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Proposal 1 - Yolo Restorative Justice Partnership



Request for Funding to Hire a Victim Advocate for the Yolo Restorative Justice Partnership

CCP Mission:

“The mission of the Yolo County Community Corrections Partnership is to protect the public by holding offenders accountable and providing opportunities that support victim and community restoration, offender rehabilitation and successful reintegration.”

Revised CCP Goals:

Goal 1: Ensure a Safe Environment for All Residents and Visitors by Reducing and Preventing Local Crime and Reducing Recidivism

Goal 2: Restore Victims and the Community and Hold Offenders Accountable

Goal 3: Build Offender Competency and Support Community Reintegration

Overview

Yolo County has been at the forefront of restorative justice in diversion since the creation of the Neighborhood Court program (now the Restorative Justice Partnership or “RJP”) in 2013. In alignment with CCP goals, objectives, and strategic plan, Yolo County has also made great strides in expanding diversion eligibility to enable more people to participate through RJP. Victim support is an essential component of the District Attorney’s mission and of restorative justice. To date, victims in RJP cases have been under the caseload of the Victim Services AB 109 advocate. However, the AB 109 advocate is no longer able to handle the complex needs of the expanding RJP caseload in addition to her own expanded role. To ensure continued adherence to the CCP’s objective to “Restore Victims and the Community and Hold Offenders Accountable”, it has become necessary to develop an advocate position specifically assigned to RJP. In partnership with Victim Services, RJP is seeking CCP funding to hire a full-time advocate.

COST ESTIMATE: \$93,049 for annual salary and benefits

TIMEFRAME: continuous

FOCUS AREA: Innovation

METRICS: total RJP referrals, services provided, completion rate for cases with victim participating, victim satisfaction survey results



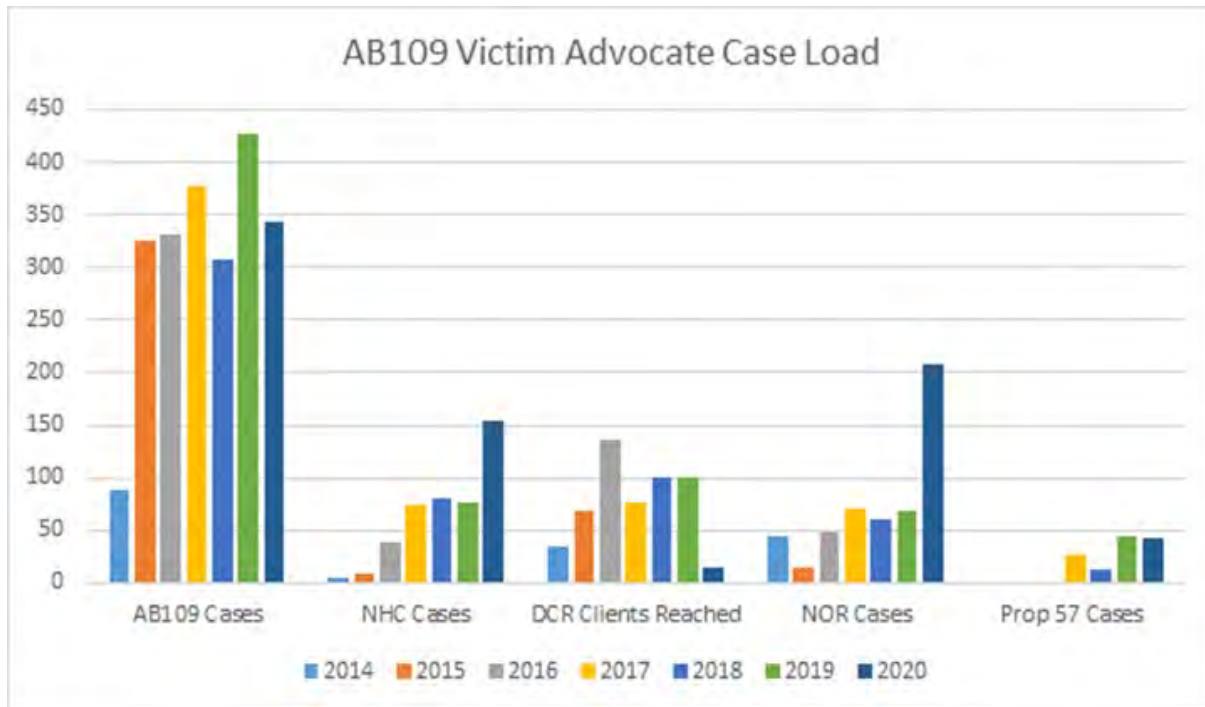
Narrative

Currently, RJP cases with victims are managed by the AB 109 advocate. However, the growing needs of the RJP victim population, and the complex needs of AB 109 position as it was originally envisioned, can no longer be managed by one person. When the DA's AB 109 advocate position was first created in response to the 2011 passage of Assembly Bill 109 (AB 109), known as public safety realignment, it was envisioned as a way to meet the needs of victims in cases affected by realignment and ensure that Yolo County remained in compliance with the state's changes. The original position involved a solid case load with room for innovation and creativity when assisting victims. AB 109 cases, while nonviolent, non-serious, and non sex offender registerable, are important to the victims and communities who are on the receiving end of an offender's actions, and require many of the same services provided to victims of violent crimes. The following is a list of duties that the role of AB 109 advocate was originally designed to handle:

- Filed 1170 (h) eligible cases where some defendants are eligible for resentencing and/or their prison sentences are eligible to be served in a local jail
- Filed cases w/ defendants on Mandatory Supervision and PRCS
- CDCR Notification of Release cases
- Day Reporting Center (DRC) Victim Awareness Class

