PUBLIC NOTICE AND AGENDA

County of Shasta
Community Corrections Partnership (CCP) Executive Committee Meeting
Wednesday, August 28, 2019, 2:30 pm
City Hall, 2nd Floor – Caldwell Park Conference Room
777 Cypress Avenue, Redding CA

WELCOME & INTRODUCTIONS

1. PUBLIC COMMENT

   Members of the public will have the opportunity to address the Committee on any issue within the jurisdiction of the Committee. Speakers will be limited to three minutes.

2. APPROVAL OF MEETING MINUTES

   Committee members will review and approve minutes from the July 17, 2019 Executive Committee Meeting.

3. FINANCIAL REPORT

   A. Financial Report on the State allocation to Shasta County.
   B. Financial Report on Planning and Implementation Funds.

4. DISCUSSION ITEMS

   A. Committee members will receive an update on the Proposition 47 Grant Proposal.
   B. Introduction of the new CCP Analyst, Dominic Evanzia.
   C. Committee members will receive a copy of the GEO Shasta County Day Reporting Center Annual Report and receive a presentation.

Executive Committee Members

Tracie Neal, Probation, Chair

Roger Moore, City of Redding Police Department

Tom Bosenko, Sheriff's Office

Stephanie Bridgett, District Attorney's Office

William Bateman, Public Defender's Office

Melissa Fowler-Bradley, Superior Court

Donnell Ewert, Health and Human Services Agency

5. ACTION ITEMS

   A. Committee members will discuss Crisis Intervention Team Training (CIT) and consider using CCP planning dollars to fund two CIT trainings in calendar year 2020 for a total cost not to exceed $30,000 (5/7 vote required).
   B. Committee members will review the HOPE City: HUB Year End Report for Fiscal Year 2018-19. Committee Members will review and discuss the Local Innovation Subaccount and consider making a recommendation to the Board of Supervisors.
   C. Committee members will review and discuss the CCP Plan and provide direction to staff.

6. OPERATIONAL UPDATES

7. OTHER ITEMS FOR DISCUSSION/FUTURE AGENDA ITEMS

   A. AB 109 growth dollars (agendized for July 17, 2019)
   B. Capacity of the Behavioral Health Court (agendized for July 17, 2019)

8. MEETING SCHEDULES

Advisory	September 18, 2019	Caldwell Park Conference Room	2:30 pm to 5:00 pm
Executive	October 16, 2019	Caldwell Park Conference Room	2:30 pm to 5:00 pm
Executive	November 20, 2019	Caldwell Park Conference Room	2:30 pm to 5:00 pm

9. ADJOURN

In compliance with the Americans with Disabilities Act, Shasta County will make available to any member of the public who has a disability a needed modification or accommodation, including an auxiliary aid or service, in order for that person to participate in the public meeting. A person needing assistance to attend this meeting should contact Teresa Skinner, Senior Staff Analyst at Probation at 530-245-6220 or in person or by mail at 2684 Radio Lane, Redding, CA 96001, or by email to tskinner@co.shasta.ca.us at least two working days in advance. Accommodations may include, but are not limited to, interpreters, assistive listening devices, accessible seating, or documentation in an alternate format. If requested, this document and other

Community Corrections Partnership (CCP)
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MEMBERS	Title of Agency	Present	Absent
Tracie Neal	Chief Probation Officer – Chairman	X	
Roger Moore	City of Redding Chief of Police	X	
Tom Bosenko	Shasta County Sheriff		X
Stephanie Bridgett	Shasta County District Attorney		X
William Bateman	Shasta County Public Defender		X
Melissa Fowler-Bradley	Shasta County Superior Court – a presiding judge of the superior court or designee	X	
Donnell Ewert	HHSA – the head of the county department of mental health	X	

Attendees:

Chelsey Chappelle, Erin Bertain, Eric Jones, Carol Ulloa, Jennifer Abernathy, Teresa Skinner – Shasta County Probation Department
Joe Chimenti – Shasta County Board of Supervisors
Elaine Grossman, Terri Howat – County Administrative Office
Eric Magrini – Shasta County Sheriff's Office
Angie Mellis – District Attorney's Office
Shawn Watts, Joel Northrup – Shasta County Superior Court
Dean True, Melissa Field, Kim McKinney, Colby Brousseau – Shasta County Health and Human Services Agency
Brian Muir – Shasta County Auditor Controller's Office
Randy Abney – Department of Adult Parole Operations (DAPO)
Danielle Gehrung – GEO Reentry
Robert Bowman – Shasta College
Wendy Zayotelli, Chris Ortiz – Smart Center
Robert Wharton, Steve Kohn – Member of the Public

Meeting Overview

The meeting was called to order at 2:32 p.m. A quorum was present. Introductions were made.

Tracie Neal noted that Roger Moore needed to leave early and asked the committee if they would agree to the Behavioral Health Court Presentation being moved to the top of the discussion items. The committee agreed that would be acceptable.

Public Comment

There was no Public Comment.

Approval of Meeting Minutes

Donnell Ewert moved to approve the May 22, 2019 minutes. Roger Moore seconded the motion. Motion passed: 4 Ayes, 0 Noes, 0 Abstentions

Financial Report

State Allocations to Shasta County

Elaine Grossman distributed a *FY 18/19 Revenue* handout and stated that even though the county fiscal year goes from July 1 to June 30, the 12-month period for receipt of 2011 Realignment funding is August 16 through August 15. She stated that the revenues received to date are at nearly 100% of the allocated amount for the year. She stated that it is difficult to say if the state will issue the final amount due in one month payment, or split it over the last two payments. She stated that she anticipates receiving all of the projected funding for the year.

Eric Magrini asked if they were still looking at running out of money soon. Erin Bertain answered in the affirmative. Eric Magrini verified that it would be in the next two years. Donnell Ewert stated that he wasn't sure that they should say that they are running out of money. He stated that their fund balance will be depleted. Elaine Grossman confirmed that they are spending more than they are receiving.

Discussion Items

Behavioral Health Court

Jennifer Abernathy introduced herself and stated that she is the probation officer assigned to the Behavioral Health Court (BHC). She stated that she has been working in this assignment for approximately three years. She stated that Kim McKinney who is the clinical coordinator for both BHC and Addicted Offender Program (AOP), is here to assist and answer any questions the committee might have in regards to the mental health perspective. She stated that also in attendance is Colby Brousseau, who is a current BHC participant who is getting ready to graduate on Friday, and he will be giving a brief description of what it was like to be on the program, where he was at, and where he is at now.

Jennifer Abernathy continued by stating the purpose of BHC. She stated that the program is designed to treat those suffering from a severe and persistent mental illness linked to criminal activities. She clarified by stating that they are committing crimes because of their mental illness which is one of the criteria they screen for when reviewing participants for admission into the program. She stated that they can identify and treat co-occurring substance abuse disorders, and that 99% of the participants do have a co-occurring substance abuse disorder. She said that they want to be able to educate the offenders about their mental illness to create insight into their symptomology because if don't think that they are sick then there is nowhere for them to improve. She stated that they identify and teach positive/pro-social coping tools to replace the negative/anti-social techniques the participants previously learned. She stated that many of the participants have learned these negative/anti-social behaviors and have had nobody to model the positive ones so they don't know any different. She stated that the program provides oversight and accountability regarding compliance, not only with terms of probation, but with doctor's medication/treatment recommendations.

Jennifer Abernathy continued by stating that BHC is a phase program and includes four phases, graduation, and an aftercare phase. She stated that phase I (six months) and II (five months) are focused on maintaining sobriety. She stated that offenders need 90-days sobriety in each phase before they can move onto the next phase. She stated that staff in the program have started going to the doctor's appointments to make sure the offenders are following through with what the doctor is recommending (medication requirements, referrals, etc.). She stated that a lot of the clients don't have a stable funding source, so they end up homeless/on the streets and using. She stated that establishing a funding source and a stable living environment is conducive to recovery. She stated that they want the clients to be open about the symptoms they are having so that the staff know better how to treat them and which coping tools to teach them to help deal with the symptoms that they are having. She stated that for phases III and IV they reduce the level of supervision. She stated that in phase III, they only meet with probation once per week, go to one group during the week at Shasta County Mental Health, and develop a wellness action and recovery plan that they share with a trusted person. With this plan, if they experience symptoms the person that they have entrusted with this plan can encourage them to seek help elsewhere because sometimes the client doesn't recognize the symptoms when they're experiencing them. She stated that in phase IV they no longer attend any BHC groups, maintain their sobriety and medication compliance, and work on relapse prevention and mental health plan implementation. Following completion of this phase, they graduate and move into the aftercare phase which is three months long and is intended solely for monitoring continued compliance while they are moving on to the next phase of their lives.

Jennifer Abernathy stated that they just decreased from 15 to 14 participants on July 16th because they had one transition to AOP. She stated that one of the benefits of BHC working so closely with AOP is that they can recognize situations where mental health symptoms aren't the primary and the primary issue is substance abuse and easily transition the participant between the two programs. She stated that they have previously received someone to BHC from AOP because mental health symptoms appeared to be more predominant than the substance abuse. She stated that their max is fifteen participants and they get between three and five referrals per month. She stated that they have had 12 participants graduate and will be graduating an additional two participants, for a total of 14, on July 19th. She stated that they have participants decline to participate when they find out what the program entails. She stated that they have had nine participants terminate and go to state prison, two transition to AOP, two reduced for 1170.18, one deceased, and one conserved. She stated that there is an additional need for the program and they have had a caseload of 15, which is the max allowed with the current staffing, for the last several months. She stated that the maximum caseload of 15 is set because of the intense case management that is required with BHC. She stated that they have created a waiting list for the program but by the time they got space in the program, the people on the waiting list were already involved in the justice system again. She stated that it is truly amazing to watch the participants develop insight into their mental illness and make the decision to remain compliant with medication and sobriety.

Jennifer Abernathy continued by introducing their guest speaker, Colby Brousseau. Colby Brousseau introduced himself as a 39-year old Marine Corps Veteran from Redding who's lived all over the country. He stated that he has a mental health diagnosis of schizo-affecto, PTSD, and ADHD. He stated that he has been facing mental health challenges for a number of years with different diagnoses since he was twelve years old. He stated that his mental health challenges include audio and visual hallucinations, severe bouts with depression and mania, and sometimes losing grasp with reality. He stated that he also has severe anxiety brought upon by PTSD. He stated that he struggles with severe psychosis and paranoia. He stated that what led him to the program is that he was arrested for 2nd degree robbery in

2016 for jumping the counter and stealing cigarettes for the homeless. He stated that he learned to improve skills using cognitive behavioral therapy. He stated that he learned the STORC cycle in order to improve how to react to situations to improve the outcome. He clarified that STORC is situation, thought, organic thought patterns, reaction, and consequences. He stated that he learned to improve self-talk, reminding himself that if he wouldn't say it to a friend, then he shouldn't say it to himself. He stated that he was introduced to dual diagnosis treatment. He stated that he received therapy and counseling at a personal level to discuss issues and has begun to study psyche, the connection of self vs ego. He stated that he also was offered other programs including PATH housing program, Visions of the Cross and STEP-UP. He stated that the program led him to working for Shasta County Mental Health Office of the Director as a peer support specialist, where he can use his experience to help other people. He stated that the BHC saved his life.

Joe Chimenti asked what was the criteria around the 33 people who were able to decline. Jennifer Abernathy stated that the people that decline, for one reason or another, did not want to participate in the program, most likely due to the requirements. She stated that generally the only way out of the program, unless they don't have a qualifying mental health diagnosis anymore, is to return to State Prison. She stated that if they feel they are not going to be successful in the program, they do not want to enter the program knowing that the only way out is going to be prison. She stated that the rejected are those that did not meet requirements for Shasta County Mental Health Services. She stated that Shasta County Mental Health only treats those with severe and persistent mental health issues and if an individual doesn't meet that bar of severe and persistent, they should be able to treat their mental health symptoms at a normal mental health provider such as Northern American Community Health and Shasta Community Health Center. Joe Chimenti asked what typically happens to the people that decline the program, specifically if they stay incarcerated or go to another treatment program. Jennifer Abernathy stated that it can vary. She stated that it depends on the severity of the case that they are in custody for. She stated that if they are not accepted into BHC, and the crime is severe, they will go to prison. She stated that if it is a first offense and that it is apparent that substance abuse is involved and they haven't had any type of supervision before, they would probably be put on probation with mental health conditions and substance abuse treatment. She stated that she works closely with the mental health caseload, so she can check up on them and see if they are staying sober, taking medication, and/or experiencing symptoms. She stated that there are several that have been put on a normal grant of probation that are doing just fine on probation, with no violations. She stated that it just depends on the offense and where they are at in the stage of their criminality.

Steve Kohn asked what time period the statistics cover. Jennifer Abernathy stated that the program started in 2014, and the statistics reflect since that date. Steve Kohn asked if they had the cost per individual. Jennifer Abernathy stated that they did not. Chelsey Chappelle confirmed that they did not. Steve Kohn asked if there is any kind of tracking after completion of the program. Jennifer Abernathy stated that they check recidivism for people that are on probation, but after they complete the program they do not follow them. She stated that there have been 12 graduates, and that she knows of one that has returned to the criminal justice system, and none of the others have. Tracie Neal said that she would check to see if she had that information with her.

Tracie Neal asked if they wanted to talk about medication and the support that the program provides. Kim McKinney stated that most folks who come onto the program need medication. She stated that psychotropic medication is decided upon typically by the client and a doctor. She stated that there have been some that are not on a regimen of medication, but they have recently decided that it is really

important for folks early in the program to get a clinician or a case manager to attend appointments with them. She stated that typically the mentally ill are not good historians, and have a hard time describing what is going on with them. She stated that as the staff get to know them, they are able to report what they see to the doctor and be a treatment team. She stated that it has been helpful in getting people stable on medication. She stated that the folks that they target are high need, and they have a harder time than the moderate to low need individuals that are receiving services in the private sector.

Robert Wharton stated to Colby Brousseau that there is not a person in this room that is not more than pleased with his presentation, not only in regards to the quality of it, but how it was presented. He stated that Colby is proudly a graduate of the program and now he is going to help other people. He stated that it led him down a different path and a different career, and what he has done is amazing and is pleasing to everyone. Colby Brousseau thanked Robert Wharton.

Tracie Neal stated that she did not have the recidivism data with her, but she knows that they have it. She stated that she can also bring the cost per offender to a later meeting. Steve Kohn stated that he is confident in Jennifer Abernathy's one recidivator.

Jennifer Abernathy returned the conversation back to medication and stated that some of the participants aren't enthusiastic about following through with taking their medications. She stated that is why she, the mental health worker, and sometimes even the clinician, have attended the doctor's appointments just to see what the conversation between the offender and the doctor is. She stated that it gives them an idea of what the doctor is recommending and everyone in the program has a term and condition to take all medications as recommended by the doctor. She stated that if the doctor is recommending it, she will step in if they do not want to take it and remind them that it is a requirement of the program that they take the medication. She stated that they address any concerns, including past reactions to other medications. She stated that the program has so much oversight, that if there is a reaction, they can get them in to see a doctor right away. Kim McKinney said that they can talk to the clients about the feelings that come from stigma associated with taking medication, which is almost like an ultimate admission that they do have mental illness. She stated that they can also work with them regarding how to deal with some of the unpleasant side-effects of medication. She stated that the program includes high intensity case management, which is a benefit to the clients.

Robert Bowman asked how similar the structure is between AOP and BHC. Kim McKinney stated that BHC is structured pretty closely to AOP. She stated that they made a few changes to tighten up the co-occurring piece since she joined the BHC team a few years ago. She stated that her previous 10 years of experience with the AOP model has been very helpful. She stated that they are very different populations in many ways, but very alike in others. Robert Bowman stated that he can definitely see the similarities because he has students that are from both programs. He stated that the structure is really helpful for them.

Donnell Ewert stated to Colby Brousseau that he knows that job he has now is not the first one that he's had while in BHC. He asked if he could talk a little bit about his other employment and why he wanted to work for the Health and Human Services Agency. Colby Brousseau stated that the first job that he got was at American Directions Group as a research assistant which involved calling people on the phone and getting them to take surveys. He stated that within four months, he moved up to an Operation Tech Manager, got a pay raise, started doing a lot more hours, using a lot more technology, and working on the computers. He stated that the opportunity arose and was presented to him to help other people, in

situations similar to those that he had been through. He stated that as soon as he read it, he knew it was a fit, and other people through so too. He said that they really went to bat for him to get the position as well as within the BHC so it is his turn to repay that to these people as well.

Tracie Neal asked if there are any trends that they have noticed in regards to the rejected offenders. Jennifer Abernathy stated that she has seen several people that were initially referred and rejected then referred back at a later date. She stated that often times those people were rejected again due to substance be the primary issue. She stated that there have been referrals for individuals that need a higher level of care or are too much of a risk to have out in the community. She stated that if they go to State Prison, there are mental health services available in the California Department of Corrections and Rehabilitation (CDCR) system. She stated that for some, BHC is not equipped to give them the level of care that they need. She stated that they have rejected people specifically to have further diagnostic testing done because they were unclear as to what their diagnosis is.

Donnell Ewert asked if there is a need for another caseload of fifteen. Jennifer Abernathy stated that they could fill another fifteen slots. She stated that they put individuals who are willing to come into the program but there is not enough space on a formal grant of probation and just watch them closely. Unfortunately, they don't receive the same intensive oversight and may not be successful without it.

