- Responding to anti-social Behavior
- Responding to Prosocial Behavior
- Key Performance Indicators
- Role Play
- Cognitive Behavioral Therapy Lab
- Documentation
- Secondary Assessments

> ***What has been the biggest help from this group is that all the staff is willing to help you in anyway that they can as long as you are willing to do what it takes to help yourself.***
> **-DRC participant**

PROGRAM CHANGES AND ENHANCEMENTS

Curricula Changes:

- **Added *Thinking for a Change.*** *Thinking for a Change (T4C)* is an integrated, cognitive behavioral change program for offenders that includes cognitive restructuring, social skills development, and development of problem solving skills. *T4C* is a curriculum developed by NIC utilized in the continuum of interventions to address the cognitive, social and emotional needs of the offender population. *T4C* replaces the Life Skills curriculum and Change Orientation.

- **New *Anger Management Model*.** The *Phoenix/New Freedom Resources, Anger, Aggression, and Violence Program Model* is an evidence-based CBT and skills-based program which focuses on the cessation of violence by the participant. This program includes anger work, relationships, stress management, communication, self-esteem, assertiveness, problem solving, and self-monitoring.
- **Added *Budgeting and Money Management.*** Participants engage in an online course developed by Federal Deposit Insurance Corporation (FDIC) to learn how to properly manage their finances. The newly enhanced *Money Smart Computer-Based Instruction (CBI)* is an easy-to-use tool for learning basic personal financial management. The CBI complements group lessons by providing learning assignments that participants can complete at their own pace.

PROGRAM DESIGN REVIEW

BI/GEO has a program design review committee composed of representatives from the management, training and research divisions. Together this committee, with assistance from outside researchers, evaluates DRC program components and makes recommendations on enhancements to improve our programs nationwide. These curricula changes are as a result of their recommendations.

THE RIGHT CURRICULA MAKES A DIFFERENCE

Gabriel R. joined the Shasta DRC in May of 2015 after serving five years in state prison and graduated in December. The two classes that did the most for him were MRT and parenting. With MRT, self-assessment and honesty were key for him identifying issues in his life and dealing with them head-on. The father of two sons, the parenting class gave him a solid foundation from which to teach his sons, as well as helping him approach parenting with patience.

"I wanted to change my life, so I embraced it and it's been wonderful."

Program Service Enhancements:

- **Added *Substance Abuse ICBT*.** The Substance Abuse Individual Cognitive Behavioral Therapy (ICBT) is a 2nd weekly ICBT appointment scheduled specifically with the Substance Abuse Counselor. This ICBT serves as an added intervention for those offenders actively using illegal substances.
- **Added *Substance Abuse CBT Lab* with onsite *Celebrate Recovery*.** The Substance Abuse CBT Lab is a creative merging of cognitive behavioral intervention with the established Celebrate Recovery program. This Substance Abuse CBT Lab is voluntary for those participants willing to take advantage of this opportunity. The Substance Abuse CBT Lab/Celebrate Recovery is also open to the participant's support person.

SECTION 4: MEETING ACTIVITIES, IDENTIFIED ISSUES & RESPONSES, DEVELOPING ISSUES & OPPORTUNITIES

PROBATION COLLABORATION

We continue to build a strong relationship with probation and ensure regular communication through several formalized meetings:

- **Weekly Probation Staffing.** Every Thursday we hold joint staffings for cases identified on Monday as needing extra support. The Probation Officer, DRC Case Manager, DRC Program Manager and participant all meet to develop a plan and behavioral contract to attempt to overcome any barriers to success.
- **Biweekly Meeting with Probation.** The Program Manager meets biweekly with Probation Associate Director Penny Mossman, who oversees the Community Corrections Center. This helps keep the programs on the same page as well as provide a forum to discuss any issues.
- **Monthly Meeting with Jail/Probation.** This collaborative meeting was established to facilitate the in-custody programming. Regular topics discussed include any current issues, classes, scheduling, safety, protocols in the jail and referrals.
- **Monthly Probation Officer Treatment Team Meetings.** The Program Manager meets with Probation Officers and attends the treatment team meetings on the first and second Tuesday of every month.
- **Chief of Probation/BI Management.** About once a month, the BI District Manager meets with the Chief of Probation to do an overall status meeting on the DRC. This meeting is set to discuss anything new at the DRC, discuss any issues, and review DRC results.
- **Community Corrections Partnership Meetings.** As a committed partner to the Shasta County criminal justice system, the DRC makes attendance at the monthly CCP meetings

BUILDING RELATIONSHIPS WITH THE CRIMINAL JUSTICE COMMUNITY

Shasta County Probation is our customer, but we recognize the DRC serves the entire criminal justice community. This year the DRC has reached out and conducted presentations for the District Attorney's Office, met with the Public Defender's Office, and started meeting with various judges. Our goal in all of these meetings is to educate them on the DRC program and discuss ways the DRC can better partner and resource to each of them.

