County of Kern

Public Safety Realignment Act of 2011 Implementation Plan

Members of the Executive Committee of the Community Corrections Partnership

- David M. Kuge, Chief Probation Officer (Chairman)
- Honorable Michael G. Bush, Presiding Judge of the Superior Court
- Lisa Green, District Attorney
- Arthur Titus, Public Defender
- Dr. James Waterman, Director of Mental Health
- Greg Williamson, Chief of the Bakersfield Police Department
- Donny Youngblood, Sheriff-Coroner

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The Executive Committee of the Community Corrections Partnership

AB 109, the Public Safety Realignment Act of 2011, was signed into law by Governor Jerry Brown on April 4, 2011. It is set to become effective on October 1, 2011. This Act, along with numerous trailer bills, has made major changes to the criminal justice system in California. A large shift of responsibilities will be passed from the State to the Counties. In order to prepare for this shift, PC 1230.1 creates an Executive Committee of the previously established Community Corrections Partnership (CCP), found under PC 1230. This Executive Committee is tasked with creating and presenting an implementation plan to the County Board of Supervisors in each county. The Kern County Executive Committee has met frequently over the last several months and received input from the entire CCP and the public. This document contains the Executive Committee's implementation plan and is submitted to the Board of Supervisors for approval as required by law.

Brief Summary of the Public Safety Realignment Legislation

The changes in the law created by the Realignment legislation are numerous. This is the most significant modification to the California criminal justice system in the last 30 plus years. Below are the key Realignment provisions:

- A certain category of felonies, often referred to as Non, Non, Nons (non serious, non violent, and non sex offenses), will no longer be punishable by a state prison term. Instead, these felony charges will only be eligible for county jail sentences.
- A certain category of offenders released from state prison will not be released on state parole but instead will be released on a new supervision status called "Post Release Community Supervision" (PRCS). These offenders will be supervised by the Probation Department.
- Most offenders on state parole and all offenders on PRCS will now serve time in county jail for violations instead of state prison.
- The Court and not the State Parole Board will hear violations of PRCS offenders. Starting on July 1, 2013, the Court will also hear violations of offenders on State Parole.

- Conduct credits awarded to offenders who commit crimes after October 1, 2011, will increase from 2 "good/work" days for every 4 actual days served to 2 "good/work" days for every 2 actual days served, for most offenders.
- The rules related to Electronic Monitoring Programs (EMP) have been altered to allow for more offenders to qualify. Additionally, a pre-trial EMP is created.
- The law states that counties should focus on using alternative sanctions and evidence based practices in order to more effectively reduce recidivism which is woefully high under the current system (PC 17.5).

Impact on Kern County

With these changes comes an increase of County responsibilities. The State has projected the average daily population (ADP) of offenders on PRCS in Kern County will be 1,040, upon full implementation. An additional 1,019 (ADP) offenders will no longer be eligible for a prison sentence and will be sentenced locally. This is an increase of approximately 2,000 (ADP) offenders who will need to be accounted for within the Kern County criminal justice system.

Supervision, mental health services, substance abuse treatment, increased incarceration capacity, alternatives to incarceration and additional services are needed for this population. The State has allocated an annual sum of $14,072,650 to Kern County for these responsibilities. Since the law does not become effective until October 1, 2011, the State is allocating only $10,834,289 for fiscal year 11/12. In addition, the State has provided two sums of one-time "start up" money in the amounts of $200,000 and $764,475, for a total of $11,798,764 available this fiscal year.

It is noted, there is additional State money allocated to the District Attorney, Public Defender and the Superior Court which are directly given to those entities and are not a part of the yearly $14,072,650 amount. State law requires that all money provided to address Realignment must be used specifically for that purpose and may not supplant any existing non Realignment funding.

Implementation Plan

In weighing the new responsibilities placed on Kern County against the amount of money allocated, it has been a complicated and difficult task to determine how to best allocate our resources. There is simply not enough money to do everything the CCP and the Executive Committee feels is necessary to address all of the issues that Realignment presents. However, after much deliberation the following plan has been approved. It contains a mixture of increased bed space, alternatives to incarceration, intense supervision of offenders, mental health services, substance abuse treatment, job training and a wide range of evidence based practices which will address offenders' criminogenic needs and reduce recidivism.

On September 21, 2011, following a recommendation from the CCP, the Executive Committee approved this plan on a vote of 6 to 1, with only the Public Defender voting against the plan. The plan is presented in sections divided by the numerous departments which will implement the different elements of the plan.

