

San Mateo County Community Corrections Partnership (CCP)

Half-Day Workshop Packet for Participants

11/30/2011

Prepared by Resource Development Associates



Today's Agenda

What are we going to do today?

Agenda Item	Presenter(s)	Time Limit
Overview of the objectives for today's workshop, and discussion of ground rules. <i>(Pages 2 - 3)</i>	Andy Riesenberg Mikaela Rabinowitz Resource Development Associates	5 minutes
Review of the definition of "recidivism", how it is measured, and focused follow-up discussion. <i>(Page 4)</i>	Andy Riesenberg Mikaela Rabinowitz	20 minutes
Review of evidence-based practices in community corrections. <i>(Pages 5 – 9)</i>	Andy Riesenberg Mikaela Rabinowitz	15 minutes
Presentation on the role of the CCP and distinctions between the 1170(h) and PRCS population. <i>(This information will be provided in a separate attachment)</i>	County Counsel	10 minutes
Presentation and focused discussion of the proposed CCP mission statement, goals, and values for the development of the local implementation plan. <i>(Pages 10 – 11)</i>	Andy Riesenberg Mikaela Rabinowitz	20 minutes
10 minute break		
Presentation of RDA's findings from individual CCP interviews, and focused discussion. <i>(Page 12 – 13)</i>	Andy Riesenberg Mikaela Rabinowitz	20 minutes
Report back from the CBO forum on what the non-profit community needs to successfully serve the PRCS population. <i>(Pages 14 – 20)</i>	Andy Riesenberg Mikaela Rabinowitz	15 minutes
Focused discussion of ways that law enforcement and health and human services can collaborate to effectively integrate the PRCS population into the County. <i>(Page 21)</i>	CCP Members	90 minutes
Review of next steps <i>(Page 22)</i>	Andy Riesenberg Mikaela Rabinowitz	10 minutes



Today's Objectives

Why are we here today?

Half-day Workshop Purpose:

The purpose of today's workshop is to present, review, and discuss several key substantive areas related to the development of San Mateo County's local implementation plan (LIP) for AB109. Today's discussions will be used to guide the development and drafting of the LIP.

During our time together, we will work as a group to review and answer the following questions, which serve as a roadmap for our discussion today:

- *What is our goal for realignment?*
- *How can we successfully achieve this goal?*
- *What is our mission as a CCP, and what principles will guide us in developing a plan?*
- *What are our top priorities as a CCP for realignment?*
- *Who are our non-profit partners, and what are their service needs?*
- *How can public safety and social services successfully work together to achieve the goals of AB109?*

What the Half-day Workshop is not:

- The workshop is not intended for reaching consensus on any particular issues or voting on formal policy choices. Instead, we will use our time together to review and discuss issues that the CCP is unable to tackle in a single 1.5 hour meeting, and, this, in turn, will help guide the development of the LIP.



Ground Rules for Today

- **Everyone is expected to participate**

- **Turn cell phones off or to vibrate**

- **If you must take a call, please quietly excuse yourself**

- **Speak to the question or issue, not in response to a person**

- **Be open-minded and objective**

- **Practice active listening and do not interrupt others**

- **Talk one at a time**

- **Limit side conversations**

- **Be brief, stay on point; no speech making**

- **Say what you think, not what others think**

- **Any Others?**



Definition of Recidivism

What is our goal for realignment?

One of the goals of AB109 is to reduce recidivism. According to the Chief Probation Officers of California (CPOC), recidivism is defined as:

A subsequent criminal adjudication/conviction while on probation.

How it is measured

Recidivism can be measured in different ways depending on how it is defined and depending on the research question. As part of the implementation of SB 678, CPOC's data subcommittee developed definitions and data measures regarding evidence-based practices in probation, including the aforementioned definition of recidivism. By establishing and adopting the definition, counties are not prevented from tracking and reporting data on other recidivism measures. But, using this definition establishes the standard measure by which the 58 counties can compare performance. Many counties already use this definition and it is supported.