The existence of the AB 109 advocate ensures that the Victim Services (VS) program is meeting the needs of all victims affected by criminal justice reform. The position has been filled since May 2014. With the continued expansion of realignment and diversion efforts statewide, the AB 109 Victim Advocate position has expanded to provide support and services to crime victims that are not covered by other funding sources and to cases at stages of the criminal justice system not covered by other advocate positions, including:

- Victim Advocate for RJP (Neighborhood Court)
- Training staff and volunteers for RJP (Neighborhood Court)
- Nonviolent Second Striker (NVSS) cases
- Prop 57 cases, where offenders convicted of certain non-violent crimes are considered for parole upon completion of their sentence for the primary offense
- Executive Clemency cases
- AB 2942 which allows for the recall and resentence of a defendant based on the DA's recommendation

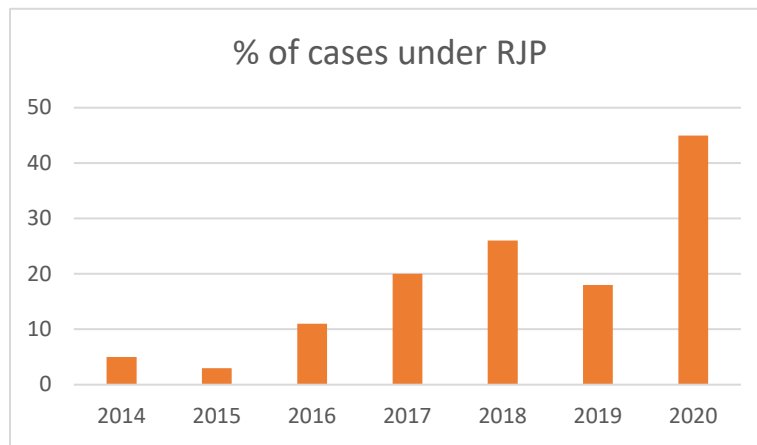


Number of cases handled annually per program by VS AB 109 Advocate

To date, a total of 2,635 new criminal cases have been assigned to this position. This number includes 2,200 AB 109 i.e. county prison eligible criminal cases and cases where the offenders are on an active grant of Mandatory Supervision or Post Release Community Supervision (PRCS) cases that would not have received victim services but for the AB 109 advocate position, and 435 pre-charging and post-charging RJP cases. It also includes 307 California Department of Corrections and Rehabilitation (CDCR) inmate release notifications (i.e. providing notice of the release of inmates from CDCR and connecting victims to the supervising agencies) were handled from 2014 – 2019. In 2020 alone, including expedited and emergency releases due to COVID -19, 208 release notifications were completed. The AB 109 advocate is also responsible providing notice of possible early release from parole and a victims’ right to comment to the Board of Parole for Prop 57 nonviolent offender releases, Executive Clemency cases, and serves as the instructor for the Day Reporting Center (DRC)’s Victim Awareness Class.¹ To date, 532 offenders on probation and parole have attended the Victim Awareness class.

The RJP case load overseen by the AB 109 advocate has seen consistent increases. These increases have not seen correlating decreases in other case areas and responsibilities assigned to this position.

¹ Based on this unique case load, in 2019 the office was selected to present at The National Center for Victims of Crime & The National Crime Victim Bar Association National Training Institute in Denver, Colorado on Victim Services Responses to Criminal Justice Realignment.



Percentage of RJP cases on AB 109 case load by year

RJP affords crime victims a victim-centric versus an offender-centric experience. Rather than having their lives further controlled by the actions of an offender, a victim may decide how much they will participate in how an offender is held accountable. When RJP began, victim cases were rare and sporadic. With time, this has changed and victim cases are becoming the norm. Restorative Justice provides many benefits to both victims and offenders who participate, but it is not an easy path. Participants must be carefully informed about the process to ensure they have an adequate understanding of what it entails. This must be handled with sensitivity, care and patience. Those who chose to participate have agency in how they decide to be involved, and receive dedicated support every step of the way. Victims are guided through restorative justice processes and the advocate will accompany them to the RJP conference.

Restorative Justice is not appropriate in every case, but those who are not properly introduced to the concept by a skilled advocate may miss out on the potential benefit to themselves, the offender, and the community as a whole. Restorative Justice is a vital option in both misdemeanor and felony victim cases, because having the opportunity to hear from the offender allows victims to fill in mental gaps and address emotional impacts in a way that is rarely seen in criminal court. They are able to ask questions directly to an offender, receive answers from the offender, and be reimbursed for crime related expenses by the offender. Victims who choose to participate directly in a face to face meeting with the offender are often relieved that they were able to share their story and hear the offender's, express how they were harmed, and provide input into how to address an offender's choices.

RJP matters typically require more advocate time and engagement than the average misdemeanor handled through traditional prosecution. And as program eligibility has expanded, cases have become increasingly complex, often involving multiple victims, serious injuries, large restitution amounts, and/or felony-level offenses. Providing access to restorative justice options in a wider array of situations empowers more crime victims with the opportunity to address their trauma in a safe and confidential setting without being re-traumatized by having to go through a traditional public prosecution.



The current AB 109 advocate has been invaluable in managing RJP cases in addition to their intended caseload. However, the unique responsibilities of cases moving through the RJP process have grown to necessitate their own dedicated position. An RJP advocate would have a full caseload because there is more than advocacy that is required of that position. Enabling the current AB 109 advocate to focus on AB 109 crimes would ensure that the unique needs of those victims are not overlooked and that they too are provided with the chance for their voices to be heard. Funding the RJP advocate position would provide a sustainable mechanism for ensuring victims of crimes are supported across the board, and that victims in RJP cases are supported in their choice to participate in restorative resolutions that help our entire community move forward in a positive direction.