The DRC PM was also recently asked by the Chief of Police to speak at his quarterly town hall meeting about the DRC and its successes. We sincerely appreciated the opportunity to educate his stakeholders on the work we are doing.

a priority. The DRC always has a staff member in attendance and strives to get the Program Manager and District Manager there on a regular basis.

COMMUNITY CONNECTIONS

The DRC hosts monthly Community Connections presentations where community providers come in to speak to participants about the services they provide. These sessions both educate participants on services that are available to them as well as provide them an opportunity to meet the provider face to face. Over the past year, some of the wonderful organizations that have presented include:

- Nigel Skeet Homeless Rock Stars
- United Way 211
- All Star Employment Agency
- The Hope Van
- Northern Valley Catholic Social Services
- Shasta County Health & Human Services
- Nurse Family Partnership
- About Time Recovery
- New Leaf Clean and Sober Homes
- Celebrate Recovery
- Step Up Program (Shasta College)
- Department of Rehabilitation
- Veteran's Resource Centers of America
- Redding Homeless Day Resource Center

PARTNERSHIPS AND COLLABORATIONS TO STRENGTHEN DRC SERVICES

- **Onsite *NA/AA*.** A weekly NA/AA meeting has been added to the DRC's repertoire of available resources and support programs for participants. The meeting is open to community members which gives DRC participants the ability to begin networking with community individuals and establishing outside resources.
- **YMCA Health and Wellness Program.** Shasta DRC has started a Healthy Living and Eating Program in partnership with the Shasta County YMCA inclusive of monthly seminars and gym activity. Participants strive to reach specific goals and incentives to earn a day pass at the gym and continue to strive for the monthly pass. Healthy living has been shown to be an imperative piece of positive recovery.
- **STOPP *Success Story* Speeches.** Shasta DRC collaborates with the Probation Department to provide the *Success Story* speech from a successful participant. This is an opportunity for a participant to talk about how he/she obtained local services and engaged in the DRC program to help *them* succeed in their process from offender to positive community member.
- **Giving Back to the Community with *About Time Recovery Sober Living Homes*.** The Shasta DRC has partnered with About Time Recovery to plan and support sobriety events and to give back to the community with community services programs such as Widow Helpers. Residents from the ATR Sober living homes and participants from the DRC assist widows with physically exhaustive projects such as fence building, clearing brush, and assistance.

PROSOCIAL EVENTS

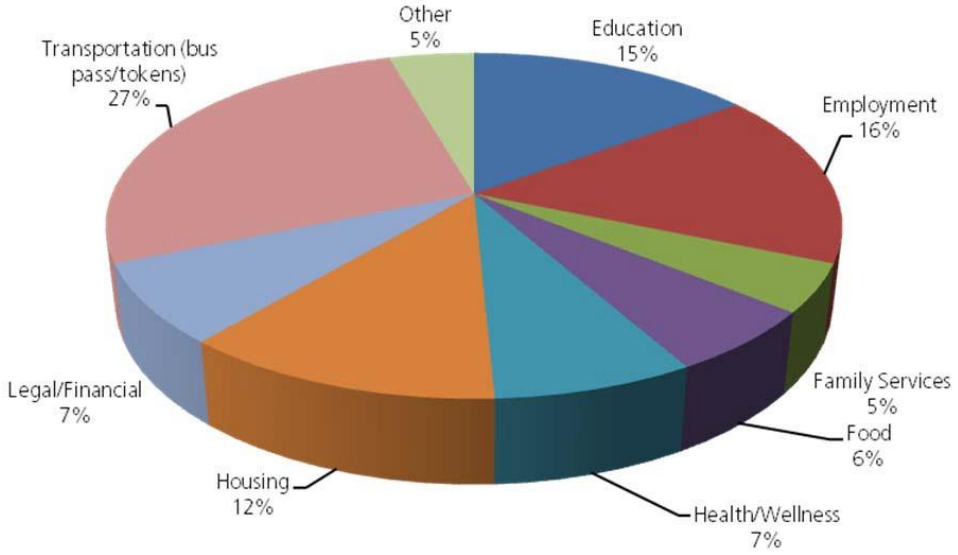
The Shasta DRC aggressively responds to the criminogenic needs by the implementation and support of pro social activities and events. Once a quarter the DRC presents the "Celebrate Success BBQ", which not only recognizes the participant for his/her success in life, on probation and in the DRC but also places the participant in an active environment in which he/she is communicating and

eating with community stakeholders and law enforcement personnel. This event definitely has worked to break down barriers between law enforcement and our participants and also engages the participant to utilize their newly used skills of communication and behavior in this environment.

The DRC partners with About Time Recovery for many of our pro-social events; during the last year we co-sponsored a softball team, a river-rafting trip, hikes along the river, day trip and BBQ to the lake, pizza parties and smaller activities at the DRC. We also engaged in Widow Helpers with ATR which allows the participants to give back to needier individuals in the community. Many of participants were active in Probation Appreciation Week involving themselves in community events representing the DRC.