Discussion Question: To what extent is this definition of recidivism appropriate?



NIC Evidence-Based Principles in Community Corrections

1. Assess actuarial risk and needs.
2. Enhance intrinsic motivation.
3. Target interventions.
 - a. Risk principle: Prioritize supervision and treatment resources for higher risk offenders.
 - b. Need principle: Target interventions to criminogenic needs.
 - c. Treatment principle: Be responsive to temperament, learning style, motivation, culture, and gender when assigning programs.
 - d. Dosage: Structure 40-70% of high-risk offenders' time for 3-9 months.
 - e. Treatment: Integrate treatment into the full sentence sanction requirements.
4. Skill training with directed practice (use cognitive behavioral treatment methods).
5. Increase positive reinforcement.
6. Engage ongoing support in natural communities.
7. Measure relevant processes/practices.
8. Provide measurement

Overview of Evidence-Based Practices (EBPs)

How can we achieve the goal of reducing recidivism?

"Evidence-based practices" refers to supervision policies, procedures, programs, and practices demonstrated by **scientific research** to reduce recidivism among individuals under probation, parole, or post-release supervision. (California Penal Code Section 1229)

Three Principles of EBPs

- Risk Principle (Who)
- Needs Principle (What)
- Treatment Principle (What works)

1) Risk Principle:

The level of supervision or services should be matched to the risk level of the offender: i.e., *higher risk offenders should receive more intensive supervision and services.*

LOW RISK	MEDIUM RISK	HIGH RISK
Lowest reporting to Probation requirements	Increased reporting to Probation requirements	Highest reporting to Probation requirements
No need for intensive discretionary programs	Discretionary programs depending on determination of need	Use of surveillance programs, & most intensive treatments
Probation Officer Caseload: 500-1,000	Probation Officer Caseload: 65-75	Probation Officer Caseload: 10-15 Extremely High Risk; 65-75 High Risk



2) Needs Principle (Criminogenic Needs):

The targets for interventions should be those offender characteristics that have the most effect on the likelihood of re-offending (i.e., don't target offender needs that have not been shown to affect re-offending).

a. Criminogenic Needs (also referred to as Modifiable Risk Factors)

- Anti-social attitudes: attitudes, values, beliefs, and rationalizations supportive of crime, and cognitive emotional states of resentment and defiance
- Anti-social friends and peers: close association with individuals involved in criminal activities and relative isolation from individuals not involved in criminal activities
- Anti-social personality pattern: adventurousness, pleasure seeking behavior, weak self-control, restlessly aggressive behavior, callousness, and disagreeableness
- Family and/or marital factors
- Substance abuse
- Education, especially vocational education
- Employment
- Anti-social leisure activities: involvement in and satisfaction from illegal leisure activities

b. Supervision Conditions:

- Target modifiable risk factors
- Treatment conditions, e.g. successfully complete treatment program
- Monitoring/control conditions, e.g., drug testing, intensive supervision
- Set framework for probation case plan
- Focus on most critical risk factors
- Provide flexibility to the PO



3) Treatment Principle:

The most effective services in reducing recidivism among higher risk offenders are cognitive behavioral interventions based on *social learning principles*.

Social Learning: Behaviors Have Consequences	
Positive Behavior	Negative Behavior
Rewards and Incentives (e.g., easing of supervision conditions: later curfew, fewer urine tests)	Swift, certain, proportionate sanctions (e.g., Increased supervision meetings, earlier curfew, flash incarceration as last resort)
Reinforcement (e.g., acknowledgement and praise for appropriate actions/behaviors)	Immediate sanctions more important than severe sanctions