Victims Services (VS) and the Restorative Justice Partnership (RJP) are united in our continued commitment to support the rights and needs of victims in Yolo County. We are aligned with the Yolo County Community Corrections Partnership (CCP)'s mission to "...protect the public by holding offenders accountable and providing opportunities that support victim and community restoration, offender rehabilitation and successful reintegration", and believe that the application of restorative justice through the Restorative Justice Partnership has been a key factor in Yolo County's progress in reaching the stated objectives. Funding appropriate staffing for these programs will further reflect Yolo County's commitment to the strategic plan, and enable continued success.

Sincerely,

Nicole Kirkaldy

Program Coordinator

Restorative Justice Partnership

formerly Neighborhood Court

Yolo County District Attorney's office

(530) 666 – 8378



Laura Valdés

Victim Services Program Manager

Yolo County District Attorney

301 Second Street Woodland, CA 95695

direct - (530) 666-8207 fax - (530) 666-8205



Proposal 2 - Sheriff's Office

Sheriff's Office In-Custody Program Manager- Treatment Dollars Request

Purpose

The Sheriff's Office is asking for 1 FTE In-Custody Program Manager to plan, develop, organize, and evaluate the functions of educational, rehabilitation programs offered to in-custody persons. This position will ensure programs are evidence-based, evaluated for effectiveness through pre-determined performance measures, as well as the establishment and compliance of program policies and procedures to meet all applicable statutes, standards, legal mandates, court orders and departmental policies. Other job duties will include program development, data collection, grant writing, and forming partnerships with community organizations, county departments, law enforcement agencies and other legal organizations to coordinate and enhance transition opportunities for inmates.

Rehabilitation in the jail setting presents unique problems; specifically, a large population of transitioning offenders combined with the antisocial and uncooperative behavior of many offenders, makes it difficult to provide effective treatment to reduce recidivism. The transitory population in jail makes it difficult to provide continuous and effective treatment during the short duration of most jail terms. Treatment programs that follow the core principles of the Risk-Needs-Responsivity (RNR) model are found to be effective and to significantly decrease recidivism rates. Evidence shows the following are characteristics/principles of effective treatment programs:

- High intensity treatment: how much time a participant receives the program
- Interactive programs that focus on skill building according to offenders needs,
- Includes cognitive-behavioral therapy
- Includes structured curriculum throughout program
- Multiple treatment modalities [e.g. programs that include cognitive behavioral therapy, individual counseling, group counseling, etc.],
- Trained professionals providing treatment,
- Compliance with the risk principle; target high- rather than low risk offenders
- Duration of treatment is associated with effectiveness.

The Sheriff's Office's in-custody programmatic goal is to design a comprehensive and expansive offender program curriculum that will address a multitude of criminological risk factors. Due to the complexity of in-custody programming, this position is not only needed, but essential to a successful in-custody programming. Without an In-Custody Program Manager to guide and lead this difficult task it is unlikely for future in-custody programming will meet Sheriff's Office, Criminal Justice Community, CCP and County goals to reduce recidivism and provide opportunity for significant rehabilitation. It is also imprudent to invest in programming without a qualified position to manage, assess and determine success or failure.

The immediate need and responsibilities of the In-Custody Program Manager are to:

- Identify Inmate Programming Need- Average length of stay, mental illness, drug/alcohol, job skills, education, etc...
- Categorize and Evaluate current jail programs- determine what gaps exist
- Form Committee with partners to solicit input (Probation, HHSA, Public Defender, DA, Community Based providers)
- Identify limitations of jail programming (space, length of stay, mixing classifications, etc....)
- Research Best Practices- Coordinated Reentry Plan- Evidence based practices (use Results First National Clearing House, include metrics in contract to assure program fidelity, etc...)
- Propose short- and long-term plan for programming
- Identify possible funding sources and service providers

On-going responsibilities of the In-Custody Program Manager include, but are not limited to:

- Coordinate programs to expected length of stay and risk level. Develop separate programs for inmates who are likely to be in custody for less than 30 days. Research has shown that behavioral change for inmates at a medium or high risk of reoffending takes at least 100-200 hours. In Order to achieve the greatest outcomes, the In-Custody Program Manager will help create and manage behavioral change programs on those who will be in custody long enough to benefit from such programs.
- Continue to assess inmate population's key criminogenic needs. The In-Custody Program Manager will assure that new programs in place are addressing the 4 most important criminogenic needs- history of anti-social behavior, anti-social personality, anti-social cognition and anti-social associates.
- Implement evidence based best practices in all program areas.
- Provide oversight and advice on program planning, project development and program management

CCP Strategic Plan

Funding a full time In-Custody Program Manager aligns with the Sheriff's Office Long Range Goals, Yolo County's 2020-2021 Strategic Plan priorities and the CCP's Strategic Plan as evidenced below.

- *Sheriff's Office- 19/20 Long Range Goals to the BOS- Expand in-custody evidence-based programming and create an integrated reentry strategy with our law enforcement and community partners.*

- *Yolo County 2020-2021 Strategic Plan 2020 Priorities- Utilize an evidence based approach to determine the types of in-custody programming that will decrease recidivism and can be included in the new jail expansion space.*
- *CCP 2019-2022 Strategic Plan Goal 3, Objective 3a- “Expand the use and availability of evidence based in-custody programming to offenders.”*

Cost Estimate

Year 1- \$149,972 at step 3. With a \$50k general fund contribution the CCP treatment dollar ask is \$99,972

Year 2- \$157,470 at step 4. With a \$50k general fund contribution the CCP treatment dollar ask is \$107,470

Year 3- \$165,343 at step 5. With a \$50k general fund contribution the CCP treatment dollar ask is \$115,343

The 1 FTE In-Custody Program Manager salary and benefits costs are based on the current HHS Program Coordinator position. This position most closely matches the essential functions and job duties expected of the In-Custody Program Manager. The Sheriff’s Office requested and received \$50k in the FY21/22 budget for in-custody program consulting. If awarded treatment dollars to fund this position full time, the Sheriff’s Office will contribute the consulting dollars to the total cost of this position. It is not known at this time, if the general fund dollars will continue to be budgeted towards in-custody program consulting, however it does fall within the County’s strategic plan and objectives.