Donnell Ewert asked if they expanded, would they need another case manager and probation officer. Jennifer Abernathy stated that she believes that she could manage the 30 offenders, but it could increase the number of clinician hours needed because of the increase to the number of groups and other activities that are limited to a maximum of 15 clients. Kim McKinney stated that the population could benefit from a clinician doing therapy groups. She stated that at this point they are borrowing the clinician from the AOP program. She stated that one clinician is doing AOP and BHC. Donnell Ewert clarified that they would need a fulltime clinician and a fulltime case manager to expand. Kim McKinney stated that clinically they could do 30-50. Donnell Ewert asked with one clinician. Kim McKinney answered in the affirmative. Donnell Ewert stated that they would then need three case managers if they are going to do 45.

Roger Moore left the meeting at 3:05 pm.

Quorum lost. Meeting ended 3:05 pm.

DRAFT

2011 Realignment Revenue Report

Fiscal Year 2018-19 (Twelve Months 7/1/18 - 6/30/19)

Revenue Time Period (8/16/18 - 8/15/19)

FY 18-19
New Revenue
As of August 5, 2019

CCPEC
August 28, 2019

	% per CCP Revenue Appropriations	CSAC 10/9/18 State Revenue Estimate (no growth)	Budgeted Revenue w/growth	County Total Receipts	% Total Receipts	Balance Remaining In Projections	% Remaining Projections
	100.00%	8,044,009.78	8,277,055.00	7,668,294.20	95.33%	375,715.58	4.67%
Sheriff (235)	5.16%	415,070.90	419,681.00	395,683.98	95.33%	19,386.92	4.67%
Jail (260)	30.77%	2,475,141.81	2,501,772.00	2,359,534.13	95.33%	115,607.68	4.67%
Work Release (246)	5.10%	410,244.50	414,283.00	391,083.00	95.33%	19,161.49	4.67%
Subtotal/Sheriff	*41.03%*	*3,300,457.21*	*3,335,736.00*	*3,146,301.11*	*95.33%*	*154,156.10*	*4.67%*
General Asst (542)	0.52%	41,828.85	42,045.00	39,875.13	95.33%	1,953.72	4.67%
Mental Health (410)	1.74%	139,965.77	141,329.00	133,428.32	95.33%	6,537.45	4.67%
Social Svcs (501)	0.38%	30,567.24	30,812.00	29,139.52	95.33%	1,427.72	4.67%
Subtotal/HHSA	*2.64%*	*212,361.86*	*214,186.00*	*202,442.97*	*95.33%*	*9,918.89*	*4.67%*
Probation (263)	*46.54%*	*3,743,682.15*	*4,128,568.00*	*3,568,824.12*	*95.33%*	*174,858.03*	*4.67%*
District Attorney (227)	*2.62%*	*210,753.06*	*236,271.00*	*200,909.31*	*95.33%*	*9,843.75*	*4.67%*
Victim Witness (256)	*2.32%*	*186,621.03*	*188,629.00*	*177,904.43*	*95.33%*	*8,716.60*	*4.67%*
Public Defender (207)	*1.85%*	*148,814.18*	*173,665.00*	*141,863.44*	*95.33%*	*6,950.74*	*4.67%*
Probation (Reserves)	*3.00%*	*241,320.29*	*Included w/Prob*	*230,048.83*	*95.33%*	*11,271.47*	*4.67%*
Grand Total	**100.00%**	**8,044,009.78**	**8,277,055.00**	**7,668,294.20**	**95.33%**	**375,715.58**	**4.67%**

Payment Monthly	History & Target Info
09/25/18	640,441.25
10/26/18	625,644.89
11/27/18	842,296.03
12/26/18	612,437.47
01/28/19	632,251.23
02/28/19	1,001,261.43
03/26/19	481,781.90
04/25/19	537,233.75
05/28/19	821,781.64
06/25/19	630,478.55
07/26/19	842,686.06
Pending	0.00
	$7,668,294.20

Target To Date (11 Months)	Target Monthly
7,373,675.63	670,334.15

% Target To Date (11 Months)
104.00%

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%	157,354.00	161,513.00	150,082.64	95.38%	7,271.37	4.62%
Public Defender (207)	50.00%	157,354.00	161,513.00	150,082.64	95.38%	7,271.37	4.62%
Grand Total	**100.00%**	***314,708.00***	**323,026.00**	**300,165.27**	**95.38%**	**14,542.73**	**4.62%**

Payment Monthly	History & Target Info
09/25/18	25,069.23
10/26/18	24,490.04
11/27/18	32,970.57
12/26/18	23,973.06
01/28/19	24,748.64
02/28/19	39,193.06
03/26/19	18,858.72
04/25/19	21,029.31
05/28/19	32,167.56
06/25/19	24,679.25
07/26/19	32,985.83
Pending	0.00
	$300,165.27

Target Monthly	Target To Date (11 Months)	% Target To Date (11 Months)
26,225.67	288,482.33	104.05%

[State figures subject to change.]

[CSAC is California State Association of Counties]

CCP PLANNING GRANT

DATE	DESCRIPTION	CR	DR	REMAINING BALANCE
07/29/11	FY 11/12 grant funds received	100,000.00		100,000.00
08/02/11	Forman San Diego 7/5/11		653.08	99,346.92
09/30/11	Forman CPOC Realign mtgs 9/12/11 & 9/21/11		600.26	98,746.66
10/18/11	McKenzie Sacramento 9/21/11		15.00	98,731.66
11/01/11	Meeting room rental 8/31/11		25.00	98,706.66
11/01/11	Meeting room rental 8/10/11		25.00	98,681.66
11/01/11	Meeting room rental 9/14/11		25.00	98,656.66
11/08/11	Prob Chief & Directors Sacramento 10/11/11		1,017.10	97,639.56
11/15/11	Forman Sacramento 11/2/11		191.82	97,447.74
11/29/11	CCP Training Registration		50.00	97,397.74
12/27/11	Forman Monterey 12/6/11		169.19	97,228.55
03/13/12	Meeting room rental 1/14/12		25.00	97,203.55
04/30/12	County Counsel services		2,249.02	94,954.53
06/27/12	Forman CCP meetings 6/11-6/12		6,174.30	88,780.23
06/27/12	Tocmakidis CCP meetings 6/11-6/12		2,931.81	85,848.42
06/30/12	Bosenko CCP meetings 6/11-6/12		9,340.36	76,508.06
06/30/12	Gorder CCP meetings 6/11-6/12		11,630.00	64,878.06
06/30/12	HHSA CCP meetings 6/11-6/12		29,989.00	34,889.06
06/30/12	Fowler-Bradley CCP meetings 6/11-6/12		3,806.15	31,082.91
07/23/12	FY 12/13 grant funds received	100,000.00		131,082.91
07/13/12	Forman - Realignment Exec. 6/27		342.48	130,740.43
07/31/12	Hermann, Gayle - Water for Meetings		55.00	130,685.43
08/07/12	Mossman 7/19/12 Santa Cruz		165.65	130,519.78
08/07/12	Wilson 7/19/12 Santa Cruz		159.65	130,360.13
09/04/12	CCP Plan consultant (Wilson)		5,000.00	125,360.13
09/05/12	Supportive Housing consultant (Delaney)		4,995.00	120,365.13
09/07/12	Meeting room rental 7/11/12		25.00	120,340.13
10/26/12	CSAC Realignment conference registrations 11/1/12		300.00	120,040.13
10/26/12	Ewert - Realignment Conference registration 11/1/12		100.00	119,940.13
11/28/12	Forman - CSAC Realignment 11/1/12		481.18	119,458.95
12/31/12	Mossman - CSAC Realignment 11/1/12		166.85	119,292.10
06/18/13	Meeting room rental 10/3/12		75.00	119,217.10
06/18/13	Meeting room rental 1/09/13		75.00	119,142.10
06/26/13	Probation CCP Meetings		9,053.24	110,088.86
06/28/13	Bosenko CCP meetings 7/12-4/13		2,381.30	107,707.56
06/28/13	Fowler-Bradley CCP meetings 7/12-6/13		2,179.55	105,528.01
06/28/13	Gorder CCP meetings 7/12-6/13		9,345.00	96,183.01
06/28/13	HHSA CCP Meetings 7/12-4/13		27,580.00	68,603.01
06/28/13	District Attorney CCP Meetings 7/12-6/13		1,198.00	67,405.01
07/16/13	Forman - Realignment Conf. 6/27-6/28/13		173.85	67,231.16
07/16/13	Neal - Realignment Conf. 6/27-6/28/13		254.18	66,976.98
07/17/13	City of Redding CCP Meetings 7/12-6/13		3,558.50	63,418.48
08/30/13	HHSA CCP Meetings 5/13-6/13		1,186.00	62,232.48
10/17/13	Meeting room rental 10/2/13		50.00	62,182.48
11/04/13	Forman - Realignment Conf. 10/24-25		358.46	61,824.02
11/04/13	Neal - Realignment Conf. 10/24-25		157.40	61,666.62
01/31/14	Meeting room rental 1/31/2014		50.00	61,616.62
08/23/13	Registrations for Realignment Conf. 10/24-10/25		525.00	61,091.62
02/03/14	FY 13/14 grant funds received	100,000.00		161,091.62
05/01/14	Meeting Room Rental 4/16/14		50.00	161,041.62
08/31/14	HHSA CCP Costs FY 2013/2014		16,082.00	144,959.62
09/03/14	Meeting Room Rental 7/16/14		50.00	144,909.62
02/11/15	Neal - Realignment Conference 1/22-23/15		224.34	144,685.28
02/19/15	FY 14/15 funds received	100,000.00		244,685.28

CCP PLANNING GRANT

DATE	DESCRIPTION	CR	DR	REMAINING BALANCE
02/28/15	Hope - Realignment Conference 1/22-1/23/15		601.62	244,083.66
02/28/15	Neal - Realignment Conference 1/22-23/15		154.45	243,929.21
03/04/15	Public Defender CCP Meetings FY 13/14		5,720.00	238,209.21
03/12/15	Miller - Realignment Conference 1/22-1/23/15		176.45	238,032.76
04/21/15	HHSA CCP July 2014 - Jan 2015		4,868.00	233,164.76
05/31/15	HHSA CCP Feb 2015		466.00	232,698.76
06/12/15	Miller - Realignment Conference Registration		100.00	232,598.76
06/12/15	Neal - Realignment Conference Registration		100.00	232,498.76
07/23/15	Public Defender CCP Meetings FY 14/15		6,095.00	226,403.76
07/24/15	HHSA CCP March 2015		693.00	225,710.76
07/31/15	HHSA CCP June 2015		1,020.00	224,690.76
07/23/15	Latessa		3,497.64	221,193.12
02/03/16	FY 15/16 funds received	100,000.00		321,193.12
02/11/16	HHSA CCP - July - October		2,303.00	318,890.12
04/30/16	HHSA CCP - Dec - Feb		2,284.00	316,606.12
05/23/16	HHSA CCP Mar		474.00	316,132.12
06/30/16	HHSA CCP May		171.00	315,961.12
06/30/16	HHSA CCP Apr		1,588.00	314,373.12
08/09/16	HHSA CCP June		405.00	313,968.12
08/31/16	SCPD CCP FY 15/16		5,700.00	308,268.12
01/26/17	FY 16/17 Funds Received	100,000.00		408,268.12
01/31/17	Chappelle - Stepping Up Registration		150.00	408,118.12
02/09/17	HHSA CCP July - Nov		4,096.00	404,022.12
03/09/17	Supplies for Program Checklist Training		764.13	403,257.99
03/09/17	Chappelle - Stepping Up		303.60	402,954.39
03/09/17	Neal - Stepping Up		257.60	402,696.79
06/13/17	Program Checklist Training		15,125.00	387,571.79
06/30/17	HHSA CCP 16/17		8,303.00	379,268.79
06/30/17	HHSA CCP Correction		(4,096.00)	383,364.79
08/31/17	SCPD CCP FY 16/17		6,500.00	376,864.79
10/11/17	Sequential Intercept Mapping Workshop		22,000.00	354,864.79
01/16/18	FY 17/18 Funds Received	100,000.00		454,864.79
04/16/18	Q1 HHSA		940.00	453,924.79
04/16/18	Q2 HHSA		3,942.00	449,982.79
04/16/18	Q3 HHSA		2,143.00	447,839.79
04/27/18	Compliance Vehicle		26,897.40	420,942.39
06/16/18	SCPD CCP Meetings		4,125.00	416,817.39
08/22/15	Q4 HHSA		1,834.00	414,983.39
10/31/18	Q1 HHSA		613.00	414,370.39
11/30/18	University of Cin. CCP Training		17,000.00	397,370.39
02/05/19	FY 18/19 Funds Received	100,000.00		497,370.39
02/20/19	Q2 HHSA		206.00	497,164.39
04/23/19	Q3 HHSA		1,602.00	495,562.39
06/05/19	University of Cincinatti - EPICS Training		25,000.00	470,562.39
06/30/19	Q4 HHSA		4,378.00	466,184.39
				466,184.39
	18/19 Budget Obligations			
	Crisis Intervention Team Training		25,000.00	441,184.39
				441,184.39
	19/20 Budget Obligations			
	EPICS Train the Trainer		17,750.00	423,434.39
	Available Balance			**423,434.39**

AB 109 TRAINING & IMPLEMENTATION

DATE	DESCRIPTION	CR	DR	REMAINING BALANCE
08/26/11	FY 11/12 grant funds received	210,900.00		210,900.00
03/06/12	Probation Recruitments		2,608.40	208,291.60
03/13/12	Probation Recruitments		5,761.16	202,530.44
03/13/12	Probation Recruitments		524.56	202,005.88
05/10/12	Probation Recruitments		926.75	201,079.13
11/29/11-6/30/12	Probation Backgrounds		16,759.63	184,319.50
01/30/12	Probation Backgrounds		23.00	184,296.50
01/31/12	Probation Backgrounds		258.00	184,038.50
04/23/12	Probation Backgrounds		53.55	183,984.95
05/04/12	Probation Backgrounds		32.00	183,952.95
05/25/12	Probation Backgrounds		17.85	183,935.10
06/27/12	Probation Backgrounds		1.67	183,933.43
06/27/12	Probation Backgrounds		53.55	183,879.88
06/30/12	Probation Backgrounds		3.33	183,876.55
06/30/12	Probation Backgrounds		5.95	183,870.60
03/27/12	Probation Backgrounds		162.00	183,708.60
02/28/12	Probation Backgrounds		362.00	183,346.60
02/28/12	Probation Backgrounds		30.00	183,316.60
02/10/12	Probation Backgrounds		23.00	183,293.60
02/14/12	Probation Backgrounds		155.09	183,138.51
03/13/12	Probation Backgrounds		20.00	183,118.51
03/13/12	Probation Backgrounds		39.19	183,079.32
03/13/12	Probation Backgrounds		176.00	182,903.32
03/13/12	Probation Backgrounds		76.40	182,826.92
03/15/12	Probation Backgrounds		65.45	182,761.47
01/10/12	Probation Backgrounds		16.52	182,744.95
03/13/12	Probation Backgrounds		39.19	182,705.76
11/18/11	Probation Backgrounds		88.00	182,617.76
02/28/12	Probation Training		122.10	182,495.66
10/04/11	Probation equipment for new officers		133.07	182,362.59
10/11/11	Probation equipment for new officers		27.27	182,335.32
10/11/11	Probation equipment for new officers		892.95	181,442.37
10/18/11	Probation equipment for new officers		39.44	181,402.93
11/01/11	Probation equipment for new officers		309.95	181,092.98
11/01/11	Probation equipment for new officers		101.93	180,991.05
11/01/11	Probation equipment for new officers		25.48	180,965.57
11/01/11	Probation equipment for new officers		95.56	180,870.01
11/16/11	Probation equipment for new officers		43.11	180,826.90
11/16/11	Probation IT for new officers		300.29	180,526.61
12/06/11	Probation equipment for new officers		18.22	180,508.39
12/20/11	Probation IT for new officers		25.74	180,482.65
12/28/11	Sheriff Backgrounds		40.25	180,442.40
12/31/11	Probation Psych Eval contract		1,050.00	179,392.40
01/05/12	Probation IT for new officers		305.65	179,086.75
01/25/12	Probation IT for new officers		2,452.70	176,634.05
01/25/12	Probation IT for new officers		5,679.33	170,954.72
01/25/12	Probation IT for new officers		203.30	170,751.42
01/25/12	Probation IT for new officers		160.00	170,591.42
01/25/12	Probation IT for new officers		13,830.62	156,760.80