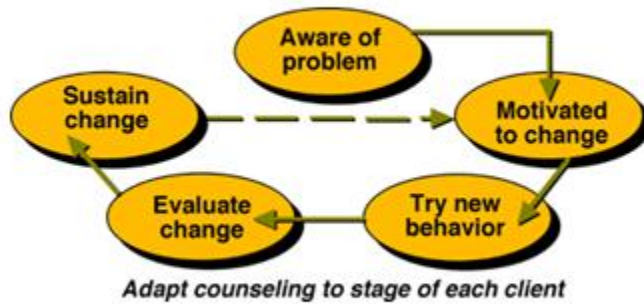
a. Cognitive behavioral interventions include:

- Role models
- Demonstration
- Role play
- Feedback
- Skill practice

b. Enhancing Offender Motivation

- Coerced treatment
- Extrinsic → Intrinsic motivation
- Relationship & engagement
- The offender is in charge
- Procedural fairness
- Motivational interviewing

Stages of Behavioral Change



Source: Adapted from Prochaska, et al., 1992.

c. Motivational Interviewing

- Use open-ended questions
- Listen reflectively
- Develop discrepancy/dissonance
- Support self-efficacy
- Roll with resistance; deflection
- Avoid argument, lecture, shaming, threats, or sympathizing

Services that do not show effectiveness in reducing **recidivism**

- Shaming programs
- Drug education programs
- Drug prevention classes focused on fear or emotional appeal
- Non-action oriented group counseling
- Bibliotherapy: engaging people's emotions through literature and/or art
- Freudian approaches
- Vague, unstructured rehabilitation programs
- Self-esteem programs
- Non skill-based education programs



Sanctions that do not show effectiveness in reducing **recidivism**

- Incarceration
- Specific deterrence or fear-based programs, e.g., Scared Straight
- Physical challenge programs
- Military models of discipline and physical fitness, e.g., Boot Camps
- Intensive supervision without treatment

Principles of an Evidence-Based Probation Violation Policy

- One size does not fit all violations
 - Severity of violation
 - Extent of prior compliance
 - Re-assessment of risk
- Swift, certain, and proportionate sanctions
- Graduated continuum of both sanctions and services
- Incentives and positive reinforcement to gain compliance & avoid violations
- Administrative sanctions policy that allows for flexibility by probation, e.g. Penal Code § 1203.2 (b)



Our Mission

This is our statement of purpose; why we exist.

Proposed Mission Statement:

- The San Mateo County Community Corrections Partnership (CCP) is a body of governmental and community leaders collaborating to develop a comprehensive and coordinated plan for public safety realignment. We meet regularly to engage in action-oriented conversations for developing a plan, while listening and learning from each other's expertise and experiences in protecting health, life and property; preserving the public peace; preventing crime; and promoting social and economic justice.

Our Goals

These are the elements by which we will evaluate our own development of a successful plan.

Proposed set of goals:

To develop and recommend a plan to the Board of Supervisors that:

- Uses **evidence-based practices**, or strategies that are proven to work in promoting the safety and wellbeing of ex-offenders and the communities to which they are returning;
- Contains **measurable objectives** for reducing recidivism and other outcomes, and allows for data systems to track and monitor these objectives over time;
- Maintains a balance between **promoting public safety** through law enforcement and **promoting health and recovery** through treatment and ancillary services, including housing, education, and work.



Our Values

These are shared beliefs that help guide our actions.

Proposed Set of Values:

- **Integrity:** Our planning process will rely on honest and accurate information, and adhere to the requirements of the laws and statutory requirements by which we are bound.
- **Accountability:** The plan that we develop will use funds in a cost-effective manner, and ensure that we are efficient stewards of the tax-payers' dollars.
- **Transparency:** Our planning process will remain open and available to the public, and we will disclose our decisions to all in a timely and efficient manner.
- **Cultural-competency:** Our plan for realignment will support the diverse racial, ethnic, linguistic, disability, age and geographic needs of the ex-offender population, and their families.
- **Community-centered:** To develop and implement a plan that allows for the ex-offender population to become productive members of the communities where they live, work, and learn.