Timeframe

Annual on-going costs. If funded, the Sheriff’s Office will work with County staff to create and fill the position as soon as possible.

Outcomes/Metrics

The funding of this position itself, does not lend to collecting metrics on. However, a primary role of this position will be to collect performance measures and data on in-custody programming. This position will establish clear, consistent, and regularly reported performance measures for organizations and providers proposing in-custody programs. The In-Custody Program Manager will assure performance measures are included in all contracts. Measures should include both uniform measures that are consistent across all programs as well as program-specific measures. Uniform outcome measures developed and monitored by this position include:

- Recidivism
- Criminogenic Needs Assessment
- Hours of Structured Programming per Week
- Number of Inmate Conduct or Rule Violations
- Client Satisfaction Survey
- Post-Release Service Use and Outcomes
- Completion of Case Plan
- Quality of Case Plan

The In-Custody Program Manager will develop program-specific metrics in collaboration with the service providers. The Program Manager will then require service providers to submit a logic model outlining the causal elements of the program that lead to the desired outcomes. The program-specific measure should be based on each program's logic model.

Proposal 3 - Sheriff's Office

Sheriff's Office Expansion of Medication Assisted Treatment (MAT) Program

Timeframe

Ongoing annual program

Purpose Statement

To expand the in-custody MAT program in partnership with Wellpath and to provide seamless care upon release by partnering with Communicare.

In February 2019, Yolo County Sheriff Department in collaboration with the California Forensic Medical Group (CFMG)/WellPath, CommuniCare Health Centers (CCHC), and HHSA, launched a small pilot Vivitrol program for in-custody clients. With limited funding and no commitments beyond the pilot, project partners implemented the pilot due to the evident need for more in custody MAT services and the opportunity to learn valuable lessons in the process of providing such services. In order to meet this need and with the overall intention of reducing recidivism and improving lives, the program must increase staffing support. In this proposal, we will demonstrate how CCP treatment funding can address the critical need of staff support which includes the custody staffing time for observation of medication dispensed to clients, increased staffing for CFMG/WellPath to support the medication and treatment needs while in custody, and CommuniCare staffing needs to enhance reentry connections. Yolo County identified three primary service gaps that CCP Treatment dollars would directly address: 1-There is currently not enough staffing capacity with CFMG/WellPath to provide education for clients in custody about medications or MAT services available in custody. 2-There is currently not enough custody staffing capacity to ensure security/diversion concerns are addressed with increased MAT medication delivery. 3-There is currently not enough staffing capacity with CommuniCare's Transitions of Care program to support the needs.

Need

As part of the MAT Learning Collaborative, Yolo County partners began collecting and reviewing data on our in-custody MAT programming in May 2019. Data is, and will continue to be, collected on a monthly basis for the average daily population (ADP) of the jail, total number of individuals on withdrawal protocols, demographic breakdown, any clients withdrawn from methadone, buprenorphine or naltrexone, clients continued on methadone, buprenorphine or naltrexone, those inducted on methadone buprenorphine or oral naltrexone, and those receiving vivitrol injections.

This data shows that between May 2019 to February 2020, a total of 527 individuals were on withdrawal protocols based on their intake assessment indicating the need for detox or monitoring. During this same time period, an average of 2.5 individuals per month received MAT medication support of any type. While we recognize that not everyone on withdrawal protocols will want to start MAT medication in custody, all partners are committed to ensuring a higher outcome than our current average of 10% is achieved.

From that data, we have seen an average of 24 individuals per month on withdrawal protocol with a peak of 38 and a low of 16. During this same time frame, the average number of clients per month receiving MAT medication has been 2.4 with a peak of 10 and a low of 0. While the average daily population since March 2020 has declined 37% (332 to 210) due to COVID-19, the average number for

those on withdrawal protocol only dropped 8% (24 to 22) and the average receiving MAT medication only reduced slightly to 2.25 per month.

Program Description

The target population for this project includes those who enter custody and are placed on withdrawal protocol. Being placed on withdrawal protocol is based on an individual's substance use information at the time of entry to custody. The CCP Treatment funded program will focus on increasing the numbers served with a goal of serving 15 individuals at any given time, an increase from an average of 2.4 since May 2019. Project partners believe that increased education regarding medications available will be critical to increasing the numbers served by the RSAT program.

While classification issues may restrict the total number of individuals who can participate in any given group counseling, having a dedicated correctional officer to provide support for medication distribution to a variety of classifications in custody will allow for the maximum number of individuals to be served. Additional WellPath positions will also provide flexibility to serve different populations by allowing for different group sessions or individual sessions to occur when warranted.

The in-custody portion of the program, provided by Wellpath will include screening all individuals for substance use disorder; continuing and initiating individuals on MAT while incarcerated; offering mental health services to include individual and group counseling support; and facilitate a post-release linkage to Communicare's MAT program for continuity of services.

Communicare hosts a Transitions of Care program, which is focused on specifically navigating clients leaving institution to ongoing care such as primary care, SUD, behavioral health and any services needed for clients' success in stabilizing in the community. Communicare will leverage funding for the expanded MAT program, as well as existing and ongoing behavioral health services and intend, with this funding, to add and complement existing services. Part of the proposed expansion of services will include a full-time Mental Health Clinician to focus on reentry to the community and linkages to outpatient MAT treatment. This position would be included in CommuniCare's leveraged program, Transitions of Care, however specifically and intentionally focused on individuals leaving incarceration who are needing MAT after-care and ongoing community SUD treatment.