Probation Department:

Realignment, under AB 109, shifts a significant number of offenders from State supervision to local supervision. The Probation Department will see potentially 2,000 or more additional felony offenders under its charge. This includes both PRCS offenders being released from state prison and additional offenders no longer eligible to be sentenced to state prison. Intense supervision of offenders is a key component to public safety and the Probation Department will be a significant partner with all law enforcement agencies throughout Kern County. Furthermore, the Probation Department is poised to be an integral part of providing and facilitating evidence based practices (EBP). These are practices which have been demonstrated by meta-analysis to significantly reduce recidivism when applied with fidelity. A combination of supervision, partnership and EBP can lead to a safer community.

STRONG Assessment Tool

A cornerstone of the Probation Department's supervision plan is the use of the STRONG (Static Risk and Offender Needs Guide) assessment tool. This is an EBP assessment tool which has already been integrated with the Department's case management system. This tool can predict with great accuracy the level of an offender's risk to recidivate. By focusing supervision on those at higher risk to re-

offend, the Department's resources are utilized to a greater capacity. The tool also lists an offender's top criminogenic needs. A criminogenic need is an area in an offender's life which is directly correlated to recidivism and criminal conduct (such as substance abuse, anti-social friends or aggression). Research shows "targeted intervention" provided to high risk offenders can significantly reduce recidivism.

Post Release Community Supervision

The PRCS population is projected to be 1,040 (ADP) upon full implementation and will consist of offenders directly released from state prison. An offender may qualify for PRCS, instead of State Parole, if their committing offense was not a violent (PC 667.5(c)) or serious (PC 1192.7) felony and they are not a "high risk sex offender." However, many offenders released on PRCS will have prior violent, serious or sex offense convictions. This is a new population which the Probation Department has not historically supervised.

The Probation Department will increase its number of armed Deputy Probation Officers (DPO) to supervise this new higher risk population. The ideal offender to officer ratio is approximately 50 to 1. This is in-line with meta-analysis studies and EBP guidelines that indicate this ratio is the most productive in creating positive results when applying evidence based practices. Currently, a Static Risk Assessment (SRA) is given to every defendant under felony probation to determine their risk level to re-offend. However, the Offender Needs Guide (ONG) is only given to a limited number of probationers because of current caseload size. A ratio of 50 to 1 would allow for an ONG to be provided to virtually every offender released on PRCS. An individualized case plan could then be developed to target an offender's top criminogenic needs. However, with the allocated funds, this ratio will not be achievable for all offenders. In order to ensure the most efficient use of Realignment funds the offenders shown to be at higher risk to re-offend will be placed on caseloads of 50 to 1 while those shown to be of lower risk to re-offend will be placed on larger caseloads. This will allow for the full implementation of the STRONG assessment and EBP's for those with the greatest needs. DPO's will also utilize Motivational Interviewing, another EBP, which has been shown to lead offenders to be more apt to initiate a change in their behavior.

Deputy Probation Officers assigned to PRCS caseloads will work closely with local law enforcement agencies throughout the County. During the meetings of the CCP it is obvious communication and a spirit of cooperation is desired and will be needed to provide public safety in relation to the PRCS population. The Probation

Department is a current member of the Street Interdiction Team (SIT) which will be expanded under this plan (see the Section for SIT below for more information).

Graduated sanctions will be employed to hold offenders accountable yet still allow for necessary treatment options to be utilized. A continuum including redirection, additional terms, treatment, electronic monitoring, flash incarceration and ultimately a formal violation resulting in extended custody time will be used to address violations of terms. A response commensurate with both the nature of the violation and the defendant's number of prior violations will be imposed.

Supervision of Non, Non, Nons

In addition to the PRCS population, another 1,019 or more (ADP) offenders are projected to fall under the Non, Non, Non category (non serious, non violent, non sex offenders). These are offenders who in the past would have received a state prison sentence but are no longer eligible for such. While the Court has several sentencing options regarding this population it is believed the vast majority of these offenders will receive some sort of supervision status, either under PC 1203.1 (felony probation) or PC 1170(h)(5)(B) (mandatory supervision).

Additional armed Deputy Probation Officers will be added to supervise this population. The legal rules which dictate supervision of this population differs from that of PRCS, however, the principles of how to successfully supervise them remains the same. Evidence based practices, validated assessments, graduated sanctions, manageable caseload sizes and treatment will be provided within the limits of the allocated funding. Effective supervision results in offender accountability, less victimization in the community, and a reduced need for expensive in-custody programs.

Investigations

Currently there are three Adult Investigation units which provide a wide range of services for the Superior Court, including providing pre-sentence investigation reports. Due to the increase number of the Non, Non, Non population, which will no longer be sentenced to state prison, there will be an increased demand on investigation officers to complete Static Risk Assessments. The SRA reveals an offender's risk level to re-offend and this is the basis for the type of supervision services an offender will receive. In order to compensate for this increased workload two additional Deputy Probation Officers will be assigned to Adult Investigations.