Discussion Question: Is this really our mission or are we operating in a way that is different from this?



Report Back on Interviews with Individual CCP Members

What are our top priorities as a CCP for realignment?

Overview: RDA spoke individually with CCP members through semi-structured interviews on the topic of realignment and the development of the LIP. Below is a summary of common ideas and issues that were discussed during these interviews. Please note that these statements do not imply consensus on the topic discussed, nor do they indicate agreement on pending policy decisions. They will instead be used to help guide the CCP's development of the LIP.

How can San Mateo County best meet the goal of reducing recidivism through AB 109?

- ❖ **Partnerships.** CCP members highlighted the need for meaningful, effective partnerships between different CCP-member agencies as well as between CCP-members agencies and community-based service providers. These partnerships should be based on mutual respect and on the understanding that realignment will only be successful if all stakeholders are involved. Models of effective interagency partnerships may include: the BRIDGES Program, the Pathways Program, Achieve 180, the Gang Task Force, and Homeless Outreach Teams.

- ❖ **Information Sharing.** Partner agencies involved in the AB 109 planning and implementation must be willing to share information across existing silos in order to better serve the AB 109 population.

- ❖ **Assessment and Engagement.** The AB 109 population must be engaged in services that have been shown to reduce recidivism and that are tied to a validated needs assessment. This engagement must be immediate and intensive, in recognition of the instability of this population and the short supervision window of the AB 109 legislation.



What are priorities for inclusion in the Local Implementation Plan?

- ❖ **Protocols for Collaboration and Information Sharing.** The plan must clearly delineate the responsibilities of various partner agencies in implementing the Local Implementation Plan and serving the AB 109 population. This delineation must include protocols for sharing information and, where necessary, Memorandums of Understanding (MOUs) must be developed.

- ❖ **Balance Sticks and Carrots:** The plan must rely on a combination of sanctions and incentives to reduce recidivism among the AB 109 population. These sanctions and incentives should be used to compel program participation as well as to deter from criminal involvement. Different agencies are differentially equipped to provide sanctions and incentives and will need to work together to do so effectively.

- ❖ **Expand Resources:** Services cost money. The CCP must be willing to invest resources into expanding the capacity of community-based service providers to serve the AB 109 population, including training in EBPs and building capacity for more and harder-to-serve clients.



Report Back on the CBO Forum

Who are our non-profit stakeholders, and what are their service needs?