It is anticipated that Communicare will serve a maximum of 60 unique individuals in a given year through the program. This proposal includes staffing needed to support 15 program participants at any one time, with inductions being capped at 20/month. While the average length of stay is dependent on many factors (e.g. court processes and severity of charge), we are targeting an average length of programming in custody at 90 days. This would allow a maximum of 9 months during reentry planning and coordination/support in the community. Thus, ensuring the 12 months of overall programming limit is not reached. Coordination between CFMG/WellPath and CCHC staff will occur regarding length of stay in each component. Given the targeted lengths described above, new participants would be added as others transition out of custody, and as the reentry team successfully links, connects, and supports individuals to the ongoing appropriate community supports.

CCP Strategic Plan goals and objectives that this project directly aligns with:

- Goal 1, Objective 1a- “Work with the Criminal Justice continuum of Care Work Group to build a comprehensive continuum of substance abuse services and improve mental health and substance use provision”
- Goal 3, objective 3a- “Expand the use and availability of evidence based in-custody programming to offenders.”

Outcome/Metrics to be Tracked

The main focus of the STR Opioid Grant MAT Expansion Project is to expand the availability of MAT treatment for in-custody clients that are in need of referrals, counseling, education tools, discharge planning, and linkage to behavioral health treatment when discharged. will be measured in a Results Based Accountability (RBA) framework. RBA categorizes improvements by asking 3 performance questions: “How much did we do?”, “How well did we do it?” and “Is anyone better off?” to allow for both quantitative and qualitative measures.

PM1: How much did we do?

- | | |
|------------|---|
| 1.1 | # of unduplicated clients provided in custody services (education, counseling, medication dosing, connection to reentry team) |
| 1.2 | # of unduplicated clients served by CommuniCare’s reentry position |

PM2: How well did we do it?

- | | |
|------------|---|
| 2.1 | % of referrals who enrolled in the program |
| 2.2 | % of clients followed up by reentry position within 24-hours from release during business hours |

PM3: Is anyone better off?

- | | |
|------------|--|
| 3.1 | # & % of enrolled clients who successfully linked to substance use services post-custody release |
| 3.2 | |

3.3

& % of enrolled clients who successfully linked to medication assisted treatment post-custody

and % of clients who reported a reduction in incarceration days while in post-custody treatment compared to prior 6 month period

Cost Estimate

1 FTE Correctional Officer	\$129,434	
Wellpath In-Custody Treatment	\$214,359	
CommuniCare Out of Custody Treatment	\$118,902	
	\$462,695	Total Program Annual Cost

Explanation of Costs

The Yolo County Sheriff's Office would require 1 FTE Correctional Officer to work on the MAT Program, The Correctional Officer would accompany medical care staff during the screening process, medication distribution, transport to counseling and any other treatment options of up to 15 program participants in custody at any one time and capped at 20 per month. The salary and benefits of one Correctional Officer is \$129,434.

California Forensic Medical Group (CFMG)/WellPath will provide the in-custody portion of the RSAT program. The medical staff will work with the Yolo County Sheriff's Office to evaluate and enroll potential program participants, distribute and supervise medication, conduct counseling and conduct any other treatment options of up to 15 program participants in custody at any one time and capped at 20 per month. CFMG/WellPath would require \$214,359 to fund staffing and other program costs. Of the \$214,359, \$191,173 would pay for the salary and benefits of 0.20 FTE Nurse Practitioner (\$52,805), 0.25 FTE RN MAT Program Coordinator (\$45,379), 0.20 FTE Substance Abuse Counselor (\$30,996), and 0.40 FTE Discharge Planner (\$61,993). The remaining costs would cover Medication (\$6,441), Laboratory, Drug Screening and Supplies (\$14,779) and Administrative Supplies (\$1,966). Please see the attached CFMG proposal for reference.

CommuniCare Health Centers (CCHC) will provide the outpatient portion of the RSAT program. When the program participants are released from custody, CCHC will continue to distribute and supervise medication, conduct counseling and conduct any other treatment options of up to 15 program participants in custody at any one time and capped at 20 per month. CCHC will coordinate with CFMG/WellPath on the individual needs of program participants after their release. CCHC would require \$118,902 to fund staffing and other program costs. Of the \$118,902, \$94,644 would pay for the salary and benefits of 0.05 FTE Transitions of Care Manager (\$4,290), 1.00 FTE Behavioral Health Clinician

(\$87,776), and 0.05 FTE Contracts Billing Specialist (\$2,578). The remaining costs would cover Office Expenses (\$605), Communication (\$880), Mileage Reimbursement (\$6,727), Laptop (\$1,300), Training and Development (\$550) and Administrative Costs for staffing (\$14,197).



March 31, 2021

Brain Vaughn, Public Health Director
Yolo County Health & Human Services Agency
625 Court Street
Fairfield, CA 94533

RE: Proposed Costs for the Residential Substance Abuse Treatment (RSAT) Program Grant Proposal

Dear Mr. Vaughn:

California Forensic Medical Group, Inc. (CFMG) is proud to partner with the County of Yolo, and we strive to provide quality services that exceed your expectations. We understand Yolo County is applying for a Residential Substance Abuse Treatment (RSAT) Program grant from the Board of State and Community Corrections. As your partner, we are pleased to submit the enclosed proposal to support the County's grant application.

Medication Assisted Treatment (MAT)

Medication Assisted Treatment (MAT) refers to using FDA-approved medications, in combination with counseling and behavioral therapies, to treat substance use disorders as a medical disorder. We are passionate about the benefits of MAT, and we are a leader in MAT programs for addiction treatment and recovery within correctional facilities. We currently provide MAT for opioid addiction and other substance use disorders in more than 70 correctional facilities. Our team includes 150 healthcare providers who possess their DEA-X waiver, and some have presented nationally on this topic. Wellpath aims to provide a consistent, reliable continuum of care for patients suffering from Substance Use Disorder (SUD) throughout their incarceration experience and beyond.