AB 109 TRAINING & IMPLEMENTATION

DATE	DESCRIPTION	CR	DR	REMAINING BALANCE
01/31/12	Probation equipment for new officers		5.36	156,755.44
01/31/12	Probation equipment for new officers		309.95	156,445.49
01/31/12	Probation equipment for new officers		159.39	156,286.10
01/31/12	Probation equipment for new officers		40.31	156,245.79
01/31/12	Probation IT for new officers		60.99	156,184.80
01/31/12	Probation IT for new officers		53.61	156,131.19
01/31/12	Probation IT for new officers		299.01	155,832.18
01/31/12	Probation IT for new officers		1,196.05	154,636.13
02/14/12	Probation equipment for new officers		3.71	154,632.42
02/14/12	Probation equipment for new officers		1.67	154,630.75
02/14/12	Probation equipment for new officers		20.56	154,610.19
02/14/12	Probation equipment for new officers		5.36	154,604.83
02/15/12	Sheriff Backgrounds		222.11	154,382.72
02/15/12	Sheriff Backgrounds		4.12	154,378.60
02/15/12	Sheriff Backgrounds		97.15	154,281.45
02/15/12	Sheriff Backgrounds		15,306.79	138,974.66
02/15/12	Sheriff Backgrounds		163.02	138,811.64
02/15/12	Sheriff Backgrounds		284.65	138,526.99
02/15/12	Sheriff Backgrounds		1.81	138,525.18
02/15/12	Sheriff Backgrounds		11.06	138,514.12
02/15/12	Sheriff Backgrounds		3.03	138,511.09
02/15/12	Sheriff Backgrounds		1,744.27	136,766.82
02/15/12	Sheriff Backgrounds		23.85	136,742.97
02/15/12	Sheriff Backgrounds		605.14	136,137.83
02/15/12	Sheriff Backgrounds		183.53	135,954.30
02/15/12	Sheriff Backgrounds		18.59	135,935.71
02/15/12	Sheriff Training		14.47	135,921.24
02/15/12	Sheriff Training		0.27	135,920.97
02/15/12	Sheriff Training		10.00	135,910.97
02/15/12	Sheriff Training		1.65	135,909.32
02/15/12	Sheriff Training		1,482.25	134,427.07
02/15/12	Sheriff Training		968.00	133,459.07
02/15/12	Sheriff Training		61.05	133,398.02
02/21/12	Probation IT for new officers		295.19	133,102.83
02/28/12	Probation equipment for new officers		1,239.81	131,863.02
02/28/12	Probation equipment for new officers		125.48	131,737.54
02/28/12	Probation equipment for new officers		309.95	131,427.59
02/28/12	Probation IT for new officers		299.01	131,128.58
02/28/12	Probation IT for new officers		123.32	131,005.26
03/06/12	Probation equipment for new officers		10.73	130,994.53
03/13/12	Probation equipment for new officers		619.90	130,374.63
03/26/12	Probation equipment for new officers		1,239.81	129,134.82
03/27/12	Probation IT for new officers		2,774.56	126,360.26
06/30/12	Sheriff Backgrounds		3,530.52	122,829.74
06/30/12	Sheriff Backgrounds		4,006.08	118,823.66
06/30/12	Sheriff Backgrounds		8,419.77	110,403.89
07/10/12	Probation equipment for new officers		1,239.81	109,164.08
07/31/12	Probation equipment for new officers		8,824.36	100,339.72
08/07/12	Sheriff Backgrounds		16,000.00	84,339.72

AB 109 TRAINING & IMPLEMENTATION

DATE	DESCRIPTION	CR	DR	REMAINING BALANCE
09/05/12	Probation Backgrounds		8.81	84,330.91
09/18/12	Probation Backgrounds		236.71	84,094.20
09/21/12	Probation Backgrounds - Training Registration		1,185.00	82,909.20
09/25/12	Probation equipment for new officers		947.34	81,961.86
09/25/12	Probation Backgrounds		1,106.00	80,855.86
09/25/12	Probation equipment for new officers		951.89	79,903.97
09/28/12	Probation equipment for new officers		1,522.95	78,381.02
09/28/12	Probation Psych Eval contract		1,325.00	77,056.02
10/09/12	Probation equipment for new officers		160.91	76,895.11
10/09/12	Probation equipment for new officers		37.55	76,857.56
10/16/12	Probation Backgrounds		80.69	76,776.87
10/16/12	Probation Backgrounds		116.39	76,660.48
11/06/12	Probation Backgrounds		193.16	76,467.32
11/13/12	Probation equipment for new officers		83.00	76,384.32
11/13/12	Probation equipment for new officers		2,000.00	74,384.32
11/27/12	Probation equipment for new officers		30.01	74,354.31
11/27/12	Probation equipment for new officers		10.73	74,343.58
11/27/12	Probation equipment for new officers		10.72	74,332.86
11/30/12	Probation Backgrounds		37.70	74,295.16
01/29/13	Probation Backgrounds		2.50	74,292.66
02/05/13	Probation equipment for new officers		24.71	74,267.95
02/15/13	Probation equipment for new officers		95.00	74,172.95
03/05/13	Probation Backgrounds		37,335.55	36,837.40
06/21/13	Probation Backgrounds		1,322.00	35,515.40
08/20/13	Realignment Training 8/6-8/8/13		326.12	35,189.28
10/04/13	Realignment Training 8/6-8/8/13		10.00	35,179.28
02/28/14	Probation Backgrounds		1,182.50	33,996.78
03/19/15	Supplies for MH Groups		3,292.94	30,703.84
06/16/15	Supplies for MH Groups		2,514.05	28,189.79

19/20 Budget Obligations

Available Balance **28,189.79**

2019 ANNUAL REPORT

GEO REENTRY SERVICES

SHASTA DAY REPORTING CENTER
In Partnership with Shasta County Probation

APRIL 2019

PRESENTED TO CHIEF OF SHASTA COUNTY PROBATION
TRACIE NEAL

SECTION 1:

EVALUATION OF SERVICES

The Shasta Day Reporting Center Celebrated its Sixth Anniversary in April of this Year.

The Shasta County DRC is pleased to continue to work in partnership with Shasta County Probation and the community to provide participants with effective and cost-efficient programming and services designed to address criminogenic needs, promote participant reintegration into the community, and reduce the risk of recidivism. We are deeply committed to developing and enriching our collaborative relationships with Probation and community providers to help participants transition from life in the criminal justice system to a successful life in the community.

The Shasta DRC is dedicated to advancing the art and science of Evidence-Based Principles (EBP) and putting the "What Works" correctional programming research into practice. We understand the complexities of operationalizing the principles of effective intervention, and we continuously work towards enhancing our interventions.

This past year was a difficult year for Shasta County as we battled the Carr Fire, which became the sixth most destructive fire in California history (soon after, the seventh). The DRC worked to provide a safe and stable place for participants where they could have a place to talk through their concerns and emotions and also find some normalcy. We are proud of the community coming together to support one another during this difficult time.

At the end of 2018, we engaged national expert Dr. Natalie Pearl Ilarraza on a technical assistance project to analyze the DRC program, develop solutions to ongoing challenges, and began piloting new approaches to improve outcomes. Our cycle of innovation includes evaluating the effectiveness of implemented changes and analyzing corresponding outcomes to determine what works for Shasta County DRC participants. We look forward to implementing the rest of these changes in July 2019.

Throughout the Annual Report, you will learn about the highlights from the last year. From implementing new strategies, increasing DRC staff, to enhancing our Alumni Events, the year kept us busy!

Ongoing activities such as service delivery refinement and continuous staff training are key components to persistently improving program outcomes. The Shasta DRC remains flexible, listens to County feedback, and adjusts program activities accordingly in order to best accommodate the specific needs and goals of participants, Probation, and the DRC. We are committed to delivering best practices and correctional programming innovations to Shasta County and we appreciate our partnership. Thank you for allowing us to be a part of changing behavior, changing lives.

What part of the program has caused the most positive change in your life?

"The welcoming atmosphere and amazing staff members who really have an interest to help every individual in our daily lives and to be successful. The DRC is my 'safe haven".
- Anonymous Participant

Participants Served

Combined, the DRC and in-custody programs have provided reentry and behavior change programming to 975 unique participants. The average length of stay for participants discharged over the past year was 191 days.

The DRC has served 930 unique participants to date.

DAY REPORTING CENTER	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Individuals Served	116	203	279	294	371	336[1]
Active Participants, year end	52	68	79	98	146	112
Aftercare Participants, year end	7	6	10	13	11	9
Participants Completing Program	-	24	39	22	37	36
Participants Discharged	57	125	190	168	214	207
Male / Female Participant Ratio	80%/20%	82%/18%	79%/21%	79%/21%	79%/21%	82%/18%

IN-CUSTODY	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Individuals Served	-	-	19	120	100	-
Active Participants, year end	-	-	9	20	0	-
Participants Discharged	-	-	10	100	100	-
Participants Continuing Services at the DRC	-	-	7	54	67	-
Participants Not Continuing Services	-	-	3	46	33	-
Male / Female Participant Ratio	-	-	84%/16%	80%/20%	81%/19%	-

Active Count by Phase

Services Provided

Putting effective correctional interventions into place involves ensuring participants receive the right amount of dosage. High criminogenic needs require high levels of treatment and moderate needs require moderate treatment. The DRC has over 300 available hours of dosage to offer participants throughout their length of stay.

[1] Includes 8 participants on authorized leave while in-custody at the end of the year

Below are some of the individual and group services the DRC offers participants. All services are tailored to the unique individual and based on the areas of their life most likely to cause them to recidivate.

Services Available at the DRC

Impact: Pilot Phase 1 Enhancements to the DRC Starting Point Process

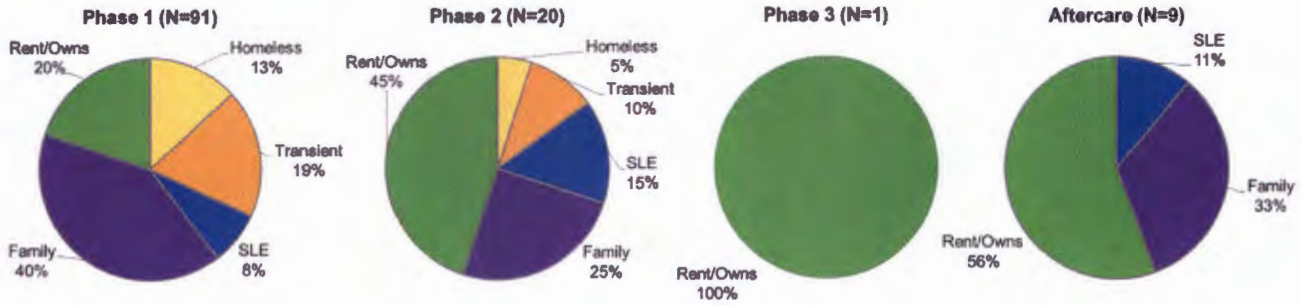
Starting in February 2019, the DRC began piloting a new approach to the Starting Point and Orientation process. Since the beginning of this project, 26 total participants have undergone the new process. Of those, 85% successfully completed both Orientation and the Starting Point process within a three-week period, including the participants who received second and third referrals. We are especially excited to see that of the 23 who attended the Orientation, 22 came back to the program to complete the Starting Point process, resulting in a 96% completion rate.

REFERRALS	# Referred	# Attended Orientation	# Completed Starting Point	% Completing Starting Point After Attending Orientation
1st Referral	**26**	18	18	100%
2nd Referral	5	4	3	75%
3rd Referral	1	1	1	100%
TOTAL		**23**	**22**	**96%**

The most promising part of this new process is that the Orientation Group attendance rate has significantly increased, from 31% in the last quarter of 2018 to 72% since the pilot started. In addition to continuing to track Orientation Group attendance data, we will also be measuring to see if this new process impacts Phase 1 completion rates.

Impact: Housing Stability

The population referred to the DRC has limited independent housing. In preparation for this report and to measure change in future years, **the DRC took a current snapshot of housing by phase** (as of April 7, 2019). We found that 19% of our current Phase 1 participants rent or own. As participants progress through the phases, it appears that there is an increase in self-supported living situations. We believe that the changes to the Phase 1 process may also help impact this. Housing stability will continue to be evaluated as we assess the piloted Phase 1 changes.



LIVING SITUATION	DEFINITION
Homeless	Participant does not have a residence of any classification
Transient	Participant lacks stable ties to a permanent residence
Sober Living Environment (SLE)	Participant lives in a Sober Living Environment in Shasta County
Family	Participant lives in a positive environment with a family member or relative
Rents/Owns	Participant rents/owns the home/apartment in which they are living

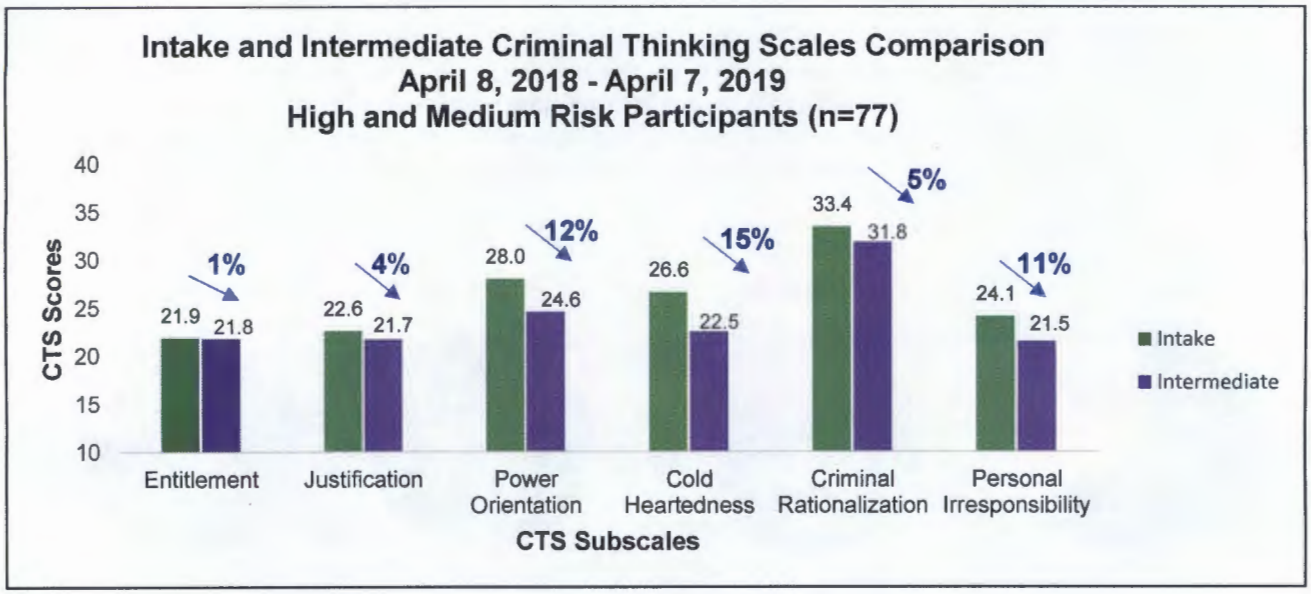
Impact: Criminal Thinking Reduction

Why is a Reduction in Criminal Thinking Important?

Criminal thinking domains, such as antisocial cognitions and antisocial attitudes, are frequent targets for change in correctional treatment, and are described in current theories of criminal behavior. The research on "What Works" to reduce recidivism indicates that antisocial cognition and antisocial attitudes (criminal thinking) are among the top three risk factors as drivers of recidivism. The Texas Christian University Criminal Thinking Scales (CTS), a reliable and validated instrument, measures the effect of DRC's programming on antisocial cognition and

attitudes. The results of this assessment indicate that the Shasta DRC reduces criminal thinking patterns as measured by the CTS, and therefore lowers the potential for future recidivism.

Summary of Results



Shasta County DRC CTS Results from April 8, 2018 – April 7, 2019

Criminal thinking research demonstrates that targeting antisocial cognitions, values, and beliefs can impact criminal behavior. The results shown above indicate that the Shasta County DRC reduced criminal thinking patterns—as measured by CTS scores—and therefore lowered participant potential for future recidivism.

Criminal Thinking Scales

CTS ELEMENTS	DESCRIPTION
Entitlement	Focuses on a sense of ownership and privilege. High scores are associated with the offender's belief that the world "owes them" and they deserve special consideration.
Justification	Refers to patterns of thought that minimize the seriousness of antisocial acts and by justifying actions based on external circumstances. High scores may be associated with perceived social injustice.
Power Orientation	Measures the need of power and control. High scores are associated with higher levels of aggression and controlling behaviors.
Cold Heartedness	High scores reflect a lack of emotional involvement.
Criminal Rationalization	High scores on this scale are associated with negative attitude towards the law and authority figures.
Personal Irresponsibility	Assesses the degree to which an offender is willing to accept ownership for criminal actions. Therefore, high scores are associated with non-acceptance of criminal actions and often blaming others.

Program Measures and Evaluation

To be truly evidence-based, data must be used to monitor, evaluate, and guide improvements to program performance. This performance feedback cycle can take place on a variety of levels. At the most macro level, outcome studies are conducted to determine if a program is having an impact on recidivism or another outcome measure. This is a measure of program "outputs" or the end results of a program. In addition to measuring outputs, it is important to measure program "input." This refers to process evaluations in which the program content and delivery methods are measured for alignment to current research and evidence-based approaches.

We use three common methodologies to monitor program input and output to ensure we are attentive to both program health and success:

- Fidelity Program Audits (Input)
- Intermediate Outcomes (Output)
- Recidivism (Output)

Fidelity Program Audits are often referred to as program evaluations. This type of audit helps determine whether a program adheres to the principles of effective intervention. Two of the most well-known and respected program evaluation tools are the Correctional Program Assessment Inventory (CPAI) and the Correctional Program Checklist (CPC).

The Shasta County DRC went through a CPC during the Winter 2017 and scored a "High Adherence" on the evaluation. In addition to our use of the formalized CPC, our Quality Assurance team developed an internal EBP Fidelity Review. The most recent EBP Fidelity Review from June 2018 scored the Shasta County DRC at a 99% for adherence to the principles of effective intervention.

During the EBP audit, 85% of the program staff and 15% of the participants were interviewed. The EBP Program Fidelity Review was performed by a GEO Reentry Manager of Program Performance.