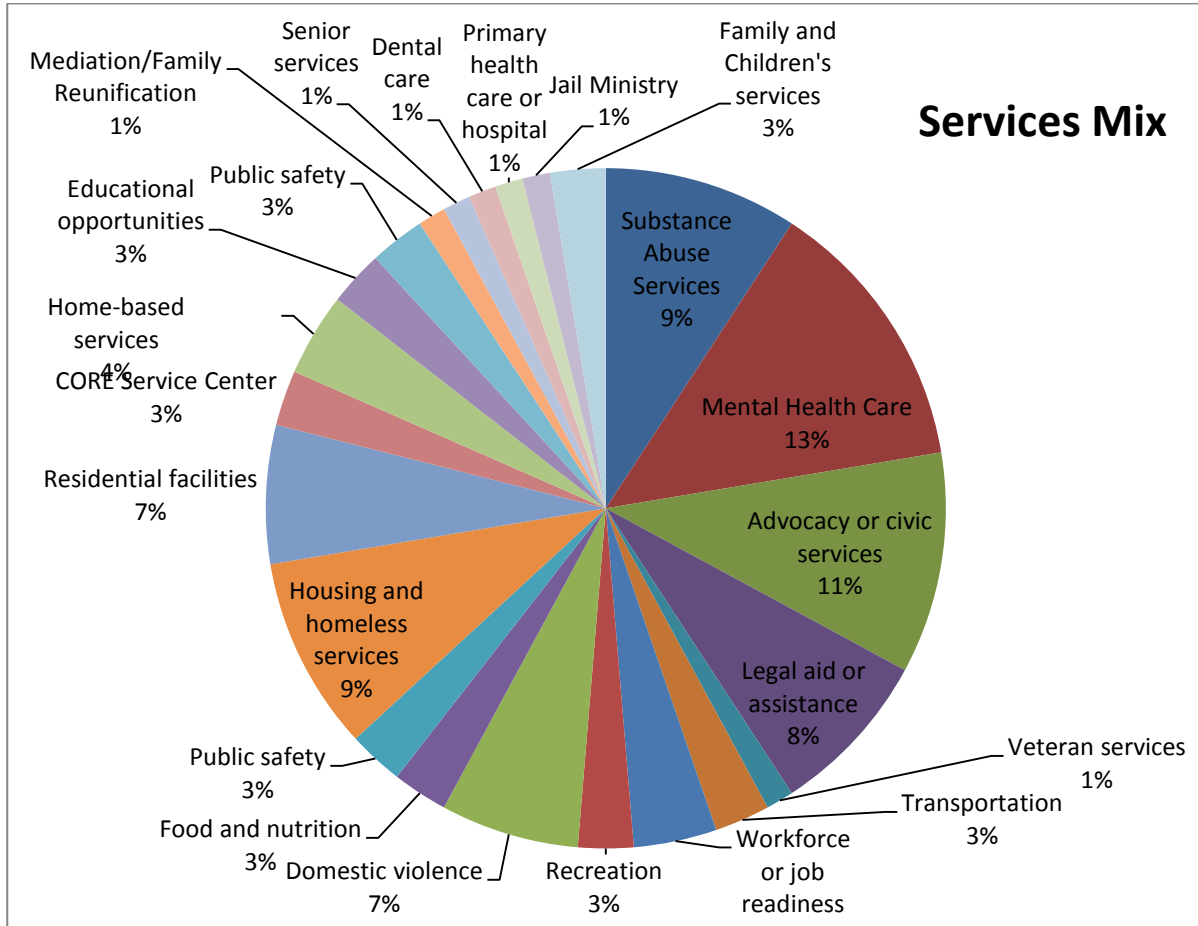
On November 3rd, the CCP sponsored a forum for community-based organizations to learn more about realignment, and provide their input to the CCP regarding the development of the LIP. Over 50 participants attended and participated in the workshop. They represented 38 non-profit organizations, government agencies, and the County Board of Supervisors. The list of participating organizations and agencies appears below.

Participating Organizations

AARS Inc. San Mateo Youth	San Mateo County Human Services Agency
ACLU of North Peninsula	San Mateo Probation Department
ACLU of Northern CA	San Mateo County Victim Center
ACLU, Mid-Peninsula	Job Train
AFSCME	Mental Health Association
BACC	Pacifica Resource Center
Bay Area Legal Aid	Peninsula Conflict Resolution Center
San Mateo County Board of Supervisors	Project Ninety
Caminar	Project We Hope EPA
CCAT FSH	Pyramid Alternatives
Community Overcoming Relationship Abuse	Ravenswood Family Health Center
Daly City Community Services Center Core	Sitike Counseling Center
Department of Children and Social Services (DCSS)	St. Vincent De Paul Society
Edgewood	Star Vista
El Concilio of SMC	WIB
San Mateo Board of Supervisors	Women's Recovery Association (WRA)

Services that Participating Organizations Provide

Among the non-profit organizations in attendance that completed the sign-in sheet, below is a breakout of the types of services that their organizations provide. Note that many CBOs in attendance report providing more than one type of service.