Support Staff

With the increase in supervision responsibilities also comes an increase in reports, forms and paperwork. Additional Office Service Technicians (OST) will be added to support this additional workload. Support staff is an essential piece of any successful operation and will be utilized to ensure proper implementation of the new mandated requirements under Realignment.

Day Reporting Center

The Probation Department currently operates a full service Day Reporting Center (DRC) which can serve 50 high risk offenders for a six month program with the capacity for 100 per year. The DRC is contracted with BI Incorporated, who has operated DRC's throughout the nation. They have a long history of successfully reducing recidivism with their programs. They use the same STRONG assessment tool as the Probation Department and formalize specific case plans to address criminogenic needs and are able to provide a wide variety of EBP onsite.

Given the increased population of felony offenders under the Probation Department's jurisdiction the capacity will be doubled to run 100 offenders at any given time with the maximum capacity of 200 per year. Day reporting centers are on the cutting edge of EBP in the field of reducing recidivism. Criminogenic needs related to employment, education, aggression, parenting, anti-social behavior and substance abuse can all be addressed in one location. Key components of the DRC include Cognitive Behavioral Therapy, job readiness, substance abuse testing, daily reporting, sanctions, rewards and supervision in conjunction with BI Inc. and the assigned Deputy Probation Officer. The DRC can change the lives of offenders and break the cycle of criminal behavior.

Electronic Monitoring Program

The Probation Department currently runs an Electronic Monitoring Program (EMP) which services minors and low level adult post sentence offenders. Originally, the Probation Department suggested a significant increase in its own EMP capacity as part of the Realignment plan. However, given the changes in the EMP law, the Sheriff's Office's desire to enact a Pre-Trial EMP program and the increased pressure to relieve daily jail population a different approach seems more appropriate. It was agreed the Sheriff's Office would be better suited for post

sentence jail EMP services. They would be able to better control and direct these services within their own Department as the jail space issue specifically affects them.

However, the Probation Department will continue to run an EMP for specific and targeted populations. Minors will continue to be placed on EMP through the Probation Department. With regard to Realignment, electronic monitoring is specifically cited as an intermediate sanction for offenders on PRCS. This sanction can be applied without going back to Court. Therefore, the Probation Department's EMP will be utilized to address PRCS offenders' violations in an attempt to redirect their behavior.

During the transition period the Probation Department will work in conjunction with the Sheriff's Office to assist in the development and implementation of their electronic monitoring program as requested.

Kern County Probation Department Proposed AB 109 Allocations

Fiscal Year 2011-2012 Proposed Budget

Positions	#	Cost Per Officer	Total
PS	2	$148,543	$222,815
DPO III	5	$136,137	$510,514
DPO	28	$114,074	$2,395,554
OST	4	$68,243	$193,917
		Sub Total	**$3,322,800**
Dept. Analyst	1	$89,647	$67,235
DRC	1	$920,000	$383,341
Office Expenses,			$119,966
Equipment & Training			$381,360
Vehicles			$450,000
Vehicle Build			$54,000
		Total Budget Allocation	**$4,310,964**
		Start-up Funds	**$467,738**
		Total Budget	**$4,778,702**

Total Full Year Costs

Positions	#	Cost Per Officer	Total
PS	2	$148,543	$297,086
DPO III	5	$136,137	$680,685
DPO	28	$114,074	$3,194,072
OST	4	$68,243	$258,556
		Sub Total	**$4,430,399**
Dept. Analyst	1	$89,647	$89,647
DRC	1	$920,000	$920,000
Office Expenses			$159,954
		Total	**$5,600,000**

Sheriff's Office:

The Kern County Sheriff's Office is currently responsible for the operation of four Type II jails in the county. The Central Receiving Facility functions as the primary hub for the intake of new arrests in Kern County. The other three facilities are located north of Bakersfield at the Lerdo Detentions Complex. The current population capacity at all four jails is 2,624 beds.

Additional staffing and related service costs are required to adequately address the needs of this new inmate population. The additional staffing will minimally address the following custody functions: inmate supervision, custody support services, facility security, rehabilitation and education programs, transportation, classification, and food services. Each custody function has an associated nexus to operational safety or educational opportunities and each contributes to expanding operational costs. The Sheriff's Office Transportation Unit will receive additional staff to compensate for realignment needs.

In order for population management to be effective, we must begin risk and needs assessments from the moment an inmate enters the system. Existing inmate reception center protocols already identify the medical and mental health needs of an arrestee as they transition into a custodial setting. Examples of these strategies

may include alternative housing; educational needs and treatment programs (within-custody as well as community based).