Actuarial Risk/Needs	100%
Intrinsic Motivation	100%
Target Intervention	96%
Skill Train	94%
Contingency Management	100%
Community Support	100%
Measure Practices	100%
Provide Feedback	100%
Leadership	100%
Treatment Team	100%
Participant Satisfaction	94%
Total	**99%**

EBP FIDELITY REVIEW CATEGORY	DESCRIPTION
Actuarial Risk/Needs	• Facility utilizes scientific, validated assessment instruments and incorporate results into the participant's individualized treatment plans.
Intrinsic Motivation	• Program staff receives training on Motivational Interviewing techniques in order to effectively engage with participants.

Target Intervention	• Treatment plans are created targeting criminogenic needs as identified through the assessment process. • Individual cognitive behavioral treatment counseling sessions are provided and focus on criminogenic needs.
Skill Train	• Treatment group model uses behavioral practice to build skills.
Contingency Management	• Behavior modification system is in place focusing on four positive responses targeted for pro-social behavior to every one negative consequence for non-compliance.
Community Support	• The program partners with community providers to be able to offer helpful resources and pro-social community support to participants. • The program offers a Continuum of Care to support program participants post completion of the program.
Measure Practices	• The program tracks key performance indicators (KPI) to monitor, measure and report program outcomes.
Provide Feedback	• Program leadership provides ongoing performance evaluations and feedback to staff. • The program offers opportunities for participants to provide feedback about their programming to measure participant satisfaction.
Leadership	• Leadership provides ongoing training, support and coaching in staff's professional development.
Treatment Team	• Staff receive ongoing training and demonstrate technical knowledge and skills.
Participant Satisfaction	• Staff identify and are responsive to participant motivation levels. • Participants have buy-in to the staff and the program.

The Shasta DRC scored a 99% on their EBP Fidelity Review. The two recommendations that came from the review are as follows:

Target Intervention

Recommendation: The Shasta DRC could benefit from piloting an MRT group for those with high anxiety or severe substance abuse issues. The group should maintain fidelity to the MRT curriculum and have a smaller group size with a maximum of six participants. This group may help with participants that have trouble presenting in front of large groups and those who need more attention due to substance abuse issues.

Action: The Shasta DRC began piloting in April 2019, an MRT group for those with high anxiety and/or severe substance abuse issues. Group attendance will be tracked and measured to evaluate impact and provide ongoing outcomes of this pilot.

Skill Train

Recommendation: Treatment staff that facilitates MRT groups should undergo refresher training on Learning Management System (LMS). The training should be followed by a coaching session from the Program Performance team.

Action: All staff trained to facilitate MRT undergo annual refresher trainings through LMS. In addition, the Program Manager will lead MRT step refreshers during team meetings to review MRT steps as a group and follow-up to the staffs LMS training.

SECTION 2:

ANALYSIS OF PROGRESS-ESTABLISHED GOALS & OUTCOMES

Active Participants Program Count

PROGRAM COUNT												
	Target	6.30.14	12.31.14	6.30.15	12.31.15	6.30.16	12.31.16	6.30.17	12.31.17	6.30.18	12.31.18	4.7.19
DRC	110	49	71	70	75	71	103	93	133	144	127	112
In-Custody	-	-	-	-	-	5	17	18	-	-	-	-

Starting in late July 2018, the Carr fire greatly impacted Shasta DRC program operations. Despite remaining open during this difficult time, not all participants were able to report for services. Referrals to the DRC were also diminished until county operations returned to normal.

Since the summer of 2018, Shasta Probation has worked with the DRC to make quality referrals that focus on participants who are appropriate for DRC Services. In addition, the Shasta County DRC is working to increase participant buy-in at the beginning stages of the program by piloting program enhancements.

Discharges

The Shasta County DRC program discharges are broken down into three broad categories:

1. **Completions:** Completed the program (i.e. completed program requirements)
2. **Neutral:** Services were discontinued to address alternate needs (i.e. address stability factor such as mental health or highly dependent substance abuse)
3. **Non-Completions:** Participant failed to meet program requirements (i.e. absconded or discharged from program or sentenced to incarceration)

DISCHARGES												
	Target	6.30.14	12.31.14	6.30.15	12.31.15	6.30.16	12.31.16	6.30.17	12.31.17	6.30.18	12.31.18	4.7.19
Completion	26%	7%	23%	19%	14%	21%	8%	14%	13%	15%	13%	15%
Neutral	23%	7%	28%	24%	23%	24%	18%	21%	22%	23%	19%	22%
Non-Completions	51%	86%	49%	57%	64%	55%	74%	65%	65%	62%	68%	63%

Graduates

GRADUATION											
	Target	6.30.14	12.31.14	6.30.15	12.31.15	6.30.16	12.31.16	7.27.17	1.18.18	8.22.18	3.7.19
Graduates	18	6	8	16	18	8	15	14	17	13	10

*As of 2018 Annual Report we included actual Transition Celebration dates in lieu of reporting period.

Attendance

CHECK-IN ATTENDANCE											
	Target	6.30.14	12.31.14	6.30.15	12.31.15	6.30.16	12.31.16	12.31.17	6.30.18	12.31.18	4.7.19
Phase I	77%			75%	68%	72%	75%	69%	65%	69%	70%
Phase II	86%	72%	77%	84%	80%	88%	91%	80%	82%	83%	81%
Phase III	90%			91%	77%	88%	91%	88%	91%	87%	88%

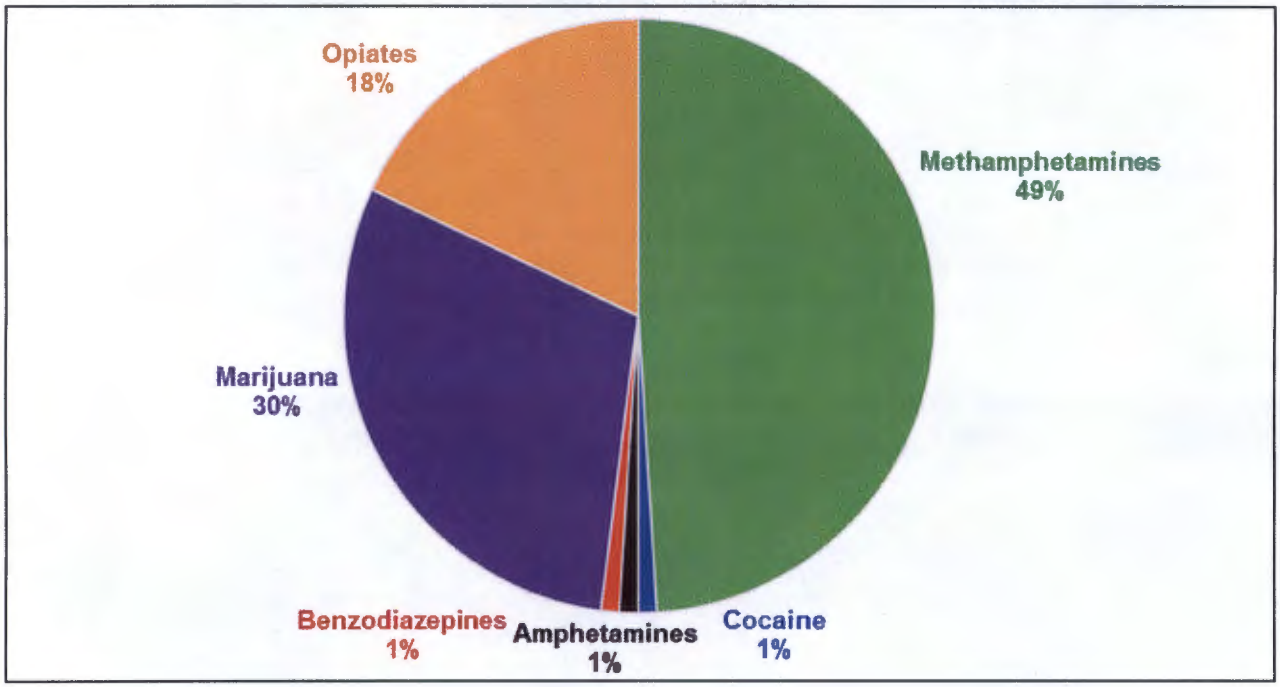
GROUP ATTENDANCE											
	Target	6.30.14	12.31.14	6.30.15	12.31.15	6.30.16	12.31.16	12.31.17	6.30.18	12.31.18	4.7.19
Phase I	64%			60%	44%	52%	47%	43%	34%	29%	30%
Phase II	76%	69%	63%	74%	68%	75%	78%	71%	75%	68%	67%
Phase III	85%			97%	81%	78%	92%	82%	85%	72%	91%

INDIVIDUAL COGNITIVE BEHAVIORAL THERAPY (ICBT) ATTENDANCE											
	Target	6.30.14	12.31.14	6.30.15	12.31.15	6.30.16	12.31.16	12.31.17	6.30.18	12.31.18	4.7.19
Weekly	72%	66%	78%	69%	60%	65%	64%	60%	52%	52%	62%
Bi-Weekly	76%	62%	80%	74%	80%	94%	90%	88%	90%	79%	87%

Sobriety

DRUG TEST OUTCOMES											
Clean Tests											
	Target	6.30.14	12.31.14	6.30.15	12.31.15	6.30.16	12.31.16	12.31.17	6.30.18	12.31.18	4.7.19
Phase I	41%	33%	47%	43%	28%	29%	41%	23%	20%	23%	21%
Phase II	73%	26%	69%	66%	63%	82%	91%	62%	63%	55%	56%
Phase III	85%	-	100%	83%	80%	77%	94%	89%	89%	80%	84%
Missed Tests											
	Target	6.30.14	12.31.14	6.30.15	12.31.15	6.30.16	12.31.16	12.31.17	6.30.18	12.31.18	4.7.19
Phase I	32%	26%	27%	27%	42%	42%	29%	30%	29%	34%	28%
Phase II	19%	34%	16%	25%	22%	16%	3%	23%	21%	22%	19%
Phase III	8%	-	0%	10%	20%	12%	6%	9%	6%	10%	14%
Positive Tests											
	Target	6.30.14	12.31.14	6.30.15	12.31.15	6.30.16	12.31.16	12.31.17	6.30.18	12.31.18	4.7.19
Phase I	27%	41%	27%	30%	29%	29%	29%	47%	51%	43%	51%
Phase II	8%	40%	16%	9%	15%	3%	5%	15%	16%	23%	25%
Phase III	7%	-	0%	8%	0%	11%	0%	2%	5%	10%	2%

Positive Drug Test by Type



The ratio of drugs participants test positive for have remained largely static over the past three years. Methamphetamines continues to be the most prevalent drug detected in urinalyses, followed by marijuana and opiates.

POSITIVE DRUG TESTS BY TYPE						
	2013/14	2014/15	2015/16	2016 /17	2017/18	2018 /19
Methamphetamines	45%	51%	40%	47%	51%	49%
Marijuana	41%	34%	34%	34%	31%	30%
Opiates	9%	13%	16%	14%	14%	18%
Benzodiazepines	>1%	1%	2%	2%	3%	1%
Amphetamines	3%	>1%	6%	2%	1%	1%
Cocaine	1%	>1%	1%	1%	>1%	1%

Substance Abuse Programming

The majority of the participants at the DRC struggle with substance abuse. In response, we are proactive in identifying a responsive approach to treatment to help participants obtain sobriety. This is done through a variety of strategies and partnerships.

In the initial stages of the DRC, participants undergo a substance abuse assessment that aids in creating an individualized behavior change plan. Establishing a professional therapeutic alliance with the participant allows DRC staff to identify the drivers of a participant's substance usage, therefore having a greater chance of the individual sustaining long term success with sobriety.

Every participant assessed and recommended for substance abuse treatment will also complete a relapse prevention plan. This intervention supports the participant's ability to further understand their substance usage and construct a foundational plan to obtain resources, identify goals, build skills, and establish a support system.

The DRC staff and probation officers communicate daily about participant barriers and progress and have established a strong collaborative partnership to provide timely and supportive resources to participants. Probation officers attend a variety of DRC services and events to offer additional support and reinforcement, including weekly case staffings, participant one-on-one with their Case Manager, and monthly sobriety recognition events.

Substance Abuse ICBTs

To respond to the ongoing participant substance abuse issues, the DRC has begun providing participants the opportunity to receive additional, personalized substance abuse dosage in SA ICBT sessions in addition to onsite treatment groups. During these sessions, the participant meets one-on-one with a DRC Substance Abuse Counselor to work through any issues and further address needs on an individual basis.

Substance Abuse Counselor and Case Manager Collaboration

The DRC has also adopted a collaborative staffing model to better address participants with substance abuse issues. Each week the DRC Substance Abuse Counselors meet with every caseload carrying staff member to review the substance abuse status and needs of every participant. Through these collaborative meetings the Substance Abuse Counselor and Case Manager discuss participant drug screen results and how to respond based on the participants identified stage of change. Further, the staff are able to work together to identify how to best support the participant in making progress toward sobriety.

Education and Employment

We continue to see strong improvements in employment from Phase 1 to Phase 3.

EDUCATION/EMPLOYMENT RATE (Does not include SSI and AC)											
	Target	6.30.14	12.31.14	6.30.15	12.31.15	6.30.16	12.31.16	12.31.17	6.30.18	12.31.18	4.7.19
Phase I	33%			28%	33%	26%	33%	38%	44%	41%	49%
Phase II	70%	52%	57%	56%	57%	78%	79%	92%	60%	69%	75%
Phase III	87%			80%	82%	96%	78%	100%	92%	100%	100%

Employment Assessment and Individual Employment Plan (IEP)

DRC staff use an internal employment assessment and the WorkKeys Fit and Talent assessments to gather information on participant employment history, level of education, skills, abilities, and interests. Participants work closely with our Education/Employment Coordinators (EEC) to discuss the assessment results and career recommendations.

With the assessment results, the EEC then conducts a one hour individual meeting with each participant to help create and maintain an Individual Employment Plan. The IEP is a customized, step-by-step plan for obtaining employment and developing a lasting career. The IEP is then shared with the participants Case Manager to provide additional support in meeting action items and goals established in the IEP.

Step-Up Program Referrals

Shasta County offers a unique opportunity through the Step-Up program to support our program participants with earning their education and learning new skills to be able to sustain long-term employment. The DRC identifies participants that have a desire to further their education and works in partnership with Probation to refer them to the Step-Up program and get them enrolled in school. For the spring 2019 semester alone, the DRC referred 10 participants to the Step-Up program in which 9 out of 10 are currently attending courses through the program at Shasta College.

DID YOU KNOW?

The Shasta DRC works to increase employment stability through employment readiness classes and services that eliminate the barriers to work. Before focusing on employment skills, staff works closely with participants to increase their intrinsic motivation to work. It's important that they understand the benefits of legitimate employment and find satisfaction in pro-social jobs. By conducting mock interviews, resume workshops and informing participants about open positions, our staff help participants meet their career goals. Staff work with participants to get professional clothing to wear on job interviews, eliminating another barrier to employment. Our DRC staff also build connections with local businesses and host and attend local job fairs with participants where participants can meet with employers and apply for open positions on the spot.

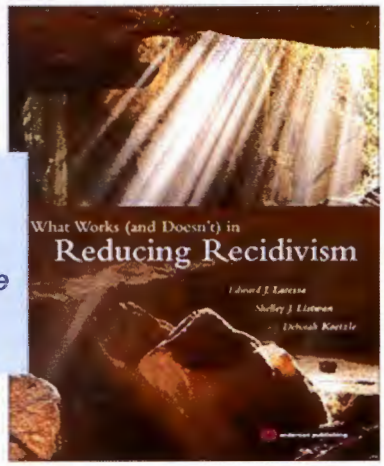
SECTION 3:

SPECIALIZED TRAINING & CURRICULUM DEVELOPMENT

Organizational Learning Culture

We view the complex and ongoing process of operationalizing Evidence-Based Principles as both an art and a science. The science aspect includes studying EBP, having an awareness of the history and research, and understanding the fundamental concepts of the Eight Principles of Effective Intervention.

At the Shasta County DRC, we take pride in the art of operationalizing EBP. This includes investing significant time and resources to help our staff develop their EBP skills. Our Area Manager, Program Manager and Supervising Case Manager provide DRC staff with daily coaching on how to operationalize EBP.



Staff from the DRC are expected to understand and operationalize the latest research on effective interventions. One of the ways that we embrace an EBP culture is studying the book What Works (and Doesn't) in Reducing Recidivism. *This book is a great tool that can be utilized to create a foundation of the 8 Principles of Effective Intervention.*

An organizational learning culture is an environment where skill building and professional development are embraced, supported, and affirmed. The Shasta DRC strives to provide a variety of ongoing opportunities for staff to invest in their professional growth. The Area Manager and Shasta DRC leadership team serve as coaches to staff to offer feedback and help staff progress with their own professional development action items and goals. Being intentional about creating a learning culture at the Shasta DRC further allows staff to serve as positive role models for our program participants to be open-minded and embrace skill building.

The Shasta DRC values creating an organizational culture that values learning. A learning culture establishes an environment where professional growth and development is embraced, encouraged, and supported.