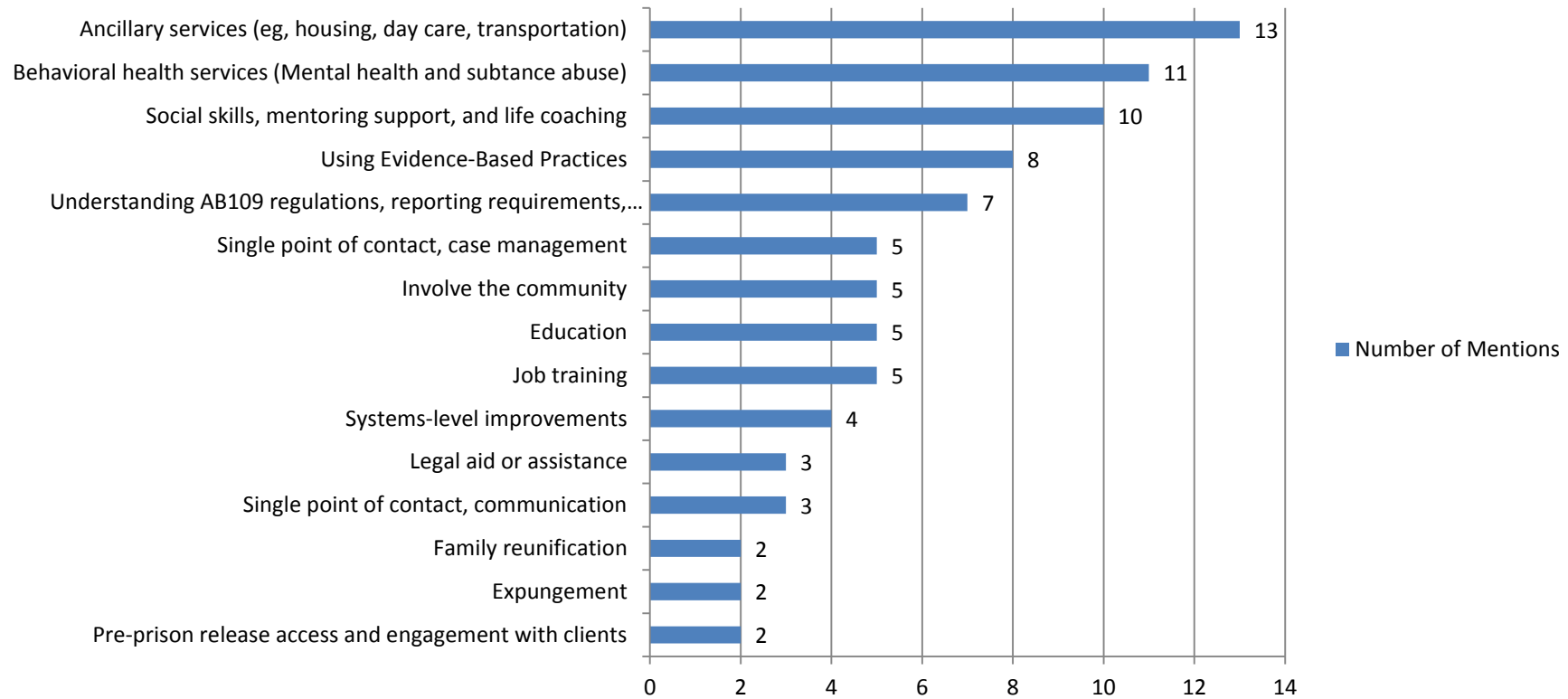
Small group discussions

At the end of the forum, participants were divided into small groups, and responded to a series of discussion questions through a half-hour long facilitated activity. These questions included:

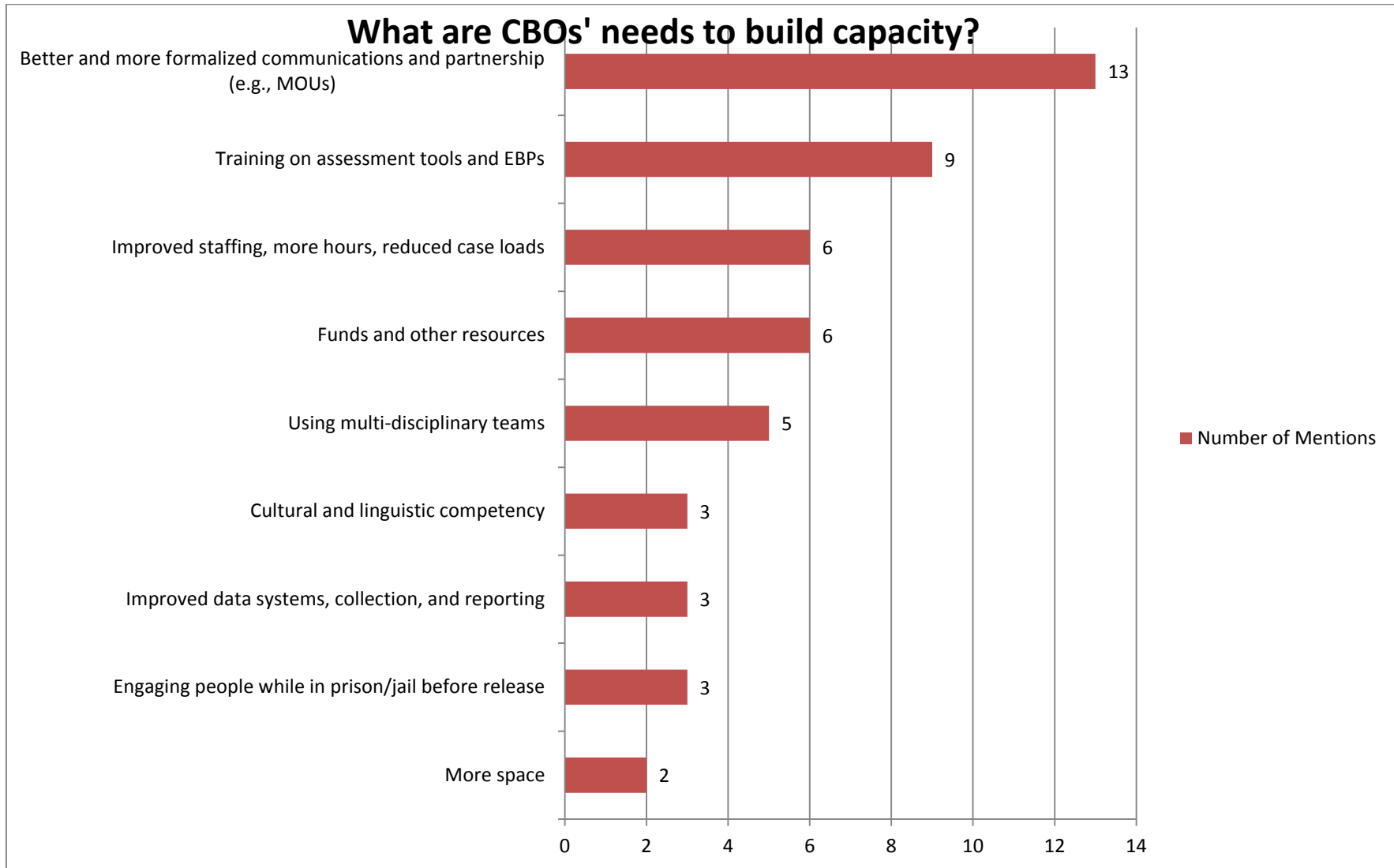
1. How can the nonprofit community help San Mateo County be successful with realignment?
2. What are CBO's needs to build capacity?
3. Nonprofit recommendations to the County's CCP Plan?



How can the nonprofit community help San Mateo County be successful with realignment?



Note: Participant responses were coded and categorized, and all responses that at least two participants stated are reflected in the graph.