The current custody management system could not sustain the prospect of segregating realignment inmates from other inmate populations. Objective inmate classification strategies currently include criteria such as gender, crime, criminal sophistication, and gang affiliation (among others). Those criteria will continue to guide the classification process toward the provision of the safest environment possible. In addition to managing newly sentenced inmates, the Public Safety Realignment Act will require counties to supervise and house violent, serious and sex offenders who violate the conditions of their parole.

Realignment funding will facilitate the reopening of three barracks at the Lerdo Minimum Detentions Facility and it will also allow for a limited expansion of the Lerdo Pretrial Facility. In total, the Sheriff will be opening 236 new beds, increasing the detentions capacity to 2,862. The additional beds will allow the management of a larger inmate population-base and it will afford more latitude for proper classification. An additional 48 beds have become available for county inmates that were previously dedicated to housing federal inmates. The Sheriff is currently exploring the possibility of expanding bed space within other areas in the detentions facilities.

In addition to the anticipated financial impact, new procedures are being developed to manage long-term custodial situations. The classification matrix is being upgraded to address the needs of parolees who must acclimate to the county detentions system.

The long-term goal for the Sheriff's Office will be to properly assess in-custody risk factors coupled with other assessments designed to support a successful exit strategy. This will enable us to assign the inmate to a jail-based program best suited for their particular needs. In order to accomplish this, classification assessment deputies will need to assess each inmate several times for behavioral changes that occur during incarceration.

The Sheriff will maximize county jail capacity by utilizing alternatives to incarceration. To this end, the Sheriff will establish a home detention program and an electronic monitoring unit. These programs will be utilized for the management of pretrial and sentenced populations. Penal Code Section 1203.018 allows the Sheriff to release prisoners being held in lieu of bail to an electronic monitoring program under specific circumstances. The Sheriff will prescribe reasonable rules

and regulations to provide a functional platform for the management of the program. Specific eligibility criteria will limit the number and type of inmates eligible for this program. Associated selection criteria will include in-custody behavior, criminal history and participation/progress in available evidence based programs.

The Sheriff's Office currently has an active work release program (WRP). This program has proven effective in the selection of qualified offenders and in the eventual placement into the community for various work functions. This program will be expanded to include additional inmates that may be sentenced to county time and who meet the qualifying criteria. The Sheriff's Office also currently offers a county parole program. There may be a greater number of qualified applicants entering this program due to anticipated increases associated with realignment.

The Sheriff's Office is committed to providing proper services for inmates incarcerated under the auspices of realignment. The Sheriff is also committed to working with the Community Corrections Partnership and all attendant groups to ensure the appropriate level of service is met or exceeded. Expansion of in-custody programming is necessary to maintain safety and offer productive use of free time while incarcerated. Enhancements to jail programming such as substance abuse services and mental health services are considered a vital part of a comprehensive county effort under realignment. Evidence based assessment will consequently become an active part of the service delivery system in Kern County detentions facilities.

The new realignment population will likely include higher percentages of the seriously mentally ill. In fact, preliminary discussions with Mental Health personnel seem to support the premise that many of the individuals returning to the county will have mental health issues. Unfortunately, the existing capacity to manage the seriously mentally ill (in a custody setting) is limited. The Sheriff has consequently dedicated a portion of the realignment funding to contract with the California Department of Corrections and Rehabilitation (CDCR) in anticipation of this challenge.

The use/expansion of the community based resources (including education and vocational services) will be explored by the Sheriff's Office. Custodial evidence based practices would include gender responsive strategies for the male and female offending population.

The Sheriff is exploring the implementation of the Northpointe COMPAS Assessment (Correctional Offender Management Profiling for Alternative Sanctions). The COMPAS-Assessment tool is designed to assist correctional professionals in making classification decisions. COMPAS assesses the range of risk and criminogenic needs through interviews with offenders and other sources of data collection.

Sheriff's Office Proposed AB 109 Allocations

Start-up Costs

Item	Cost Per Unit	# Requested	Amount
Bunk-bed frames	$893(est.)	112	$100,000
Bunk-bed mattresses	$85	112	$9,520
Facility improvements	$95,000	1	$95,000
Vehicles	$42,000	5	$210,000
Electronic monitoring devices (initial 150)	$5.25 per day	150 (9 month cost)	$215,578
Computers, printers, etc	$2,000	10	$20,000
Small facility equip.	$10,951	1	$10,951
		Total Start Up Costs	$661,049
		Total Start Up Allocation	($467,737)
		FY 11/12 Operating Cost	$4,381,688
		Total FY 11/12 Allocation	($4,575,000)
		Net over/under	**-$0-**