Our Shasta County DRC staff have participated in more than 40 different training modules over the last year alone—receiving over 100 hours of training. This includes, but is not limited to, the following:

- Professional Alliance Traits
- Adverse Childhood Experiences
- Antisocial Thinking
- Art and Science of EBP
- Anger Management Competency
- Behavior Chain
- EBP BriefCASE Series
- Case Management Competency
- Effectively Using Carey Guides
- Cognitive Thinking Errors
- Conflict Resolution
- Contingency Management
- Courtroom Procedures
- Creative Leadership
- Emotional Intelligence
- Effective Case Staffings
- Effective Listening
- 8 Criminogenic Needs
- EBP Research
- Guiding Principles of EBP
- Giving Feedback
- History of EBP
- Identifying Skill Deficits
- Identifying the Driver
- Implementing EBP
- Leadership and Management
- Participant Engagement
- Noble ONA Training
- Measuring Outcomes
- Pro-Social Behavior
- Understanding Data
- Starting Point Process
- SMART Goals

- Shaping Offender Behavior
- Reducing Absconds
- Responsivity

Managers Training

In June 2018, the Shasta DRC Program Manager attended a Managers Training held at The GEO Group corporate office. The Managers Training was a week long and served as an opportunity for all current managers, from across the country, to receive training and coaching from senior leadership. The Managers also attended a day of breakout sessions where Managers engaged in collaborative activities and discussions around *The Leadership Challenge* book. The training served as a great way to continue investing in our DRC leadership.

Refresher Training

Staff are required to complete at least 40 hours of refresher training each year. Our Continuum of Care Training Institute maintains a list of required annual trainings and provides elective training options to program staff. Examples of elective refresher courses include human relations, roles of law enforcement agencies, and cultural and ethnic sensitivity.

Weekly EBP Refreshers

"To be professional in the workplace is to bring your "best self" to work each and every day: your good character, positive attitude, dedication to excellence, and appropriate conduct. It suggests we should be committed to lifelong learning, be open to new ideas, show initiative, have a "can do" attitude, and work to improve ourselves by constantly striving to meet higher standards and improved outcomes".

-Mark Carey and Madeline M. Carter

Every Friday for one hour the Shasta DRC gathers for a team meeting. Ms. Gehrung begins each of these team meetings by spending 15 - 20 minutes discussing or practicing an EBP related topic or activity. This weekly opportunity allows the team to invest in their professional development and enhance their skills around understanding, articulating and operationalizing evidence-based practices.

EBP Trivia: Ms. Gehrung has focused on creating an organizational culture that embraces ongoing growth, knowledge and opportunities for skill building. Whether it is during a team meeting or stopping by a staff member's office, Ms. Gehrung does EBP trivia, pop EBP quizzes, or engages in role plays, with staff throughout each week. This allows Ms. Gehrung to incorporate role play as a coaching technique, prompts questions and discussion about EBP, and fosters skill building with staff.

Monthly EBP Recognition: Within our Northern California region, our Program Managers each write a summary to recognize a staff member for operationalizing EBP. Ms. Owens distributes a regional notification to commend these staff and also includes corporate-level GEO Reentry personnel on the distribution to provide further recognition. Every quarter, all staff who were recognized are entered into a drawing for a gift of their choice.

EBP BriefCASE Series

Every month the Shasta DRC team members conduct an EBP BriefCASE session. Developed by The Carey Group, the EBP BriefCASE consists of 18 modules that cover a multitude of topics that are essential to criminogenic risk reduction. This curriculum provides structure for establishing a collaborative coaching atmosphere among program staff and allows for teaching and reinforcement of the principles and practices of EBP. To further invest in the development of staff, leadership will offer the opportunity for another staff member to lead the session with their peers and further

develop their leadership skills. Some of the modules covered in the BriefCASE include: Modeling and Affirming Prosocial Attitudes and Behaviors, Identifying Skill Deficits, Overcoming Thinking Traps, and many more!

BriefCASE Professional Development Plans: To remain intentional about improving and applying the skills learned in each session each staff has a professional development plan that they complete post each BriefCASE session. This development plan allows staff to note the key objectives of each session, do by a self-assessment by reflecting on their areas of strength and growth and set goals for improvements.

The BriefCASE sessions are an ongoing investment opportunity in which once all 18 sessions are conducted, we restart the sessions to continue supporting a learning culture.

Weekly Staff Key Performance Indicator (KPI)

Every week, each staff member completes a KPI for the groups and services they facilitated. Each staff member's individual KPI report is then reviewed and compiled by the Program Manager into a team KPI for the week. The weekly team KPI is then discussed on a manager's weekly conference call held with Area Manager Amanda Owens to discuss, analyze, and create management goals around improve outcomes using best practices.

> ***Enhancement: Weekly KPI 1 on 1 Meetings and Goal Setting with Staff:*** In September 2018, management began holding weekly 1 on 1 KPI meetings with each caseload carrying staff member. The goal is for each staff member to build a stronger relationship with their weekly KPI and be able to make ongoing data driven decisions to help improve their outcomes from week to week.
>
> During these meetings a variety of data elements are reviewed, discussed and analyzed including absconds, group rates, ICBT rates, rewards and sanctions, behavior change plans, and role plays. As each data element is analyzed we identify action items to implement immediately to help improve participant engagements and group and service rates for the following week. In addition, the meeting concludes with each staff member setting weekly target goals for each of the data elements listed. Throughout the week staff can continuously measure their effectiveness and if they are on target to meet their individually set target goals.
>
> ***Area Manager Staff Meetings.*** Every week, GEO Reentry management personnel within our Northern California region have a Key Performance Indicator (KPI) teleconference meeting. The first 20-30 minutes of these meetings is dedicated to reviewing a selection from the "What Works (and Doesn't) in Reducing Recidivism" book or other pertinent EBP literature. The remainder of the meeting is dedicated to analyzing KPIs and sharing best practices.

Motivational Interviewing (MI)

DRC staff are trained by a qualified trainer in Motivational Interviewing and receiving ongoing training from Shasta DRC leadership. This form of communication is an evidence-based best practice for working alongside our program participants to help elicit intrinsic motivation that results in long-term pro-social behavior change.

Staff are encouraged and supported to continuously increase their MI proficiency by working to obtain MI certification as part of the rigorous certification process; DRC staff must record an interaction with a participant and send the taped interaction to a GEO Training Specialist. Our Training Specialist evaluates the taped interaction in accordance with MI Treatment Integrity standards and provides the staff member with feedback. The DRC staff member then works closely with our DRC management personnel and other Subject Matter Experts within our company to improve their MI delivery. This intensive process of refining MI skills and achieving proficiency generally takes several months from the first submission of the taped interaction.

Program Manager Ms. Gehrung obtained certification in June 2018 and has been able to directly provide staff ongoing coaching and development around their MI skills. Currently most staff who have been trained in MI have submitted one to two tapes each. Each staff member has an MI certification game plan with an identified target goal date for certification.

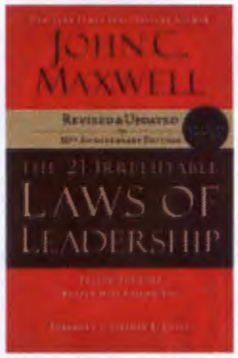
Obtaining MI certification is about continued growth and enhancing the effectiveness of our engagement with participants. Ensuring that we use a communication style of open-ended questions, affirmations, reflections, and summaries, is proven to help participants move through the stages of change and choose for themselves to make positive changes.

DID YOU KNOW?

Motivational Interviewing is one of the innovative techniques the Shasta DRC uses to foster a supportive environment while addressing participant commitment and motivation to improving their behavior. Unlike other therapies, MI takes an individualized approach to explore empathy, optimism and personal choice. Studies have suggested that individuals who are exposed to MI and successfully follow through with appropriate counseling are less likely to argue or pursue criminal behavior. By analyzing responses to different types of interactions, our skilled staff adapts individual conversations to be affirmative and optimistic while simultaneously increasing awareness toward any possible conscious or unconscious decisions that could be dangerous or detrimental. Research indicates participants treated with MI are more likely to engage in long term pro-social behavior.

Lunch and Learn Sessions

Amanda Owens, GEO Reentry Area Manager, hosts regular Lunch and Learn sessions for regional GEO Reentry management. Staff choose a leadership book that will be discussed and staff members rotate in facilitating the meeting. We have found that these sessions are an effective method for increasing the leadership abilities of our staff.



- Emotional Intelligence 2.0 – Travis Bradberry & Jean Greaves
- Fish!: A Remarkable Way to Boost Morale and Improve Results – Stephen C. Lundin
- The 5 Languages of Appreciation in the Workplace: Empowering Organizations by Encouraging People – Gary Chapman, Paul White
- The 21 Irrefutable Laws of Leadership: Follow Them and People Will Follow You – John C. Maxwell

Fundamentals Meeting

After studying GEO Reentry-operated DRCs, Ms. Owens developed six regional fundamentals that we believe are integral to the success of our operations. These fundamentals are: Quality Assurance Through Coaching, Participatory Management, Community Involvement, Customer Relationships, Providing Value Added Services, and Investing in Growth. Ms. Owens leads a fundamentals meeting every month to discuss these ideals with staff and ensure that our programs continually embrace these standards.

Program Feedback

Outcome Rating Scale (ORS)

During an ICBT session, the participant completes an ORS. This instrument gives DRC staff insight into a participant's personal functioning, interpersonal relationships, and social role performance in areas such as work adjustment. We use ORS results to help monitor program progress, evaluate the effectiveness of assigned programming, determine any need for further treatment, and investigate any lack of progress.

Session Rating Scale (SRS)

At the end of the ICBT session, the Case Manager asks the participant to complete an SRS. This allows the participant to rate the staff member in four areas. The SRS assesses the relational bond between participant and staff—including the level of agreement on goals, methods, and the overall treatment approach. The SRS also helps the Case Manager determine if the participant is engaged in programming and if services are responsive to the participant's assessed needs, risks, and vulnerabilities. The Case Manager discusses the ratings with the participant.

Substance Abuse Surveys

The objective with the quarterly substance abuse surveys is to obtain feedback from participants around the impact of the substance abuse components of their programming. The Substance Abuse Counselors utilize this feedback to measure the effectiveness of our approach in working alongside participants to help them obtain their sobriety and progress through the program.

Focus Groups

In 2018, we engaged national expert Dr. Natalie Pearl Ilarraza on a technical assistance project to analyze the DRC program and identify and develop solutions to identified areas of improvement. In January 2019, Dr. Ilarraza visited the Shasta DRC. During her visit she conducted two focus groups with participants. The focus groups were to allow participants to speak to a third party and provide feedback about their programming at the DRC. During this discussion participants were encouraged to share their likes and dislikes about the program, what motivates them, and what they would like to see improved to better serve them. The feedback was received well by Dr. Ilarraza and was incorporated into some of the program enhancement recommendations provided.

Program Changes and Enhancements

Program Orientation

Every DRC participant must complete a formalized intake process as part of their initial referral and introduction to the DRC program. The intake process can be substantial in duration, involves significant paperwork, and requires participants to provide sensitive information about themselves—often resulting in participant frustration or subsequent absence from the program.

In direct response to this issue, GEO Reentry developed a more interactive and engaging intake and orientation process—which we implemented within the Shasta County DRC in February 2019. As part of this improved process, new participants complete Orientation as their first interaction with the DRC. We designed the Orientation to prepare participants for the DRC program; to foster an understanding of program elements (including an explanation of the upcoming intake process); and to provide an overview of program benefits. Since participants are introduced to the intake process during Orientation, there is a better understanding of why personal information is requested and less participant resistance to completing the required paperwork during Intake. Additionally, we revamped our Starting Point packet to streamline the process.

What part of the program has caused the most positive change in your life?

"The fact that the doors are open and it's up to me to walk through them…The help is here and it's up to me to receive what's being offered…" - Anonymous Participant

Work Readiness Event

Shasta County Day Reporting Center hosted a Work Readiness Event on Wednesday, March 27, from 9 a.m. to 1 p.m., at the Shasta County Library, located at 1100 Park View Ave. This event was hosted in collaboration with Shasta County Health and Human Services, Far Northern Regional Center, SMART Business Resource Center and Shasta County Probation Department. The Work Readiness event offered participants at the Shasta County DRC, as well as other members of the community, the opportunity to eliminate job barriers, build skills, and receive tools needed to make a good impression at the community job fair held the following week on April 3rd. The event offered a range of resources, from hygiene kits and guidance with interview attire, to practicing mock interviews and workshops for refining important soft job-search skills. The goal of the Work Readiness Event was to help eliminate barriers to employment, empowering the participants to feel more prepared for the Job Fair and secure long-term employment.

Maximizing Outreach Opportunities - Education/Employment Coordinator (EEC)

In order to increase maximizing outreach opportunities in the community with employers and provide greater individual assistance to unemployed and underemployed participants, we have increased a part time

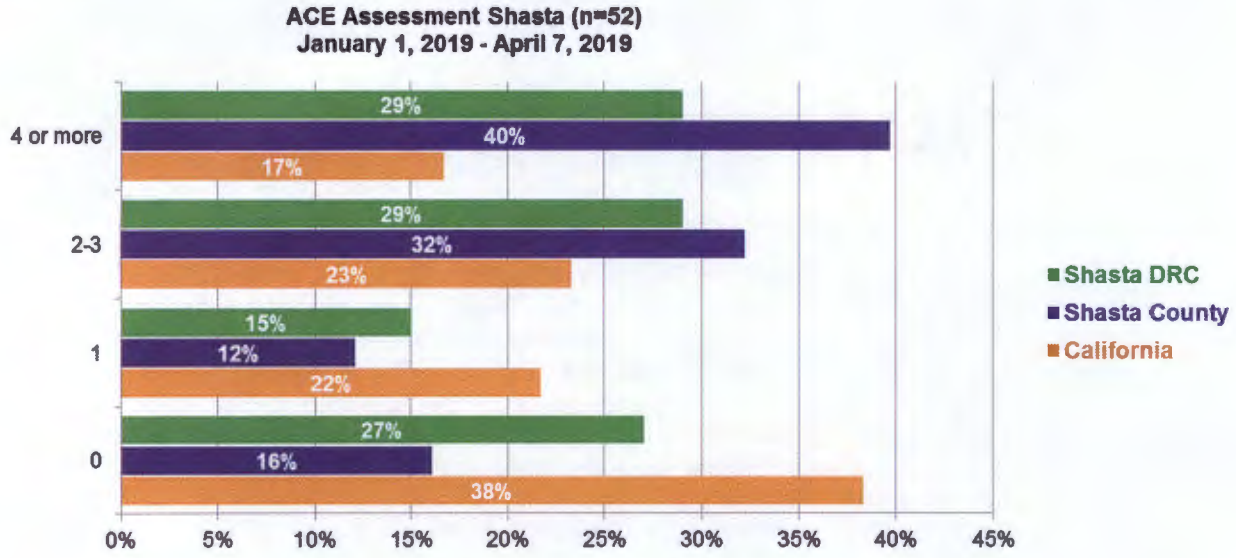
Education/Employment Coordinator (EEC) position to full time. By increasing the availability of the second EEC we have been able to reduce the number of participants assigned to each Case Manager and continue to focus on enhanced engagement opportunities.

Adverse Childhood Experiences (ACEs)

As a long-term provider and partner within Shasta County, we are aware of the community-wide initiative to address ACEs. In order to align the DRC with corresponding Probation efforts, we are working to enhance participant awareness and education on the impact, outcomes, and effects of ACEs. In January 2019, we implemented this initiative by providing the ACE Questionnaire to participants. The questionnaire asks participants to self-report on past experiences such as neglect, household substance abuse, verbal abuse, parental separation or divorce, household mental illness, and physical abuse. We utilize ACE scores to better understand and respond to participants. This includes using our GEOtrack software system to track and report on participant ACE scores.

Our DRC team attended an ACEs presentation and received supplemental ACEs and trauma informed care training from our Continuum of Care Training Institute. This training included methodologies for assisting participants in ending patterns of abuse, neglect, and household dysfunction and creating stronger family bonds. In addition, June 2019, the DRC team will receive a refresher ACEs presentation.

The initial results of the ACE questionnaires demonstrate that the DRC population has a much higher prevalence of ACEs when compared to the California statewide data – although the rate of ACEs is lower than reported by the 2012 Shasta County survey of 271 households. Our purpose in bringing ACEs awareness, education, assessment, and reporting into the Shasta DRC program is to help reduce the negative impacts of specific life elements. GEO Reentry staff use assessment results—and any agency-administered evaluations and supervision information—to help determine each participant's programming assignments. Our staff members are trained to match specialized services and activities to the protective factors, risk level, and needs identified by the assessments—with the goal of reducing participant risk in each identified area. During the participant's time in the DRC program, GEO Reentry staff also use assessment results to talk with participants about progress, explore changes, and to make plans for Aftercare and continued support.



29 percent of participants scored 4 or higher on the ACE assessment

Successful Transitions on Probation and Parole (S.T.O.P.P.) Event

The Shasta DRC recently increased our participation in the monthly Successful Transitions on Probation and Parole (STOPP) event held by the Shasta County Probation Department, in partnership with the California Department of Corrections, Adult Division of Parole. S.T.O.P.P. is intended to help offenders successfully transition from custody to living as productive members within our community. The goal is to connect services to offenders released to our community on supervision as quickly as possible upon their release from custody. Through attending this event the DRC can proactively meet and engage with newly released probationers in hopes of identifying potential program participants who could be referred to the DRC program. Being able to share with probationers in advance what resources and tools the DRC can offer and support them with as they transition enables us to establish a rapport, create buy-in, lower resistance, and enable the potential participant to make the choice to attend the program increases their chances of success.