The staffing needed for this program depends on the number of patients. We designed our proposal for a maximum of 15 patients receiving daily medication. Should the program requirements or the number of MAT participants change, we will re-evaluate and adjust staffing as needed. Initially, our proposed staffing plan included an LVN for dosing. We have removed the LVN from the revised staffing plan with the understanding that we will receive additional officer support to allow us to complete our regular medication dosing lines and the MAT dosing lines. The following matrix demonstrates the revised proposed staffing for the Yolo County MAT program.

Wellpath Yolo County, CA MAT - 15 ADP Day Shift									
POSITION	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Hrs/WK	FTE
Nurse Practitioner			8					8	0.200
RN MAT Program Coordinator		5		5				10	0.250
Substance Abuse Counselor		8						8	0.200
MH Professional/Discharge Planner		8		8				16	0.400
Total Hours/FTE - Day								42	1.05
TOTAL HOURS/FTE - WEEKLY								42	1.05



Cost Overview

The following table shows the staffing costs per position.

Position	FTEs	Hours	Est. Cost
Nurse Practitioner	0.20	8	\$52,805
RN MAT Program Coordinator	0.25	10	\$45,379
Substance Abuse Counselor/MHP	0.20	8	\$30,996
MHP/Discharge Planner	0.40	16	\$61,993
Staffing Total	1.05	42	\$191,173

In addition to staffing, the MAT program costs include medications, laboratory tests, and administrative costs. The following table shows the other MAT Program costs.

MAT Program Costs	Est. Cost
Medications	\$6,441
Laboratory, Drug Screenings, and Supplies	\$14,779
Administrative (Office Supplies, DEA-x Waiver, etc.)	\$1,966
Total	\$23,186

Cost Summary

Item	Monthly Price	Annual Price
Staffing	\$15,931.08	\$191,173.00
Medications	\$536.75	\$6,441.00
Laboratory, Drug Screenings, and Supplies	\$1,231.58	\$14,779.00
Administrative (Office Supplies, DEA-x Waiver, etc.)	\$163.83	\$1,966.00
Total	\$17,863.25	\$214,359.00

Thank you for your consideration and the opportunity to support this opportunity at the Yolo County Jail. Should you have any questions, please do not hesitate to contact CJ Whitfield, Director of Partner Services, at 615-312-7274.

We are the right people, always striving *to do the right thing*. We appreciate our partnership and look forward to continued success working together.

Sincerely

Amanda Gibson
Regional Vice President

Cc: CJ Whitfield, MPH, Director of Partner Services
Adolfo Cisnero, MPH, CCHP, Senior Director of Contract Retention

Proposal 4 - Probation Department



COUNTY OF YOLO

PROBATION DEPARTMENT

Community Corrections

725 Court Street, Woodland CA 95695
(530) 406-5320, FAX (530) 661-1211
Email: Probation@YoloCounty.org

Dan Fruchtenicht
Chief Probation Officer

Yolo County Community Corrections Partnership (CCP)

**Juvenile Detention Facility
Superintendent**
Oscar Ruiz

Proposal Title:

Vocational Development Services

**Probation Division
Manager of Operations**
Rachelle Gayton

Submitting Agency:

Yolo County Probation Department

**Probation Division
Manager of Administration**
William Oneto

Proposal Purpose/Alignment with the CCP Strategic Plan and Draft CCP Budget Policies:

**Manager of Operations
and Strategy**
Beth Gabor

Fiscal Administrative Officer
Laura Liddicoet

Background

**Departmental Human
Resources Coordinator**
Lisa McLandress

For the past decade, vocational development services have been provided by a single vendor to adult clients of the Probation Department, Sheriff's Office, and the Day Reporting Center. These services have been funded through the Probation Department's operational budget.

Probation Offices

725 Court Street
Woodland CA 95695
(530) 406-5320
FAX (530) 661-1211

500-A Jefferson Boulevard
Suite 100
West Sacramento CA 95605
(916) 375-6418
FAX (916) 375-6420

The COVID-19 pandemic has increased Yolo County's unemployment rate from 4.3% in July of 2019 to 6.1% in June of 2021 ([California Employment and Development Unemployment Rates, Labor Force](#)) – a 41% increase in those seeking employment. For those re-entering from custody, the employment disparity is always greater and now further compounded with COVID-19 impacts. Despite these challenges, client participation in vocational services has declined. This is believed to be due to limited vocational training options provided by a single vendor.

Juvenile Detention Facility

2880 East Gibson Road
Woodland CA 95776
(530) 406-5300
FAX (530) 669-5802

Given growing unemployment, reduced usage of single vendor vocational services and rising vendor costs, the department is exploring alternative options to provide vocational development services which are better targeted to meet the needs of the Adult/AB 109 population.

Alternative Sentencing Program

250 West Beamer Street
Woodland CA 95695
(530) 406-5304
FAX (530) 669-5802

Proposal

The Probation Department intends to leverage existing partnerships with HHS's Workforce Investment Board to revamp the vocational development services program. It is believed such a partnership will assist the department in planning and ultimately expanding the array of vocational services provided to meet client needs and interests. Once the partnership is developed and the revamped program

outlined, the department will bring a finalized plan for use of these funds to the CCP for approval prior to launch.

CCP Strategic Plan Alignment

The CCP Strategic Plan places emphasis on re-entry planning, client education and employment for clients both in-custody and within our communities. Objectives and actions under Goals 1 and 3 specifically call for targeted vocational and educational services through additional strategic planning and an expansion of educational services:

Goal 1/Objective 1a/Action 3: Research ways to address probationer needs, such as employment and medical services.

Goal 1/Objective 1e: Implement research-based prevention and educational programs.