Total Annual Operating Costs

Positions	#	Cost Per	Total
Detentions Deputies	20	$99,513	$1,990,260
Deputy Sheriffs	11	$121,155	$1,332,705
Sheriff's Sergeant	1	$167,046	$167,046
OST	1	$65,187	$65,187
		Personnel Costs	$3,555,198
Electronic monitoring devices (additional)	300	$5.25 per day, per inmate	$574,875
EMP annual maintenance/replace	1	$25,125	$25,125
AB 109 Inmate costs	286	$8.47 per day, per inmate	$884,183
Operational supplies	1	$135,619	$135,619
		Operating Costs	$1,619,802
Potential Contracts: CDCR- severely mentally ill; COMPAS, CBOs, education, training, etc.		$925,000	$925,000
		Potential Contacts	$925,000
		Total	**$6,100,000**
		Allocated	**$6,100,000**
		Surplus	**-$0-**

Department of Mental Health:

Kern County Mental Health will pool their mental health and substance use AB 109 dollars to maximize services and deal with unanticipated risks. The mental health and substance use allocation funding will be utilized to provide additional staffing for both in-custody and outpatient programs.

In addition, existing residential, pharmacy, community based mental health and substance abuse treatment contracts will be increased incrementally to address the needs of this population.

In-Custody Mental Health Treatment Services

Correctional Mental Health

The Correctional Mental Health team provides a wide range of psychiatric services in 4 facilities at 5 separate sites within the Kern County Sheriff's Office. These sites are the Central Receiving Facility, Pre-trial Facility, Maximum/Medium Facility, Male Minimum, and Female Minimum. Services are provided seven days a week from 7:00 am to 5:00 pm. Initial contact with a client will include a psycho-social assessment to identify a client's presenting problem, their last known diagnosis if any, medication history, psychiatric history, potential for harm to self or others, current mental status, current in-custody issues, substance use issues, physical health issues, and cultural and spiritual issues.

Correctional Mental Health (CMH) staff will identify a client's need for a psychiatric assessment and medication evaluation. After an assessment evaluation has been completed, medications will be prescribed if needed. In order to provide optimal care to this population, the clients who receive mental health services through CMH are housed in designated psychiatric units at the Lerdo Pre-Trial Facility.

CMH provides advocacy to the client by interfacing with the courts, attorneys, probation, parole, veteran's services, and the detention staff at Lerdo. Discharge planning starts at the beginning with the initial contact. This ensures the client is linked with appropriate community resources upon release from custody, to minimize recidivism.

With AB 109, there will be an increase in both the number and acuity of inmates seeking mental health services. Individuals who previously re-offended or were violated on parole will now be returning to the County Jail. This increase will mean an increased demand for LVN and Physician/Physician Extender staffing. The CMH team will need 2 additional LVN extra-help staff to assist with medication management of this population. There will be a minimum of one additional day of psychiatric services by the psychiatrist. With the increase of services there will be an increase in referrals, reports, and data management. The

CMH team will need an additional extra-help Office Services Technician support position.

Classification		Annual	FY 2011/12
Vocational Nurse	2 FTE	$48,277	$ 72,414
Psychiatrist	8 Hours Per Week	$ 1,432	$ 55,848
OST XH	1 FTE	$31,880	$ 23,910
			$152,172

Adult Transition Team

The Adult Transition Team (ATT) is an existing Mental Health Services Act (MHSA) full service partnership team serving adults being released from Lerdo. This team will expand to serve primarily the most seriously mentally ill inmates returning for Post Release Supervision. This population is traditionally underserved, inappropriately served or un-served because traditional mental health services were not effective in engaging them or meeting their needs. This population is often suffering from both mental health and substance use disorders and has a history of involvement with the criminal justice system. They are frequently homeless or at risk of becoming homeless. This population will be referred from the Downtown Jail, Lerdo Road Camp or the Mental Health Court.

Participation is technically voluntary, but most individuals served will have probation orders to participate in treatment. Families, including children, will be served on a collateral basis. Staff will work with each individual and his or her support network to encourage independence and good decision-making and to ensure long-term stability.

The Adult Transition Team goals are to reduce homelessness, incarcerations, and hospitalizations and to increase education and employment. The team will be able to provide linkage to services and supports including assistance with housing, transportation, medication monitoring, benefit acquisition, employment assistance, educational assistance, home visitation and crisis management. Evidence based models, including Seeking Safety, Thinking For A Change, Solution Focused Brief Therapy, Psychiatric Medication, and elements of the Assertive Community Treatment models will be used. ATT has been monitoring reductions in incarceration days and hospitalization days pre and post-treatment and has consistently met their goals of a 90% reduction in jail days and a 70% reduction in hospitalization.