The Program Will Help You Better Yourself

Alex G. came to the Shasta DRC in August 2018 after being referred by his probation officer and is now celebrating his recent graduation from the program on March 7. "I really liked the program," Alex said. "The staff at the DRC were very helpful and supportive. I'd especially like to thank Mr. Brown for his support." Of all his classes at the DRC, Alex said he found Moral Reconation Therapy (MRT) to be particularly helpful. "It helped facilitate a lot of personal growth and change for me," he said. One thing Alex particularly appreciated about the DRC's program is that it helped connect him with resources to find housing, and the staff was instrumental in helping him put together his resume so he could begin applying to jobs. He is proud to now be employed in a management position. When asked what advice he has for other participants who are just starting the program, Alex had this to offer: "Stay focused and motivated. If you truly want to better yourself and are motivated to make a change, this program will help you get there."

DID YOU KNOW?

The Shasta DRC strives to provide participants with the necessary social skills they need upon release. One way the DRC accomplishes this is through social programming. In our cognitive behavioral groups, participants are encouraged to share their stories and learn from one another. They also have the opportunity to role play and act out risky situations together. Through these interactions, participants learn to feel more comfortable in the program and can feel more at ease being surrounded by those who are in similar situations. In addition to our CBT groups, the DRC holds monthly pro-social events that allow participants to put their skills into practice alongside their loved ones.

SECTION 4:

MEETING ACTIVITIES, IDENTIFIED ISSUES & RESPONSES, DEVELOPING ISSUES & OPPORTUNITIES

Probation Collaboration, Community Events & Partnerships

GEO Reentry Services is proud to partner with Shasta County Probation, criminal justice stakeholders, county agencies, and the community. We value the collaborative effort to reduce recidivism, impact public safety and change lives.

Medication Assisted Treatment in Criminal Justice

In November 2018, Amanda Owens, Area Manager, and Danielle Gehrung, Program Manager attended a community presentation and collaborative group discussion regarding how medication assisted treatment (MAT) could be effectively utilized in the criminal justice system and Shasta County community. Ms. Owens also delivered a presentation to the group on community-based offender treatment and changing criminal thinking.

California Prison to Employment Initiative

In November 2018, our DRC staff participated in a Shasta County meeting to discuss California's Prison to Employment Initiative grant program. This included consideration of the Corrections Workforce Partnership Agreement, which seeks to strengthen the connection between the workforce and the corrections system. The primary goal is to improve how individuals involved in the criminal justice system reenter society and the labor force.

CalWORKS Employment Services

The Shasta DRC and CalWorks Employment Services have been partnering together to provide collaborative services to our shared program participants. The Shasta DRC gave a presentation to CalWORKs employees to provide an in-depth overview of our program and offered services. Through our partnership we are able to collaboratively track dosage and services provided to ensure participants are able to obtain needed resources while removing the duplication of required program activities.

Shasta College Partnership – Program Manager and Participant Guest Speakers

Danielle Gehrung, our Program Manager for the Shasta County DRC, is a regular guest speaker in the Criminal Justice courses offered by Shasta College. This presents a unique opportunity for the DRC to connect with college students currently pursuing a career in criminal justice. Each semester, Ms. Gehrung discusses the DRC's collaborative work with Probation and our mutual goal to reduce recidivism and improve public safety through the provision of evidence-based practices, cognitive restructuring, and pro-social behavior change. A participant joins Ms. Gehrung during her presentations to share their personal journey of rehabilitation and their current experiences at the DRC. These participant testimonials provide students with a valuable perspective.

Carr Fire

In July 2018, Shasta County experienced unexpected devastation during the Carr Fire, which burned over 200,000 acres. During this time the Shasta DRC kept its doors open for a period of time every single day. The Shasta DRC team wanted to provide the program participants a place to feel as safe as possible through the fire. We provided hygiene kits, food, and water to help with resources. Not long after the fire had been contained participants assisted DRC staff in giving back to the community. Some of those giving back were ones who actually lost their belongings or homes in the fire and were just as much in need. On behalf of GEO Reentry Services and the Shasta DRC team, we would like to thank our community and all first responders, from all over

the state to those within our community, for rallying together and demonstrating what it means to be "Shasta Strong." We are grateful to be a part of such an amazing community.

Value Added Partnership

The Shasta DRC believes in providing ongoing training and opportunities for growth to both staff and the customer. In February 2019, Probation Department staff joined our Core Correctional Practices and Motivational Interviewing trainings held at the Shasta DRC facility. This adds value to our partnership as well as reduces training costs for the customer.

Weekly Case Staffings

A key component of our multidisciplinary approach is conducting weekly meetings to collaboratively evaluate participant progress within the program. These case meetings involve all DRC program staff, the Probation DRC liaison and the participant's probation officers as available to attend. Prior to the meeting, DRC Case Managers complete a specific case form to indicate any participants who are being considered for phase promotion; participants who may be in a program phase for longer than designed; and participants with program violations.

During the meeting, our Case Managers present these cases for team discussion. The DRC Program Manager moderates the discussion to ensure that evidence-based principles are accurately used when addressing identified issues. This discussion includes identifying the participant's stage of change and catering our approach effectively, as reinforced in our motivational interviewing and BriefCASE case staffing resources. This time is also used to identify participants who have achieved prosocial behavior change and program milestones and goals on their BCP to be considered for phase promotion. During a phase promotion the team discusses the participants progress, identifies continued action items for the participant and staff to address in the next phase, and opportunities for recognition and rewards. The team then votes and must unanimously agree on the phase promotion. This structured process helps ensure that DRC staff work together to promote participant success.

Identified Issues & Responses

Identified Issue: Refreshing the Program Model

After five years in operation, the Shasta DRC was seeing many of the same issues year after year, including low completion rates and high abscond rates.

Response:

In 2018, we engaged national expert Dr. Natalie Pearl Ilarraza on a technical assistance project to analyze the DRC program, develop solutions to chronic issues, and begin piloting new approaches to improve outcomes. The DRC implemented the first of the changes starting in February 2019 and will roll out all changes from the technical assistance project in July 2019. The DRC model enhancements developed as a result of this project are outlined below.

SUMMARY OF SHASTA COUNTY DRC ENHANCEMENTS
1. Conducting program orientation prior to program intake to improve participant engagement (implemented February 2019)
2. Implemented an Engagement Specialist role to engage participants entering the DRC and provide targeted services (implemented February 2019)
3. Strengthening Evidence-Based Practices fidelity with enhanced staff coaching and mentoring (CCP / MI training conducted March 2019)
4. Revising Starting Point packet to incorporate more Motivational Interviewing language and stabilization factors (July 2019 implementation)
5. Creating a Phase 1 Behavior Change Plan with a particular focus on program engagement and success (July 2019 implementation)

6. Moving MRT Step 3 to Phase 2—to better focus Phase 1 on orientation, assessment, and stabilization (July 2019 implementation)
7. Revising the program's rewards and sanctions system for better alignment with behavioral principles (July 2019 implementation)

Identified Issue: Early Engagement of Participants

The Shasta DRC was experiencing low attendance rates for new program participants, which was resulting in a high number of program absconds.

Response:

The Shasta DRC began piloting a new approach to the Starting Point and Orientation process in February 2019 based on feedback that the Starting Point process was overwhelming. Upon receipt of referral, the DRC now starts by scheduling the referred participant for orientation. If the participant attends orientation, they are then scheduled for an appointment to complete the Starting Point process and be enrolled in the program. Initial results of the pilot are very promising – 96% of participants who attended Orientation came back the following week to complete the Starting Point process. In addition, attendance rates for Orientation have increased from 31% to 72%.

Identified Issue: High Rates of Adverse Childhood Experiences (ACEs)

The newly implemented ACEs assessments showed that a majority of the DRC participants have at least some history with childhood trauma – and for 29% of the population with 4 or more adverse childhood experiences, that trauma was significant.

Response:

To address the prevalence of a history of traumatic experiences, the Shasta DRC is adopting a trauma-based curriculum in our women's group and training our staff to deliver one-on-one interventions for the male population. After last year's report, we explored the research around trauma-informed care. Research shows that using an evidence-based intervention to address trauma in the lives of participants can help them navigate and heal from the trauma, which in turn can help break the cycle of trauma. As participants work through their trauma, they get to the bottom of their instinctual action and reaction to anger and develop an understanding of how they were victimized – and how they are now perpetuating that behavior as victimizers. Addressing trauma has been shown to reduce PTSD symptomology and increase participants' resilience and empathy.

Healing Trauma for Women

We currently facilitate a Women's Group and will be utilizing a new curriculum in this group starting in July from Dr. Stephanie S. Covington, called Healing Trauma. The curriculum includes specific lessons on topics such as the process of trauma, power and abuse, grounding skills, self-soothing, and healthy relationships. The curriculum also includes a component on the ACE Questionnaire, allowing us to further incorporate the County's ACEs initiatives within the DRC. Healing Trauma is an evidence-based curriculum for women's services and is on the National Registry of Evidence-based Programs and Practices (NREPP). During the group, female participants discuss very personal issues that they may not feel comfortable opening up about in front of men. We have received very positive feedback from female participants within our Women's Groups. These participants have reported decreased depression, improved self-esteem, and feeling that the group would help them overcome future obstacles.

Exploring Trauma for Men

In accordance with population needs, we will be implementing use of the Exploring Trauma curriculum from Dr. Covington during ICBT sessions with male participants. These ICBT sessions will be designed to provide targeted gender specific and trauma informed interventions that can assist male participants in working through issues that

they might otherwise not be able to address in a group setting. The Exploring Trauma curriculum explores topics such as silence surrounding abuse, male socialization, the risk of victims becoming abusers, understanding shame and fear, the impact of trauma on the inner and outer self, and coping and calming strategies.

Identified Issue: Responsive Programming for Participants with High Anxiety and Severe Substance Abuse

The Technical EBP audit conducted of the Shasta DRC program noted that there was a significant population of participants with either high anxiety or severe substance abuse issues that were struggling in group treatment.

Response:

The Shasta DRC began piloting in April 2019, an MRT group for those with high anxiety and/or severe substance abuse issues. This group will be limited to a maximum of six participants and will maintain strict fidelity to the MRT curriculum. Group attendance will be tracked and measured to evaluate impact and provide ongoing outcomes of this pilot.

What part of the program has caused the most positive change in your life?

"Interaction with Staff. Unlike so many other programs, this place and the staff really care about you and want you to make a change in your life."
– Anonymous Participant

Opportunities

Enhancement of DRC Program Phases

Starting in July, we will make strategic phase changes in order to further inspire, empower, and motivate participants in the change process.

We plan to focus Phase 1 on program orientation, assessment administration, and stabilizing assessed participant needs. One of the primary objectives of this phase is to assist participants in moving out of the Precontemplation stage of change, through Contemplation, and into the Preparation stage.

During our remodeled Phase 1, participants will become acclimated to the DRC program, complete various assessments with DRC staff, and will begin to participate in programming groups and individual sessions. Overall, Phase 1 will maintain a strong focus on addressing the stabilization factors that may hinder DRC participants from continued attendance within the program.

In Phase 2, the participants should have developed a stronger rapport with their Behavior Change Manager and will be more familiar with program requirements. This level of understanding will allow the participant to better engage in programming sessions and provides a more solid foundation for development of a detailed and long-term Program BCP.

Ongoing activities such as refinement of our service delivery and continuous staff training and development are key components to continually improving program outcomes.

Enhancement of Behavior Change Planning Process

We understand the Stages of Change Model and provide DRC programming and services that are tailored to addressing each participant's resistance to change and movement through the stages of change. When participants enter the DRC program, the majority are assessed as high-risk, struggle to maintain sobriety, and are in the Pre-contemplation stage of change. These participants are often highly resistant to the program and see no reason for, or benefit to, engaging with the DRC. Accordingly, the DRC must be designed to welcome, serve, support, and encourage participants who are initially resistant to change. Our new Phase 1 changes are designed to strengthen our ability to meet these objectives.

Beginning in July, the Shasta DRC will work to create two distinct BCPs in accordance with the participant's current phase assignment.

In Phase 1, the Starting Point BCP is focused on helping the participant achieve success within the initial phase of the program. This includes assisting the participant in moving to the next stage of change and creating a

Stabilization Action Plan to help participants obtain resources that address pertinent issues such as homelessness, mental health, and medical health needs. The Phase 1 BCP is designed to increase participant engagement prior to the participant transitioning into more intensive programming.

The Program BCP created in Phase 2 includes behavioral goals, responsivity factors, and action items that are prioritized and customized for the individual—supporting the participant's investment in achieving the stated goals. Based on individually assessed risk and needs and the Program BCP, DRC participants receive appropriate and targeted programming and services that are designed to change underlying thoughts and behaviors. This is an essential strategy for reducing criminogenic risk and recidivism—and for increasing public safety through effective community integration.

Enhancement to EBP Fidelity: Core Correctional Practices Coaching

Core Correctional Practices (CCPs) are structured, research-driven approaches to individual interactions that have been proven to enhance the efficacy of cognitive behavioral programming. Examples include effective use of approval, disapproval, and role clarification. To the DRC staff's mastery and application of CCP's, the Shasta DRC is implementing a coaching program that will include observation of the DRC's current use of CCP techniques, refresher staff training as needed, the creation of visual guides for staff use of CCP skills within specific situations, and ensuring that our DRC management has the ongoing ability to coach their staff in the continuous use of these skills.

Enhancement to Rewards and Sanctions Process

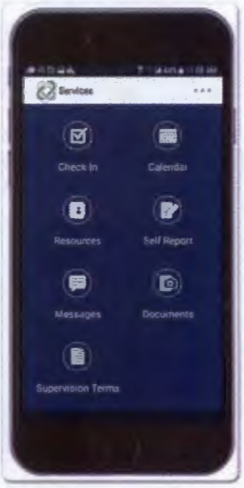
The Shasta DRC is working on implementing a new system of rewards and sanctions. This includes ensuring that all DRC staff fully understand the applicable policies and procedures, have a working knowledge of the behavioral principles that the system is based upon, and tracking actual rewards and sanctions administered to ensure staff achievement of four rewards for every one sanction.

Formalized Cycle of Program Innovations

In 2018, the Shasta County DRC embarked on a technical assistance project to analyze program outcomes, develop solutions to issues and begin piloting changes to identified areas of need. This process resulted in multiple innovations the DRC is currently working to pilot. Moving into the next year, our challenge will be to ensure this becomes a cyclical process. The implemented pilots will be reviewed in December. At that time, we will re-engage with technical assistance resources to review data on orientation engagement, phase completion rates, and participant success metrics. This review of data will result in decisions on whether 2019 piloted changes should be kept or discarded as well as develop a new list of innovations to pilot in 2020.

SmartLINK

As a way to engage with participants and encourage attendance at the DRC, we plan to use the BI SmartLINK mobile application as a way to encourage program participation, increase communication and engagement with participants, provide participants with automated reminders of upcoming appointments, and recognize and reward participants for sustained compliance with the program. SmartLINK will also support stabilization within the community by providing participants with information about local community resources.



Electronic Monitoring

Over the years, one of the identified challenges has been ensuring that participants are receiving a formalized sanction for non-compliance with the DRC. The Shasta DRC staff is open to utilizing electronic monitoring as a part of contingency management when all other sanctions have been tried, and a participant is still non-compliant. The Shasta DRC staff would install the equipment, and the equipment would be removed once the participant has demonstrated progress towards pro-social behavior. This would be part of

the DRC's sanction process and not part of the participant's terms and conditions.

Computer-Based Cognitive Behavioral Therapy and Life Skills

Beginning July 1st, we will add a computer-based eLearning curriculum from the ACCI Cognitive Life Skills courses. ACCI develops and provides a variety of self-directed content and curriculum that places a strong focus on cognitive restructuring and is supported by published outcomes and research.

It's Been a Benefit to my Overall Well-Being.

After failing to complete a previous reentry program, Charles was referred by his probation officer to the Shasta DRC. When he first arrived at the DRC, Charles said he didn't want to be in the program because he'd already been in recovery for 14 months. However, he's happy that he finally buckled down and decided to put in the effort. "If I'd blown it off, it would have potentially ended badly for me," Charles said. "I'm grateful that I did it. It's been a benefit to my overall well-being." Charles said his Cognitive Self-Change group is engaging and that in his Moral Reconation Therapy group he's learned that following a structured plan can sometimes be useful. "Even though I didn't want to do it, it's made me realize things about myself," he said. Charles said that though he failed to complete the first program, opening himself up to learning about his thoughts and behaviors at the DRC made what he learned in the previous program click. "The combination of the two made me realize a lot of things about my actions and how I feel," he said. Charles said the DRC has contributed to positive growth in his life. He knows he can always go to the staff with any need and they will help. "I connected with the staff and started building relationships that were beneficial to me."

Grant Outcomes

Year-end Report

Innovative Sub-Account RFP 18-11
Fiscal Year 2018-19

Submitted: August 8, 2019

I. Executive Summary

In fiscal year 2017-18, HOPE City was selected to receive the Innovative Sub-Account [RFP 18-11] grant of $39,642 to administer evidence-based programming to prevent crime among youth over a 3-year period. The community saw crime prevention among youth as a key priority, a benefit to the city presently, and an investment in a better future for the city and its residents. HOPE City was asked to deliver services from its HUB program portfolio - which is built on evidence-based restorative justice practices which is gaining increasing attention on the state and national scene - to 30 students in Shasta County.

This year, HOPE City has invoiced $29,533.63 and received $28,449.14 for fiscal year 2018-19 to administer the HUB programs to 30 at-risk youth across Shasta County. However, due to increased demands from schools and families, the number of youth served was doubled to 60 youth. To cover the costs of serving 30 more youth and other costs associated with serving the original 30, HOPE City raised an additional $39,927.00 in philanthropic contributions and in-kind grant support. The vast majority of these students (75%) were referred to HOPE City by their schools - reasons varying from classroom behavior and attendance difficulties, to assaults, weapons charges, and possession of illegal substances.