Goal 3/Objective 3a: Expand the use and availability of evidence based in-custody programming to offenders.

Draft CCP Budget Policies

In alignment with the CCP's proposed budget policies, Probation agrees to work with all partners involved to gather the outcomes and metrics described below.

Proposed Cost of the Initiative

The department is requesting appropriation of \$40,000 for fiscal year 2021-22.

Timeframe of Initiative

1 year (July 1, 2021-June 30, 2022).

Funding Source Requested

Treatment Funds

Outcomes/metrics Tracked by Probation for CCP Reporting

Probation agrees to work with all partners involved to gather the following information related to data and outcomes:

1. Number of referrals to vocational/educational services quarterly, by agency
2. Average daily attendance for the quarter, by referring agency
3. Number of clients completing the program quarterly, by referring agency
4. Number of clients successfully employed quarterly, by referring agency
5. Annual recidivism review of enrolled clientele using local definition of recidivism

Proposal 5 - Probation Department



COUNTY OF YOLO PROBATION DEPARTMENT

Community Corrections

725 Court Street, Woodland CA 95695
(530) 406-5320, FAX (530) 661-1211
Email: Probation@YoloCounty.org

Dan Fruchtenicht
Chief Probation Officer

Yolo County Community Corrections Partnership (CCP)

**Juvenile Detention Facility
Superintendent**
Oscar Ruiz

Proposal Title:

Fiscal Support

**Probation Division
Manager of Operations**
Rachelle Gayton

Submitting Agency:

Yolo County Probation Department

**Probation Division
Manager of Administration**
William Oneto

Proposal Purpose/Alignment with the CCP Strategic Plan and Draft CCP Budget Policies:

**Manager of Operations
and Strategy**
Beth Gabor

Fiscal Administrative Officer
Laura Liddicoet

Background

**Departmental Human
Resources Coordinator**
Lisa McLandress

In recent months, the CCP has adopted a percentage-based budget model and intends to adopt budget policies aligned with that model, as well as the CCP and County Strategic Plans, at their August 9 meeting. While the percentage-based budget model will simplify one aspect of the CCP budget process, the proposed budget policies include increased fiscal management and reporting requirements. If the budget policies are adopted, these additional requirements would include: facilitation of CCP Reserve transfers; departmental and Community-Based Organization reimbursement transfers; departmental rollover facilitation; facilitation of the annual budgeting process, including revenue projections and revisions; quarterly fiscal reporting to the CCP Executive Committee; and any other fiscal assignments requested by the CCP.

Probation Offices

725 Court Street
Woodland CA 95695
(530) 406-5320
FAX (530) 661-1211

500-A Jefferson Boulevard
Suite 100
West Sacramento CA 95605
(916) 375-6418
FAX (916) 375-6420

Proposal

Juvenile Detention Facility

2880 East Gibson Road
Woodland CA 95776
(530) 406-5300
FAX (530) 669-5802

As the CCP Chairing Department, the Probation Department is requesting appropriation of CCP Administration funds to fund one-half of the Probation Department Fiscal Administrative Officer's (FAO) annual salary.

Alternative Sentencing Program

250 West Beamer Street
Woodland CA 95695
(530) 406-5304
FAX (530) 669-5802

The FAO would assume responsibility for: facilitation of CCP budget reporting and invoicing, including quarterly budget updates; coordination of revenue projections and revisions in collaboration with the Department of Financial Services (DFS); necessary financial transfers and transactions on behalf of the CCP; facilitation of the rollover process, including regular review and monitoring of individual departmental CCP fund balances; and preparing necessary reports for CCP review. The FAO would also be available to research, project, analyze and

facilitate any other fiscal requests or concerns the CCP may have during the fiscal year.

As the department's CCP fiscal support may not equate to one-half of the FAO's time, the FAO will time-study all time spent on the above tasks and only time-studied billable time will be reimbursed by the CCP.

CCP Strategic Plan Alignment

While fiscal support is not explicitly referenced in the CCP Strategic Plan, the Mission of the CCP is "to protect the public by holding offenders accountable and providing opportunities that support victim and community restoration, offender rehabilitation and successful reintegration." By providing dedicated fiscal support to the CCP, it is our belief that the partnership will be able to focus more on its mission, and less on fiscal management and oversight.

Draft CCP Budget Policies

This request is in alignment with the CCP's proposed budget policies. These policies clearly describe the CCP's vision for financial management. Probation agrees to work with all partners involved to gather the outcomes and metrics described below.

Proposed Cost of the Initiative

The department is requesting appropriation of \$94,425 for fiscal year 2021-22; however, the department will bill only for time actively spent on the tasks and responsibilities outlined in the CCP proposed budget policies (or assignments clearly directed to staff by the CCP).

Timeframe of Initiative

1 year (July 1, 2021-June 30, 2022).

Funding Source Requested

Administration Funds

Outcomes/metrics Tracked by Probation for CCP Reporting

Probation agrees to work with all partners involved to gather the following information related to data and outcomes

1. Quarterly financial reporting for all CCP partners, in addition to other fiscal reporting requested by the CCP
2. Facilitation of annual budgeting process, including revenue projections/revisions and coordination with DFS on issues pertaining to CCP finances
3. Coordination and facilitation of CCP Year-End Accounting process, including rollover, reserve transfer(s) and fund balance adjustments
4. Other requests made by the CCP

Proposal 6 -Restorative Justice Partnership Program

Proposal title- Increasing Participation in the Restorative Justice Partnership (RJP) Program

Proposal purpose and alignment with the CCP Strategic Plan and draft CCP budget policies

This proposal meets the following goals and objectives as described in the 2019-2022 CCP Strategic Plan.

- Goal 1: Ensure a Safe Environment for All Residents and Visitors by Reducing and Preventing Local Crime and Reducing Recidivism
- Goal 2: Restore Victims and the Community and Hold Offenders Accountable
- Goal 3: Build Offender Competency and Support Community Reintegration

Objectives:

- Expand the use of restorative justice programs.