In order to determine program eligibility a clinician will be able to do assessments at the Downtown Jail and the Lerdo Road Camp. Coordinators are sited at Lerdo to make contact with and engage the individuals that meet criterion to develop a discharge plan. They will coordinate with staff located at the Mental Health Department's North Chester clinic to assist with the transition process and begin to build a relationship, encouraging discussion of their Plan of Care and choices.

With AB 109 it is estimated that about 5% of the post release population will be those clients who are unable to function in the general population in prison due to serious mental illness. In the past the Mental Health Department would not have seen these clients, as they would cycle through the parole clinic and state hospitals. Their prior recidivism rate exceeded 80%. The increase to the mental health Adult Transition Team caseload is an estimated 50 clients per year. This will require ATT to increase staffing to meet the intensive needs of this population. ATT will need a minimum of 3 additional Recovery Specialists, and an increase of one additional day of the psychiatrist's time. We know from six years of experience that the average cost per client per year approximates $11,000.

Classification		Annual	FY 2011/12
Recovery Specialist XH	3 FTE	$43,217	$ 97,238
Psychiatrist	8 Hours Per Week	$ 1,432	$ 55,848
			$151,086

It is also anticipated that an equal amount of Non-Non-Non, seriously mentally ill individuals will require similar treatment as described above. This will be obtained from geographic and specialty Community Based Contract Providers, whose contracts will be amended gradually as these individuals are identified for service.

It is anticipated that at least 50 clients will be treated by teams other than ATT, and will also cost an estimated $11,000 per client per year. No dollars are designated to fund hospitalization, locked IMD or State Hospital costs. We know there will be high cost individuals served as a result of AB 109 but it is impossible to quantify the cost. Because caseloads and costs will grow gradually in the first year, funding not utilized in one modality may be used to offset hospitalization expenses. Augmentation of contracts for pharmacy services, housing, hospitalization, and community based geographic mental health treatment providers will occur as needed and is anticipated to be in the $633,000 range.

In-Custody and Community Based Substance Abuse Treatment

In-Custody Treatment

The Mental Health Department will provide an evidence based treatment program using the Matrix Model, to serve inmates in the Maximum/Medium pods at the Lerdo Jail facility. The Matrix Model, an evidence based intensive program, educates clients about their addiction, provides them with opportunities to identify and strategize high-risk situations, and offers them a setting for learning new skills. Clients attend individual sessions and several types of group sessions that shift as the client moves through stages of recovery.

The Matrix Model treatment program is much more intensive than previous treatment approaches provided within the county. In the first four weeks of the program, clients are attending as much as seven hours of treatment per week. This tapers off during weeks 5 through 16 to between four and five hours of treatment per week. Beyond week 16, clients are able to attend "social support" once a week for up to a year.

While in Lerdo Jail the clients will receive up to 5 hours of Matrix groups a day. The first session in the morning will focus on early recovery, while the afternoon session will focus on relapse prevention. Four extra-help Substance Abuse Specialists will provide in-custody treatment to approximately 32 clients per pod, in 2 pods. This figures to be approximately 384 clients annually. The counselors will meet with the clients for individual sessions to assist them with discharge planning into the community. The counselors will have the ability to connect electronically with the community based service providers to obtain appointments for these clients when they leave Lerdo Jail. Upon discharge from Lerdo Jail, the client will already have an appointment scheduled with the community based provider no more than 7 days after their discharge date.

Classification		Annual	FY 2011/12
Substance Abuse Specialist XH	4 FTE	$38,557	$115,671

Community Based Treatment

Once the client completes the first 60 days of Matrix Model treatment sessions, as part of community based treatment, drug testing is required, and attendance at 12-

Step meetings is encouraged; research has shown that attending these meetings, in combination with the Matrix program, results in better outcomes. In addition to individual and group sessions, Matrix encourages family involvement through weekly group meetings that include clients, family members and/or significant others. Family groups are designed to educate loved ones so that they can better understand the process of recovery.

Counselors at Lerdo Jail will conduct a brief assessment to determine the appropriate Level of Care after discharge. The level of treatment a client is referred to will be determined by screening tools the ASI, the ASAM PPC, and the SOCRATES. These tools are essential in client placement criteria and support the best outcomes for treatment. The system is organized into five Levels of Care. Every service delivery system is geographically based, and every geographic area in the county minimally has outpatient treatment. The more intensive levels of care, residential and intensive outpatient, are only available in metropolitan Bakersfield. These AB 109 clients will be referred to either Level 3 Outpatient Treatment (4 months after 2 month in Jail) or Level 4 Intensive Treatment (6 months after 2 months in Jail).