Most of the HOPE City HUB classes were provided on school campuses, which increased the benefit for all stakeholders. Quantitative data and anecdotes from youth and the staff at their schools make it clear that HOPE City programs had a significant positive impact on youth. The school counselor at Mountain Lakes High School was so impressed with the impact of the HUB program that she has since requested for the program to be offered to the entire student body. Mountain Lakes Principal, Mark Telles, was so pleased with the results of the HUB program, he presented HOPE City with its annual Helping Hands Award given to the community partner that provided excellent opportunities for the students to learn, grow, and contribute to their community.

Even the local news recognized the success of the HOPE City programs at Mountain Lakes High School. The local newspaper provided a front-page story on one of the projects completed by the students - a mural on a wall in the city of Shasta Lake. The project was established on Restorative Justice principles of giving back to your community.

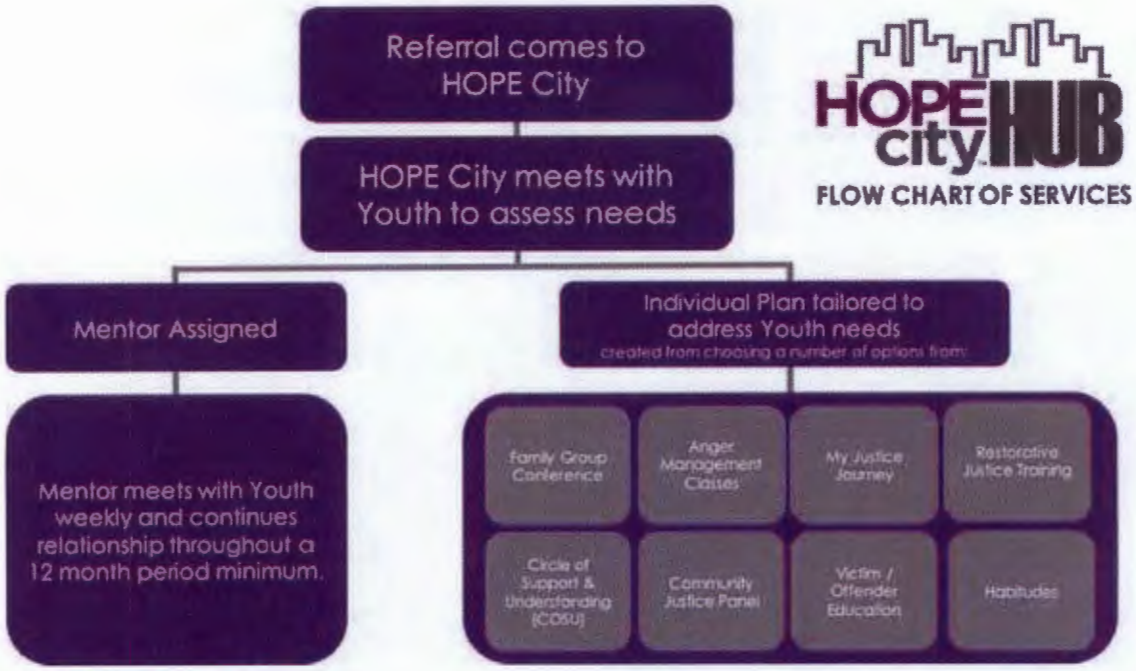
The students also reported having a very positive experience in the HUB programs. Five students even asked to take the class again for a second semester. On average, youth attended 80% of all classes. Even on Fridays, we maintained an attendance rate of 83%, which shocked school staff who are accustomed to students treating Fridays as the beginning of the weekend. After our classes began, we learned that on Fridays, students would just come to school to attend our class and then leave (while flattered, we obviously want youth to attend the full day - and we're working on that).

Not surprisingly, statistics have shown, and we have learned that consistent and caring interaction with students drives better outcomes. We increased our program offerings from one day a week to five days a week at Mountain Lakes High School and saw a significant corresponding increase in outcomes. Going forward, we will try to establish a daily cadence from the beginning to speed up the process of building trust between mentors, facilitators, and students.

The demand for HUB programs continues to grow, as mentioned above. During fiscal year 2019-20, we would like to expand the number of youth we're able to serve to keep up with the heightened need for such services in Shasta County. In order to achieve this goal, additional funding will be necessary to serve more youth beyond the originally agreed-upon number. This further requires the training of additional staff in order to offer HUB services on one or two more campuses who also serve at-risk youth students. To fully cover the direct costs of delivering HUB programming to our desired goal of 80 students this coming year, we are requesting an additional $12,200 for a total of $62,200 for the 2019-20 fiscal year .

II. Overview of Programs

HOPE City's HUB program portfolio meets students at the point of their need by assigning them to an individual mentor or building their skills through group classes and includes the following suite of services:



The HOPE City HUB of services includes the following programs:

- **Family Group Conference:** This is an opportunity for families to meet together to share, discover, and understand one another. These conferences include the preparation for the meeting, which involves one-on-ones with individual family members, the conference itself, and follow-up meetings with each family member.

- **Anger Management Classes:** This group program is designed for teens with a focus on prevention and also helping them recognize the triggers and cues of their aggression cycles. They learn skills to be better equipped to address the roots of their anger and to de-escalate themselves before having destructive emotional outbursts.

- **My Justice Journey:** This service invites participants to document their justice story and to listen to the stories of others. They learn how to insert justice (healing) into their own injustice as well as be equipped to move forward.

- **Restorative Justice Training:** This program helps participants accept accountability for harms caused by offending behavior, learn to repair those harms to the best degree possible, and rebuild healthy relationships in the community.

- **Circle of Support & Understanding (COSU):** Participants meet weekly for 12 weeks to bring together and care for a person, supporting them in planning, decision-making, and thinking about their lives.

- **Community Justice Panel:** We provide alternative restoration options to address crime through community-based solutions. We give offenders the opportunity to right the wrongs they have committed and to offer healing and empowerment to victims and community members.

- **Victim/Offender Education:** This program is designed to support individuals in the process of understanding and developing insight into the underlying circumstances of their lives and the choices that led to antisocial behavior or antisocial thinking.

- **Habitudes:** Habitudes combines images, relatable stories, and experiences into lessons that resonate with today's youth, equipping them to navigate through life's challenges and opportunities.

III. Youth & Families Served

HOPE City was asked, as part of this grant, to serve 30 youth in this past grant year. HOPE City served double that number, reaching 60 youth,, providing over 200 hours of programming to at-risk youth and their families in addition to over 120 hours of one-on-one mentoring.

HOPE City received 60 referrals:

- 45 referrals from Schools
- 6 referrals from Student Attendance Review Boards (SARB)
- 6 referrals from Shasta County Juvenile Probation.
- 3 referrals from family members.

A team of HOPE City staff and volunteer mentors provided the HOPE City HUB program to at-risk youth on a daily (Monday thru Friday) basis for three 12-week semesters on three different Shasta County School campuses; and for each semester, there was a set roster of students enrolled.

HOPE City provided restorative justice recidivism-reduction programs to 43 youth at the following schools:

- Mountain Lakes High School: 26 at-risk youth.

- Gateway Community Day High School: 7 at-risk youth.
- Gateway Community Day Middle School: 10 at-risk youth.

In particular, HOPE City formed a very successful mentoring connection within the Gateway Unified School District. HOPE City was able to provide over 1,400 hours of support service by community volunteers - and most of those hours were provided at the Mountain Lakes High School and both Gateway Community Day School campuses.

Specifically, HOPE City delivered the following programs at each Gateway school:

School	Number of Students	Programs Offered
Mountain Lakes High School	26	• Habitudes • Circle of Support & Understanding (COSU) (*Complementary Grant*) • RISE (*Complementary Grant*) • Justice Journey (Art & Journal)
Gateway CDS High School	7	• Habitudes • Circle of Support & Understanding (COSU) (*Complementary Grant*) • Justice Journey (Journal)
Gateway CDS Middle School	10	• Habitudes • Circle of Support & Understanding (COSU) (*Complementary Grant*) • Justice Journey (Journal)

In addition to the on-campus group classes, HOPE City served 6 youth in our Anger Management Program, 2 youth and families, and another 9 youth through individualized, off-campus mentoring programs.

IV. Impact

HOPE City designed its programming specifically to serve youth impacted by multiple adverse childhood experiences (ACEs), given that youth in Shasta County are more likely to have an ACEs score of three or more than youth in any other county in California. According to The Center for the Developing Child at Harvard, Research also indicates that[1] supportive,

[1] "Toxic Stress." *Center on the Developing Child at Harvard University, Center for the Developing Child*, Harvard University, http://developingchild.harvard.edu/science/key-concepts/toxic-stress/

responsive relationships with caring adults as early in life as possible can prevent or reverse the damaging effects of toxic stress response.

To provide at-risk youth with a loving, consistent adult, HOPE City designed programs to place its mentors and facilitators in direct relationship with students in their classrooms. During their times together, facilitators use evidence-based restorative justice practices that reduce the risk of recidivism and build pro-social behaviors.

We discovered that having attentive adults show up and demonstrate care for the students in a consistent manner provided several resilience-building elements and had a positive impact across a wide range of factors associated with better life outcomes and decreased crime and recidivism, including:

- Strengthened bond between school staff and students
- Increased sense of community among students
- Increased sense of safety
- Improved communication skills
- Improved social and emotional skills

For example, students shared that they had gone to school with each other for years, but never had meaningful conversations with each other until this program. Several students demonstrated severe anti-social and threatening behaviors towards the educators at the beginning of the year. However, by the end of the semester, those same students were making eye contact, hugging the educators, and even wanting to return to the same class for another semester. (See N's and L's stories below.)

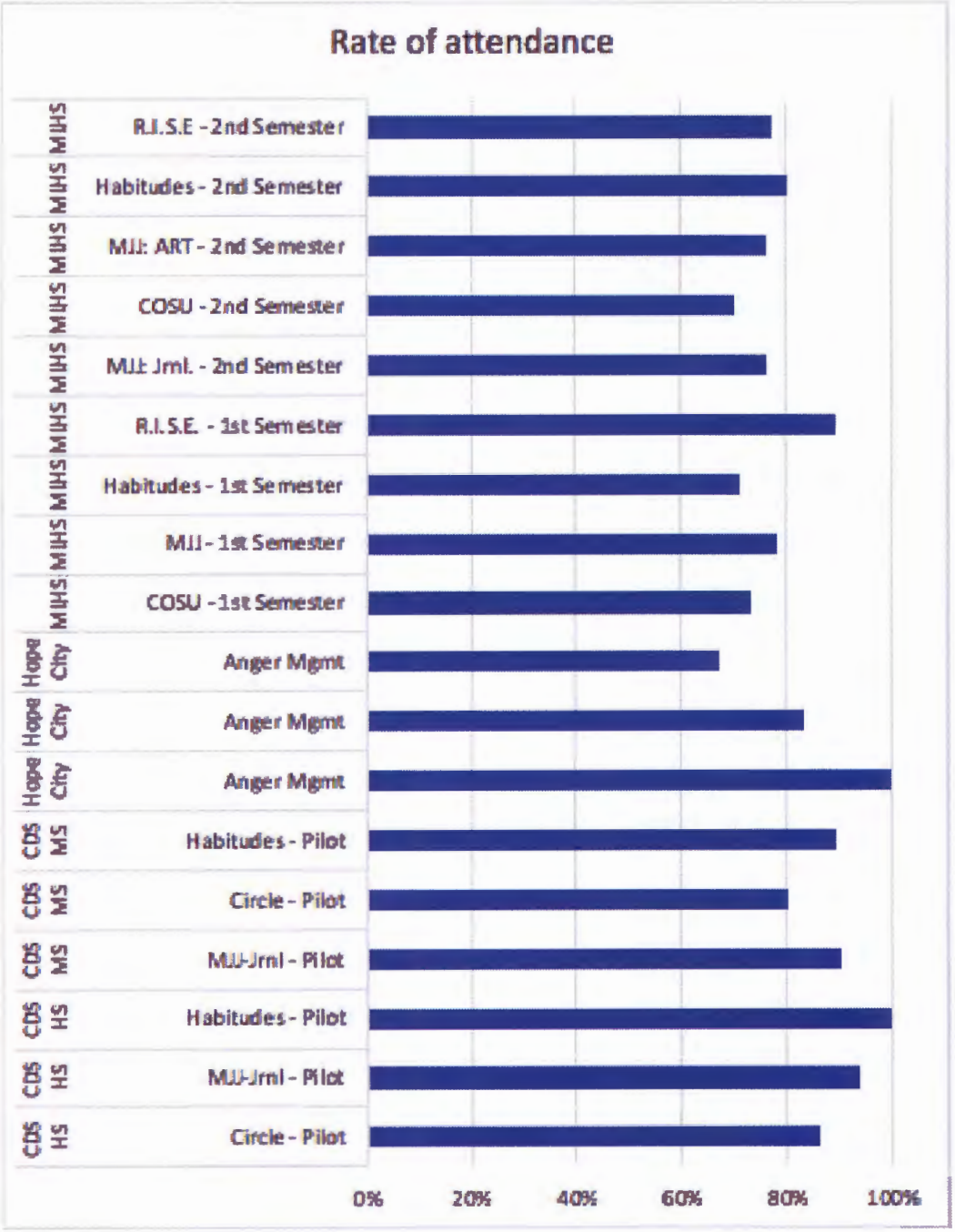
The Family Group Conference program specifically decreased incidents of aggression in addition to the outcomes listed above. Family members grew in their awareness of the impact of their interactions on each other, and were able to explore their impact on each other without blame. HOPE City's research-based parenting program provided emotional support to parents and offered community resources to assist them with their challenges.

V. Program Attendance

Hope City offered The HUB programs at Gateway CDS and Mountain Lakes High School, which typically span for 12 weeks for 7-12 youth and Anger Management program (held at Hope City) for 1-4 youth. Out of a total of 18 class programs offered throughout the year, the average attendance rate was 80% which amounts to 1,206 out of 1,507 possible sessions. Incredibly, 47 of all youth participants attended every class, an incredible accomplishment and a testament to the efficacy of the programs.

Classes offered	Unique Sessions Attended	Total Unique Sessions	Rate of attendance
Gateway CDS High School	137	150	91%
Gateway CDS Middle School	276	319	87%
Mountain Lakes High School	743	979	76%
Anger Management Class at Hope City	50	59	85%

The graph below shows the average attendance rate for HUB classes:



VI. Repeat Participation

While HOPE City HUB facilitators never suggested that attending the program for a second consecutive semester was an option, five students of the 26 Mountain Lakes High School students requested this on their own. All were approved except for one, who was directed to take other courses in order to meet mandatory graduation requirements.

Students requesting a second round of participation gave the following reasons for their request:

- They enjoyed the class and found it helpful to better manage their emotions and life situations
- They said it was the only place they had to share and express their thoughts and get help
- They enjoyed how the lessons were taught in a fun and easy to understand manner

Awards:

Mountain Lakes High School presented their annual Helping Hands Award to HOPE City during the 2019 graduation ceremony. This award is given annually to a community partner for outstanding contributions of time, energy, and creativity to the students. Principal Mark Telles of the school explained that HOPE City deserved this award because without HOPE City, students would not have received unique opportunities to learn, grow, and contribute to their community with such projects as The R.I.S.E. Club Community Mural and the Boomtown Birdhouse Projects. Both projects were inspired, designed and developed by the students at Mountain Lakes High School.

HOPE City was also able to provide an award to a graduating student who showed exemplary attendance and participation in the HUB program. (See photo at end of report).

Media Recognition

A local newspaper, The Shasta Lake Bulletin, provided a front page, full-length article covering two of the projects the Mountain Lakes students had done for their year-end Restorative Community R.I.S.E. project: a mural on the wall of a local business, donated by Sunshine Market.

Boomtown Birdhouses, a second community project that partnered with Shasta Lake Historical Society and other local businesses, also earned recognition in the article. The Boomtown Birdhouse project also has a social media presence with a Facebook and Instagram page, along with a Twitter account.

Testimonials:

Teachers are aware that the disciplinary processes currently being used in schools aren't achieving the results needed to curb anti-social behavior and appreciate the application of both preventative and responsive measures available through the HOPE City programs.

After the classes with students at Mountain Lakes High School, school district staff told HOPE City educators the following:

- The students opened up more than they had in the past
- The staff and students were encouraged by the way that the Restorative Circles of Support & Understanding and Habitudes created a safe place for students to share their thoughts, feelings, and ideas.

Youth Stories:

While many youth told stories of the impact the HOPE City HUB programs had on their lives, two students, in particular, experienced transformative change over the course of the year:

"L" began the school year displaying openly hostile behavior in all classes. He would often mutter under his breath how he hated the HOPE City facilitator. At times, he was aggressive and asked to sit outside of the class on a couple of occasions.

About halfway through the 12-week session, we discovered that "L" had little connection with his family and was homeless - occasionally 'couch-surfing' at the home of friends and still getting himself to school. Our staff continued to display a caring and loving attitude towards him, persistently working to draw him into conversations and making space for him to share his thoughts. He began to show signs of positive transformation, and we were able to watch as he absorbed the material taught in the sessions and our encouraging words towards him. He then began interacting with the group as a whole, demonstrating significant vulnerability and a true desire to work towards healing his past traumas.