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Nonprofit recommendations to the County's CCP Plan

Housing and Facilities

- Close old Maguire and tear down WCC provide office space for programming and nonprofit
- Day reporting center (one stop shop) county wide North, Central, South Counties
- Invite real estate developers for creating housing for poor families
- Create relationships w/ temporary shelters and agreements (housing, emergency shelters)
- Ensure housing is in place
- County develop own transitional housing

Address the whole person, not individual problems

- Trackable-understand underlying problems
- Keep in mind everyone has more than just one problem

Create a Community Advisory Board

- Community advisory board

Improve jail/prison programs

- Take funds for jails to programs
- Start services in jail
- Include undocumented inmates in jail division programs
- In-jail batterer intervention program (increase)



Nonprofit recommendations to the County's CCP Plan (continued)

Provide an orientation and single point of contact for resources and services

- Orientation of services PACT
- Facilitate transition to community
- Information on how to navigate systems
- Point person coming to agency
- Orientation of CBOs sources i.e. PACT meeting w/in first 2 weeks of release

Reduce stigma among the PRSC population

- Reduce stigma for the PRCS population
- Normalization process

Treatment and Health Care Services

- Serious case management
- Develop a mental health preventative program
- Expertise in AOD frontline

Other Recommendations

- Fix juvenile justice system
- Personal finance supports
- Transportation
- Monitoring programs
- Look for federal grants, RFP process put San Mateo on the map
- Early diversion including pre-booking for detox/drunken tank, MH issues (serious)
- Include periodic job success assessment
- Partner with the VA to provide services to vets
- Strengthen existing programs



Nonprofit recommendations to the County's CCP Plan (continued)

How to Develop the Plan

- Decide what kind of imprint to leave in the county
- Need to have measureable outcomes that can be tracked
- Consider public-private partnerships
- Look at lessons learned and put those into practice
- Keep it simple
- Educational component
- Figure out new financial and human resources
- High bar success=transformation
- Plan as lay document-accessible
- Establishing communications plan
- Increase plan development pace: don't be afraid to peek at other counties
- CBO group-feedback on CCP before it goes to Board



Focused Discussion

Discussion Question: *How can public safety and social services successfully work together to achieve the goals of AB109, specifically reducing recidivism.*

Instructions: Each CCP member will be asked to respond to this question, and have up to two (2) minutes to deliver his/her response. Members of the public attending the meeting will also have the opportunity to respond to this before the CCP discussion begins by submitting their comment slips. After all CCP members have had a chance to respond, RDA will facilitate a conversation on this topic.



Review of Next Steps

Where are we going from here?

Project Month	Activities	Milestones
December	<ul style="list-style-type: none"> • Convene a forum with Community members. • Develop a briefing document containing service needs for the PRCS population, and the shared goals and values of the CCP in meeting those needs. 	<ul style="list-style-type: none"> • Dec 8 – Town Hall Meeting • Dec 14 – Summary of input from CBOs presented at CCP Meeting
January	<ul style="list-style-type: none"> • Create a blueprint for the appropriate array of services to address the needs of the PRCS population. • Develop an evaluation logic model or framework with indicators of success. • Draft a comprehensive and detailed Local Implementation Plan. 	<ul style="list-style-type: none"> • Jan 12 – Plan development updates provided at CCP meeting • Mid-January: Meet with fiscal workgroup to integrate fiscal components into the draft LIP
February	<ul style="list-style-type: none"> • Present a draft LIP to the CCP. • Identify a process for CBO and community comments on the draft LIP. 	<ul style="list-style-type: none"> • Feb 3rd – Draft LIP posted on the CCP Web site • Feb 8 – Presentation of the draft LIP at the CCP Meeting
March	<ul style="list-style-type: none"> • Present the LIP to the Board of Supervisors with recommendations for the provision of evidence-based and cost-effective services to the PRCS population. 	<ul style="list-style-type: none"> • March 13 – Presentation of the LIP to the Board of Supervisors