Every substance abuse treatment program is electronically networked to the Mental Health Department. All programs are required to submit monthly progress reports to the supervising agency, ensuring constant monitoring of the client's treatment.

It is anticipated that the community based substance abuse treatment provider agreements will be augmented incrementally as necessary to address caseloads for an estimated $487,500 in FY 2011/12.

Employers' Training Resource:

In order to meet the needs of the Realignment population, Employers' Training Resource (ETR) will establish a comprehensive program that addresses reemployment (job search assistance), GED, job/vocational training, career counseling, case management and follow-up.

Potential customers into this program will be screened and referred to ETR from the Probation Department. The following steps will be implemented for referrals. The Probation Officer will make the decision to refer customers for ETR services and they will provide an Assessment Packet. If job ready, they will be assigned to an Employment Specialist (ES) for further assessment including program options.

Customers will either be referred to Workforce Investment Act (WIA) Orientation if training is indicated or will attend a (non WIA enrolled comprehensive) Job Search Assistance (JSA) Class. The JSA class will cover job search techniques, application completion, interview tips/instruction, labor market information, resume preparation, networking, career counseling, internet job techniques, Employment Specialist (ES) introduction and much more.

After completing the training class, each customer will work closely with their assigned Employment Specialist to determine a career path, job search and develop a goal for employment. The ES will contact customers monthly, monitor job search activities, maintain customer case notes and make job referrals for eligible candidates. The ES will also make community agency referrals for any barriers or need for assistance as they arise. The ES will provide job placement search information to County and State agencies as requested. Each customer will sign a release of information form while attending a JSA class.

Proposed staffing for FY 11/12 is based on a budget of $115,927.00. Since these positions will be filled by Extra-Help staff, ETR will stagger the start dates over a 2-3 month period to ensure coverage for the program duration.

Positions	# of Staff, Duties	Caseload (estimate)	Cost Per Staff	Yearly Totals
Program Technicians	1 JSA instructor 2 Case Managers	149 each	$37,081.00	$111,243.00
Overhead Costs			$4,744.00	$4,744.00

Total Costs: $115,927.00

Proposed staff for 2nd year funding is based on a budget of $150,000.00. Since these positions will be filled by Extra-Help staff, ETR will stagger the start dates over a 2-3 month period to ensure coverage for the program duration.

Positions	# of Staff, Duties	Caseload (estimate)	Cost Per Staff	Yearly Totals
Program Technicians	1 JSA instructor 2 Case Managers	149 each	$37,081.00	$111,243.00
Office Services Assist.	Resume preparation, data entry, etc.		$26,945.00	$26,945.00
Overhead Costs				$11,812.00

Total Costs: $ 150,000.00

Street Interdiction Team (SIT):

The Street Interdiction Team (SIT) is a multi-departmental law enforcement task force consisting of numerous law enforcement agencies throughout the County of Kern. Currently, SIT periodically operates enforcement teams in different regional areas to address specific community needs. In order to combat potential increase in street level crime throughout Kern County as a result of Realignment, $100,000 was designated for additional SIT operations. With this allocation SIT will be able to operate a five officer team of participating law enforcement agencies for operations as deemed necessary in areas throughout the County. This will provide regional law enforcement agencies needed additional resources and address public safety concerns for the citizens of Kern County. These operations will be in addition to, and separate from, existing SIT actions. The Kern County Chief Law Enforcement Officers Association indicated this funding should be managed by the Kern County Probation Department and allocated through this Department as operations occur.

Contingency Funds:

The proposed plan calls for a contingency fund of $122,650. This is money that is not allocated to any specific service. It will be held in reserve for future allocation as determined by the Executive Committee and as approved by the Board of Supervisors.

Other Items Considered, Not Funded

During the planning process funding for several other departments, projects and ideas were discussed, however, were ultimately not funded for various reasons. Below is a brief description of these items.

Public Community Correctional Facilities

Realignment allows for counties to enter into contractual agreements with Public Community Correctional Facilities (to house county offenders). In an effort to understand the merits of supporting such a relationship, the Sheriff's Office visited each of the Public CCF sites (Delano, Taft, & Shafter) in Kern County. Potential issues to be resolved prior to active consideration include the following examples:

- Liability
- Standard of care
- Access to comparable programming
- Title 15 Compliance

The Sheriff will remain open to the potential use of Public Community Correctional Facilities in Kern County.