At our Completion Ceremony, "L" was a completely changed young man. He was smiling, interacting with everyone, and enjoying himself. While most students offer a simple goodbye, when it was "L's" turn to say goodbye, he hugged the facilitator that he had previously said he hated, apologized, and asked if she would ever consider letting him return to the class because he would love to take the class again. Following the completion of the class, "L" continued to interact with the team whenever on campus and update us on his life throughout the remainder of the school year.

"N" appeared to be intent on causing as much disruption as possible during class. He was argumentative, unable to sit still, unwilling to follow directions, and on a few occasions aggressive - once throwing a device across the room in a fit of anger. We asked him to leave class on a number of occasions; however, after the incident that prompted his removal from class, we required him to participate in a Restorative Chat with us as a condition for him to return. The Restorative Chat was a great success! He agreed to meet the conditions set for his continuation in the class: be respectful, use appropriate language, and cooperate with staff.

After the Restorative Chat, "N" made noticeable improvements as a result of feeling heard and respected. By the end of the year, he had made significant progress, was working towards staying clean and sober and was regularly demonstrating a wide range of prosocial behaviors.

His attendance at one of the COSU sessions, in particular, stands out. When it was his turn to share, he looked at the facilitator and openly apologized for his behavior in the class at the beginning of the year. He began to share how differently he looked at life now that he was clean. He described both the physical and emotional repercussions of being on drugs and the difference he felt now that he was clean. He asked the facilitator to forgive him. She shared that she had forgiven him when it happened and had not held that against him. The whole class was very impacted by this session. When the semester with "N" completed, he continued to stop by each day and say hello, share for a minute with the facilitators about his life, and say that we were his family.

Mentors

Consistent care and attention to youth in simple ways had a significant impact as well:

Excerpt of "J's" story with his mentor:

On a typical morning, this mentor picked up his mentee from his grandmother's house and brought him home to join his family for breakfast and family activities.

Sometimes, "J" would join our mentor and his son at the gym to shoot some hoops, lift weights and follow that up with swimming.

Other times, this mentor would bring the boys to his woodshop and work there for a while - with "J" being "...very inquisitive in my woodshop, while also being considerate. He was bombarding me with questions about some of the tools; and at one point stopped himself and asked me, 'Am I annoying you?' I think that shows a self-reflective nature and high regard for social interaction."

"I showed him how to use some of the tools and he had a good time with them. He took an interest in a broken wooden mallet that I have. He glued it back together and we put it in a

clamp. Later, after the glue dried, I texted him a picture showing him the good work he had done.

I also had a piece of cedar that had a wonderful smell to it. "J" took a particular interest in finding out exactly what kind of tree it came from. I told him I would research it and let him know...I also noticed that he has a difficult time with reading. I'm going to see if he would be interested in taking turns reading from a book that my son just finished."

Excerpt of "T's" story with her mentor:

"...We got some coffee...and talked about the past couple of weeks. She let me know she completed her community service and that she is trying to make better attendance at school. We talked about why school was important for her being able to have a career one day..."

"We also talked about when she gets angry towards others in school or on the school bus. I explained to her why it's so important for her to not engage in violence but instead focus on her goals and make a better choice so that she does not end up in Juvenile Hall."

"T" shared with me that she wrote a letter to her dad this week thanking him for being her father and expressing her heart towards him even though they've had some bumps in the road.

V. Recommendations for 2019-20

We were excited to see the impact and spread of the HUB programs in this past fiscal year, but we also recognize that the need for such services is far greater than our current reach. As a result, we'd love to be able to extend our program to meet increased demand while continuing to increase the efficacy of our programs.

Program Enhancements:

While our team is thrilled at the positive results of the program, at the same time, we're constantly looking for ways to improve results. Going into this school year, we have identified one key opportunity to improve one of our programs:

HOPE City will be offering a 12-week program considered a Restorative Practice, which includes curriculum proven effective in serving youth with high ACE (Adverse Childhood Experience) backgrounds. The curriculum - ***Building Healthy Life Skills*** - was developed by

Dave Lockridge of ACE Overcomers. The curriculum was [2]evaluated in 2017 by researchers from the University of California at Merced using four years of data on suspensions and suspension incidents, which were collected and analyzed, as well as three years' worth of staff and student surveys, and a sample from two consecutive years of discipline referral forms used in a staff-student mediation process.

Described in Peer Reviewed Journals as "Evidence-based", the findings "provide some mixed support for both phases of intervention but more strongly for the second phase, including an observed reduction in suspensions and suspension incidents." Additional findings provide empirical evidence for the efficacy of ACE Overcomers in improving emotion regulation skills, psychological resilience and well-being, quality of life, illness days, and somatic symptoms..."

After consulting with the author of the curriculum, and because of the established rapport within the Gateway Unified School District at Mountain Lakes High School, HOPE City is gearing up to launch an additional evidence-based Restorative Justice program this year.

Growth Projections:

As mentioned previously, HOPE City served 60 youth during this past fiscal year. Given the interest from the Mountain Lakes High School, we would like to continue to offer HUB services to up to 80 at-risk youth - many of which are in attendance at the Mountain Lakes and Gateway CDS schools, compared to the 30 originally requested by the grant.

In addition, HOPE City would like to offer the HUB program in other school settings that have requested HOPE City's programs and services working with the at-risk student population. Doing so would require us to hire additional educators and begin paying the co-facilitator who volunteered last year, which will have implications for our program expenses, as described in detail in the following section.

While this represents significant program growth, we know this is still a small percentage of the need; therefore, we hope to continue to expand in subsequent years.

One area that has not yet been included is the ongoing need for recruitment of new mentors and development of our existing mentors. With the complexity of this role, we have found it necessary to combine this role with the Program Referral Coordinator position.

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[2] Carroll, Paul Gregory, and Paul Brown. "Evaluating Attempts at the Implementation of Restorative Justice in Three Alternative Education High Schools." EScholarship, University of California, University of California Merced, 7 Feb. 2018, escholarship.org/uc/item/2t95r24f.

Financial Implications:

To grow to 80 students in this coming fiscal year, we expect our total costs will expand to $62,200, driven by these additional and new costs:

- Increases in Group Facilitator I time given increased number of students and increased frequency of programs.
- Combine the roles of Mentor Coordinator and Program Referral Coordinator - and increase time to manage more youth referred, spend a sufficient amount of time per family/youth, as well as recruit more mentors (he could have used more time this past year).
- Increases in travel & mileage and activity expenses since they scale with youth served (assuming an average of 50 youth served per month over the entire 12-month period).

In addition, we will continue to match County grant dollars with investments totaling $79,854 from the following sources:

- Philanthropic/in-kind contributions: $39,927
- Additional complementary grants: $13,197
- Volunteer hours: Value of $26,730 when priced at $15/hour

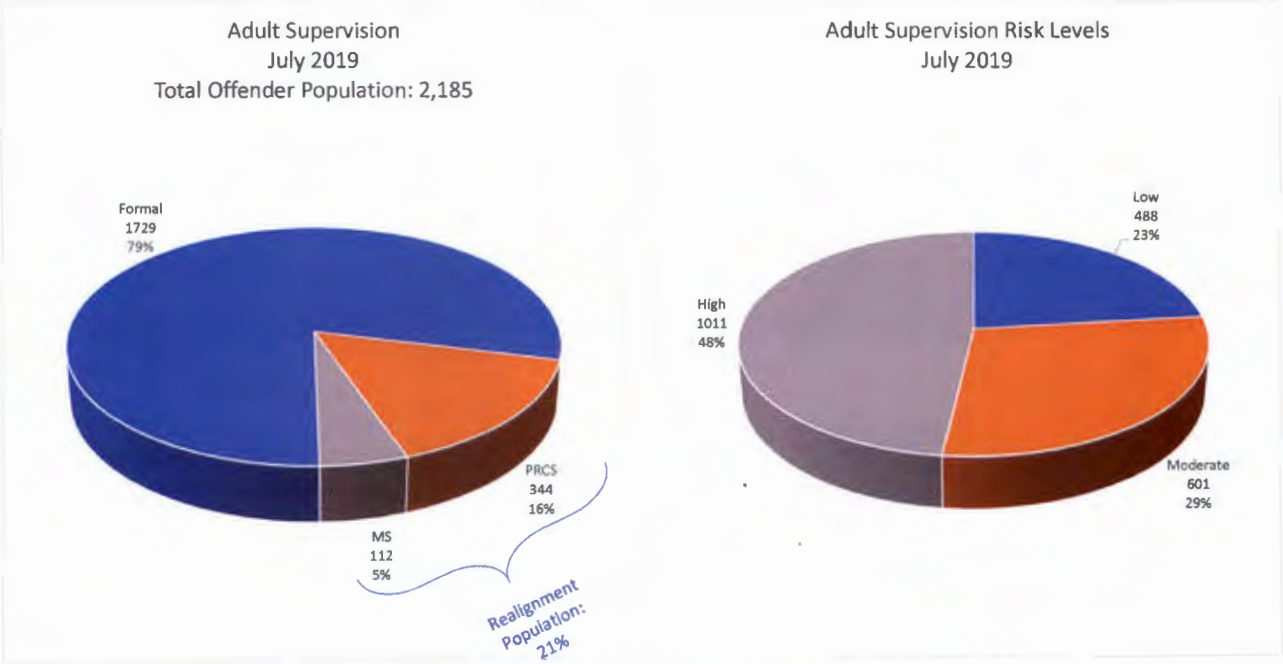
In summary, we request $62,200 for this upcoming fiscal year (see following proposed budget).

The beginning stages of the RISE Club mural

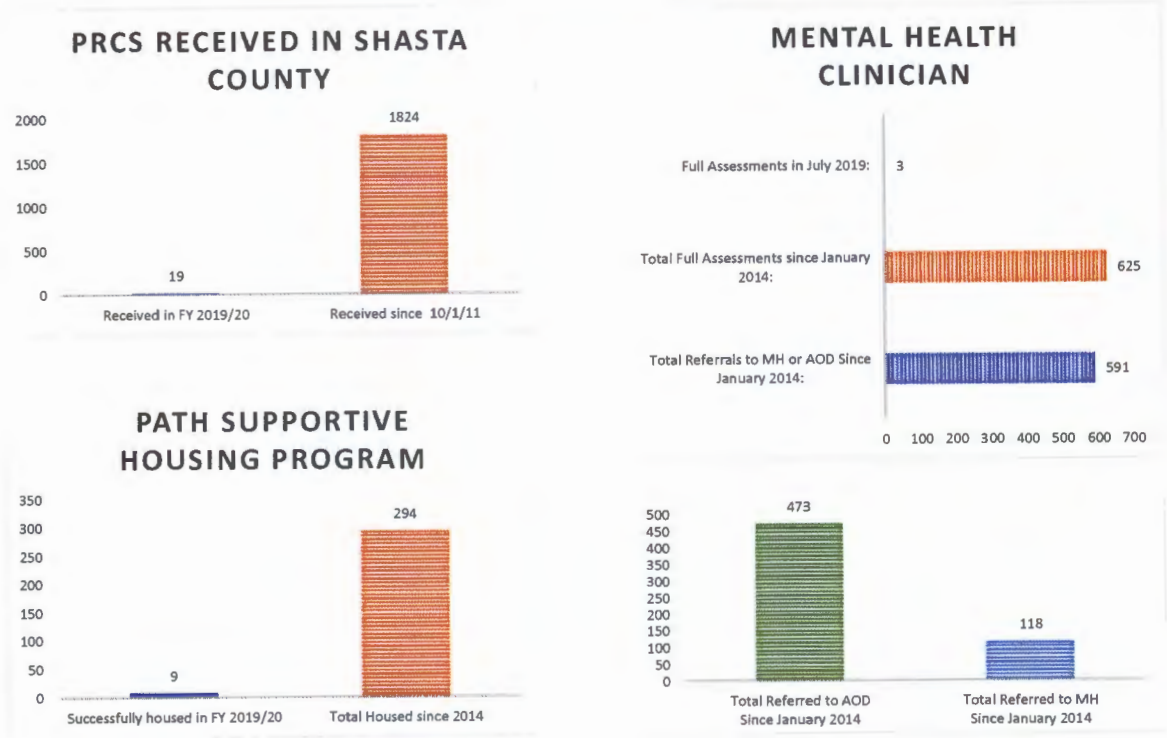
Three Mt. Lakes High School students at the RISE Club mural being interviewed by KRCR TV

Probation Data Sheet - July 2019

Probation Population



Community Corrections Center Services



Shasta College

STEP-UP Newsletter

Fall 2019 Volume 1 • Edition 1

Christina M. and Cheff Jeff

Student Spotlight: **Christina M.**

Christina was selected to study for the fall semester at Soonchunhyang University in Asan South Korea. The student study abroad program is a forward-looking international program that explores individual and cultural differences by providing an opportunity for students to interact both personally and academically in an open and unique environment. As members of Christina's family are originally from the South Chungcheong province she will be able to study in her ancestral homeland. Christina is a Business major who will be transferring to a CSU following earning her degree at Shasta College. She has a 3.71 GPA. We are looking forward to Christina sharing all of her adventures with us when she returns.

Introducing: **The Job Skills Series**

Shasta College will be launching an innovative set of courses this fall focusing on establishing employability skills. The Customer Service Academy will be a certificate program that allows students to take classes in five week blocks. These classes will be one unit and a new class will begin every five weeks so students will no longer need to wait until the start of the next semester to begin classes. In addition all classes will take place on Tuesday & Thursday from 1:00 to 2:30 in Room 2209. These classes are structured in a way that provides new students with consistency in their class schedules. This will help to reduce their anxiety and get them accustomed to attending classes on a regular basis.

Here is a list of the Job Skills series classes:

BSOT 120: Time & Stress Management in the Workplace
BSOT 121: Decision Making, Problem Solving, & Conflict Resolution
BSOT 122: Customer Service & Attitude in the Workplace
BSOT 123: Communication & Team Building
BSOT 124: Values. Ethics & Organizational Change

Academic Success

STEP-UP had **39** students earn Dean's List honors for the spring 2019 term. Students are required to take a minimum of 12 units and maintain a 3.50 GPA to qualify for the Dean's List. Congratulations to all of our students who worked so hard to earn this honor.

Important Dates:

AUG 28	Shasta Community Corrections Partnership Meeting | 2:30 Redding City Hall
AUG 30	Last day for students to drop classes with no record
SEP 2	Labor Day - No school
SEP 4	Filing period for degrees and certificates opens

STEP-UP Student Meetings:

Redding Campus

SEP 18	3:00 pm-4:30 pm | Room 2217 OR
SEP 20	10:30 am-12:00 pm | Room 243

Tehama Campus

SEP 16	3:00 pm-4:30 pm | Room 7114 OR
SEP 19	12:00 pm-1:30 pm | Room 7114

STEP UP - EXTENDED SITES

STEP-UP is expanding, and we are excited about the new additions to our program that are currently taking place at our Shasta College Extended Sites.

Tehama County: We have been fully operational in Tehama County since August 2018, and have been able to serve over 25 students in the county to date. This number continues to rapidly increase, and we look forward to serving more of our Tehama students as the new semester approaches. A special thanks to our community partners for your continued support of our students and the successful launch of STEP-UP Tehama! Serving our students is not possible without you.

Trinity County: STEP-UP will be adding the Shasta College Trinity Campus to its scope of service during the 2019/2020 academic term. In partnership with Trinity County Sheriff's and Probation Departments, our program will have the opportunity to serve its first incarcerated population of students. By utilizing tablet technology, our goal is to educate and empower incarcerated students prior to their release, helping to build a positive momentum for inmates upon reentry, limit barriers to employment and education, and reduce recidivism. This expansion will enable STEP-UP to implement restorative justice in a way we have never had the opportunity to before, and we look forward to seeing its positive impact on the Trinity community. More STEP-UP Trinity updates are to come!

FEATURED RESOURCE

Student Employment Center

If you have a client that is attending Shasta College and is looking for employment please refer them to our **Student Employment Center (SEC)**. The SEC can help students find on and off campus employment as well as assist with resume preparation, successful interview techniques, internships, and much more.

The SEC can be reached at **(530) 242-7572** and is located in the **Administration Building, Room 127.**

PROGRAM UPDATE: TRUCK DRIVING

The Shasta College Tehama Campus will be offering Class A and B License Training (CONS 149) beginning this fall semester. This class will provide students with hands-on instruction and driving practice. Upon completion of the course, students will be prepared to take DMV tests to obtain their Class A & B licenses. The course will last from August 19th – December 19th, and all instruction will take place on the Shasta College Tehama Campus. Students are encouraged to apply at *www.shastacollege.edu* and contact **Rebekah Davis** at *rdavis@shastacollege.edu* (**530.242.7538**) to sign up for the class. You can also contact Rebekah with any questions you may have about this course.

GEO Reentry CONNECT™

Reentry can be complex as it touches every aspect of life. Individuals may find it challenging to find housing, a job, mental health treatment, substance abuse networks, or other basic needs. Identifying resources in a timely fashion is critical to success.

GEOReentryConnect.com is for all reentrants nationwide. As a way to give back to the community, the site offers a suite of valuable tools to assist individuals nearing the end of their sentence and reentrants post-release.

There is a critical need for post-release services, as reported by the U.S. Department of Justice.[1]

6,740,300 total correctional population

Individuals Under Community Supervision 4,650,900

2,172,800 individuals incarcerated

[1] *U.S. Department of Justice, Office of Justice Programs, Bureau of Justice Statistics, April 2018*

For more information, contact solutions@geocareinc.com

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