COMMUNITY REFERRALS

DRC staff are always looking to help participants out by connecting them to resources that can support them. In the past year, staff have made over 350 referrals for participants. Below is a snapshot from a recent survey of the types of support participants reported receiving:



IDENTIFIED ISSUES

Issue: Program Count

The DRC continues to work closely with Probation to ensure a consistent population. This year we met with Probation to review the referral protocol and process, resulting in a more streamlined process. In addition, the DRC opened a group mailbox to allow Probation to send us electronic referrals. Over the course of the year we have seen the count climb slowly. Moving into the next year, we will continue to work towards a more stabilized referral stream.

Issue: Absconds

The DRC continues to put significant energy and focus around decreasing the number of participants absconding from the program. Over the past year, we have developed formalized guidelines with probation that detail the steps both DRC staff and probation staff take starting on the first day a participant fails to check-in. This has caused a significant decrease in the length of time participants are allowed to "linger" in the program before being discharged, in effect allowing the DRC to set a standard that participants can't just do time at the DRC – they have to engage in the program. We are encouraged that tightening the standards for participation has not caused an increase in negative discharges.

Issue: Attendance

The DRC has struggled to achieve the attendance targets set this year. We have taken several measures to address the issue:

- Utilize staff to contact participants to try to get them to engage with the program.
- Established joint guidelines with probation that outline the procedures for responding to non-attendance starting with day one.
- Reviewed and re-wrote the sanctions and rewards protocols to enhance the incentives for participation

Issue: Substance Abuse

Substance abuse continues to be a major issue for participants referred to the DRC. We continue to work on developing new strategies and approaches to address this issue. In the past year we have:

- Hired a new CADC-certified Substance Abuse Counselor.
- Hired an additional Case Manager who has an emphasis and background in addressing substance abuse issues. This Case Manager is currently working to complete CADC certification. Together with the Substance Abuse Counselor, these two employees have been working on improving our approach to substance abuse.
- Enhanced the substance abuse program, including increasing the number of groups and adding the substance abuse ICBTs.
- Implemented additional sobriety events to help our participants remain sober in their leisure time.
- Brought in additional community partners to support participants, including AA/NA, Celebrate Recovery and About Time Recovery Sober Living Homes. The latter partnership has been especially beneficial in providing us direct access to substance abuse mentors.

OPPORTUNITIES

As we approach the new contract cycle, the DRC is looking forward to making the following program changes in the next year:

- **Improving the In-Custody Program.** We look forward to working with Shasta County on ways to improve the in-custody program. We will continue to develop relationships with the jail to iron out the policy and procedure involving programming with inmates and will work to increase the number of participants seen in-custody, if appropriate. We are currently working to introduce a female *Living in Balance* group to make substance abuse treatment accessible to female inmates and working with jail staff to figure out how we can provide Individual Cognitive Behavioral Treatment meetings utilizing *Carey Guides*.
    - **Additional In-custody Services.** Options that we can explore with the County to expand the in-custody program include adding a cognitive behavioral lab, an employment/education lab, and even considering dedicated space for a jail education and employment program.
- **Increasing Gender Responsivity.** A goal this year is to be more gender responsive. As our count increases, we believe the DRC will be able to sustain a women's only MRT group, allowing us to better address the unique risk/needs of females in a more direct fashion.
- **Revamping the Aftercare Component.** Aftercare is a critical component of success. At the end of a treatment cycle, participants often fall into two groups: one that is over optimistic about their ability to sustain their changes in normal daily life and one that feels like they need more treatment. Our goal in revamping aftercare is to increase the components to truly ensure participants departing from the DRC have as many layers of support and protective factors as possible. Changes to the program will include enhancing the mentoring program, requiring participants to attend a minimum number of events at either the DRC or in the community, and requiring the participants to bring a member of their support network into the DRC.

Implementation Team Action Plan

Redding Police Department (5 Million)

- 13 Community Service Officers
  - 10 to Patrol
  - 1 NW/PIO/Crime Prevention
  - 1 Code Enforcement with NPU
  - 1 Body Camera Data Management
- 20 Police Officers
  - 7 to Patrol
  - 2 to Gang/Vice Unit
  - 1 to Sex Crimes Investigations
  - 3 to Property Crimes Investigations
  - 2 to Traffic
  - 1 Homeless Outreach
  - Retain 4 temporary positions in Neighborhood Police Unit

Redding Fire Department (2 Million)

- Retain 9 positions from Grant Funding
- Add additional 9 positions to staff additional 3 person engine companies
- Add 1 additional Fire Inspector

Shasta County Sheriff's Office (3 Million)

- 2017-2018 200k for out of county bed space
- 2017-2018 retain additional funding for capital jail renovations
- 2018 64 Bed ARC (County Funded)
- 2019/2020 64 Beds in Renovated Jail Basement
- 2020 Courthouse Completion vacating Justice 1 & 2
- 2021 64 Beds in renovated Justice 1
- Option for 64 Beds in Justice 2 (County Funded)

Shasta County Mental Health (1 Million)

- Crisis Stabilization Unit funding to augment current county funding (total 2 Million)

Sobering Center

- 375k one-time seed money for non-profit to establish Sobering Center