Fire Camps

The California Department of Corrections and Rehabilitation (CDCR) have indicated a projected need for the use of county inmates in their fire camps. In fact, CDCR has projected the need as early as the first quarter of 2012. The state currently supports the fire camp program through the use of 4,500 state inmates. CDCR suggested that they currently supplement their program with the use of large numbers of state inmates hailing from Kern County. The Sheriff maintains the option of supplying CDCR with a percentage of these long-term commitments. The option would require the creation of a contractual agreement between CDCR and the Sheriff. The Sheriff's Office could use this option to manage elements of the realignment population.

Community Based Organizations

There was discussion during the planning process to designate a specific amount of funds to be allocated to Community Based Organizations (CBO) through a contract process to provide specific EBP services and treatment. In theory, these services and treatment would be targeted to fill in gaps related to criminogenic needs which are not currently available, or are underrepresented, in Kern County. The exact services needed would be identified and presented to the Executive Committee who would determine where the greatest need lies. The suggested allocation during the planning process was between approximately $100,000 and $200,000.

Department of Human Services

The impact Realignment will have on the Department of Human Services is unknown. While the County will now be responsible for a larger population of felony offenders the actual additional costs this will create for DHS is hard to predict. For the PRCS population there should be no to very little impact. This is because this population was already in our community prior to realignment under parole supervision. This is not an additional population of offenders. For the non, non, non population the same would be true while those offenders are in-custody. It is believed that because of limited bed space a non, non, non offender sentenced to a local term, versus a prison term, will probably be released earlier than in the past. If this offender was receiving services from the Department of Human Services there could be an impact in that he will be out of custody sooner than in the past. Ultimately, it was decided no allocation would be awarded DHS given the limited realignment funding and the impact to DHS in comparison to the impact to the other areas involved. There was also discussion about whether Realignment funds could be used to fund DHS programs based on the issue that DHS funding must come from the "General Fund."

Kern Medical Center

The exact impact Realignment would have on KMC was also seriously debated. While indigent offenders who are out of custody would certainly financially impact KMC, it was felt this was not an additional burden as these offenders were already in the community just under a different supervision status. However, it was argued that additional in-custody inmates created by the increase of jail bed space would have an impact to KMC as they are the health care providers for this population. While there may be an impact in this area, the Executive Committee felt the allocated State funding was not the appropriate venue to meet this burden. However, the CCP indicated it would revisit this matter, as well as the other non funded items, going forward.

Proposed Allocation of Realignment Funds

- In order to achieve the proposed plan, the allocations for a full fiscal year based on an assumed State funding total of $14,072,650, would be as follows:

Department/Entity	Percentage	Amount
Sheriff's Office	43.35%	$6,100,000
Probation Department	39.79%	$5,600,000
Mental Health Department	14.21%	$2,000,000
Employer's Training Resource	1.07%	$150,000
Street Interdiction Team	0.71%	$100,000
Contingency	0.87%	$122,650
Total Allocated	100%	$14,072,650

- The Realignment allocation for FY 11/12 is $10,834,289. The proposed allocation of Realignment FY 11/12 funds is as follows:

Department/Entity	Percentage	Amount
Sheriff's Office	43.35%	$4,696,665
Probation Department	39.79%	$4,310,964
Mental Health Department	14.21%	$1,539,553
Employer's Training Resource	1.07%	$115,927
Street Interdiction Team	0.71%	$76,924
Contingency	0.87%	$94,256
Total Allocated	100%	$10,834,289

- The Realignment legislation also provides two sums of one time "start up" funding in the amounts of $200,000 and $764,475, for a total of $964,475. The proposed allocations of these funds are as follows:

Department/Entity	Percentage	Amount
Sheriff's Office	48.5%	$467,737.50
Probation Department	48.5%	$467,737.50
Mental Health Department	3%	$29,000
Total Allocated	100%	$ 964,475

All money allocated to individual departments or entities must be shown to have been spent on the specific areas related to Realignment in this plan. However, the departments and entities will have the discretion on how to best implement specific steps associated with those areas. The Executive Committee will have oversight to ensure allocations are properly used. During the first year, departments and entities are encouraged to implement their plans in stages to maximize funding. While an additional 2,000 plus offenders will be the County's responsibility upon full implementation, it will take time to reach this number. Money saved by a phased implementation can help support initial start up costs associated with hiring new employees and implementing new programs.

Data Collection, Research and Future Plans

The CCP and the Executive Committee will continue to meet on a regular basis. They will share data, discuss implementation progress, examine outcomes and decide future direction of the Realignment process. A Departmental Analyst, under the direction of the Probation Department, will be assigned full time to assist in the Realignment process. It is understood that so many unknowns and variables are involved that the plan presented may need alterations to address the pragmatic and logistical realities that present themselves. The CCP and the Executive Committee are committed to making the Realignment process as successful as possible to reduce recidivism and ensure public safety.