Data shows that when implemented with integrity and adherence to Restorative Justice values and principles, recidivism rates for offenders are lower than those rates when participating in the traditional court processes. Additionally, when Victims are invited and engaged in a timely manner for participation in an RJ process, their satisfaction with that process is positive. Finally, when offenders are appropriately engaged for an RJ process, their taking responsibility for their action is the first step in their participation.

Restorative Justice can be utilized as a means of diversion, and as a means of rehabilitation. This bodes well for the use of this practice for offenders with previous criminal history to build their understanding of their behavior and therefore build competency in how to behave more positively in the future.

YCRC has worked with the DAs office on their RJP program (formerly known as Neighborhood Court) since its inception. In that time, the program has evolved as we learn how to best implement the RJ principles and values. The identified next step in the evolution of RJP it to improve the intake process for both referred parties, (offenders) and affected parties (victims) and therefore allow for those participants to benefit from their experience.

Cost estimate for the program - \$25,000

Timeframe for the program – Annual

Request for Treatment or Innovation – This is a request for Innovation Funding

Any outcomes/metrics anticipated to be tracked as part of the program that enact the CCP Strategic Plan

This proposal is in line with the Goals and Objectives of the CCP 2019-2022 Strategic Plan as listed above. As a demonstration of outcomes, YCRC will track the following:

- YCRC will track the participation in Restorative Justice Partnership (RJP) by both referred parties, (offenders) and affected parties (victims) By improving the intake process and

engagement with DA staff, YCRC will measure how participation is affected by managing the intake process with the principles and values that are critical to any Restorative Justice program.

- YCRC will also work with the DA's office to track the satisfaction of all participants (direct victim/indirect victim/offender) to better understand the impact of participation.

Proposal 7 - Health and Human Services Agency

CCP Proposal – Health & Human Services Agency Treatment

Overview

Health & Human Services is recommending CCP share in the cost of implementation of the Crisis Now Model (please see below for flyer). Crisis Now aligns with Intercept One of the Sequential Intercept Map and is inline with priorities set by the County Strategic Plan, CCP and our community. Specifically, the funding for Crisis Now will support operations for the 24/7 crisis receiving/sobering center.

Additional funding sources include health systems, cities, state and federal funding. The benefits of this portion of the model to CCP is that law enforcement will have a safe drop off location for individuals struggling with mental health or substance induced crises other than emergency departments and/or the jail. This facility will operate as a sobering center in addition to having crisis chairs and short-term beds.

Health & Human Services is also recommending building behavioral health supports in custody. These supports would include a 10 bed in custody substance abuse treatment option for individuals who are in custody for longer than 90 days who would benefit from substance abuse treatment. SCOE would be the recipient of funds and staff the treatment provision.

In addition to these services, HHSA proposes two positions, to assist with treatment coordination and discharge planning for those in custody. These two positions are in line with intercepts 3 & 4 and were prioritized in our Sequential Intercept Mapping exercise with CCP and our community. We would recommend these positions be county positions either reporting through Sheriff's department or HHSA.

This request would fulfill needed services that also seek to progress the CCP Strategic Plan. Specifically, this funding would advance all three Goals of the CCP Strategic Plan and the following specific objectives:

- 1a Work to build a comprehensive continuum of substance abuse services and improve mental health and substance abuse service provision.
- 1d Incorporate outcome-driven decision making by implementing current research and evidence based-practices.
- 1e Implement research-based prevention and educational programs.
- 3a Expand the use and availability of evidence based in-custody programming to offenders.
- 3d Safely reduce the number of people with mental illness in the jail system.

Budget

Item	Cost
Crisis Now Model (Intercept One)	\$293,466
In-Custody SUD Treatment	\$250,000
DC Planner	\$100,000
Treatment Coordinator	\$100,000
Total	\$743,466

These costs are anticipated as annual, ongoing costs to be included with the CCP budget. Below are the performance measurements and outcomes associated with the pieces of this proposal.

Crisis Now Performance Measurements

PM1: How much did we do?

- 1.1: Total # of unduplicated clients serve
- 1.2: Total # of Co-Responder Clinician responses
- 1.3: # and % of clients referred by each referral source (Law Enforcement Agency, Family/Self, HHSA/community MH or SUD provider, Other)
- 1.4: # and % of clients referred for each of Crisis, Mental Health needs, Substance Use Disorder needs, or Other
- 1.5: Total # of minutes spent providing training or presentations/consulting/reviewing holds written with Law Enforcement personnel
- 1.6: Total # of minutes spent providing training or presentations/consulting/reviewing holds written with Law Enforcement personnel.

PM2: How well did we do it?

- 2.1: Average Clinician response time (from request notification to initial in-person contact with client, in minutes)
- 2.2: Average Clinician time spent on scene (in minutes)
- 2.3: Average law enforcement officer wait time for Clinician response (in minutes)
- 2.4: Law enforcement personnel satisfaction with Co-Responder project services

PM3: IS ANYONE BETTER OFF?

- 3.1: # and % of clients served who were NOT placed on an involuntary hold
- 3.2: # and % of clients served who were NOT arrested/taken to jail
- 3.3: # and % of client served who were linked to an HHSA/community provider mental health and/or substance use provider
- 3.4: # and % of clients referred to an HHSA/community provider for homeless services

Crisis Now Outcomes Tracked

- Population Census
- ALOS of Acute Inpatient
- Acute Inpatient Readmission Rate
- Acute Bed Occupancy Rate
- Avg. Cost of Acute Bed / Day
- Diversion Rate of Crisis Fac. (from Acute)
- ALOS of Crisis Subacute Bed
- Crisis Facility Readmission Rate
- Crisis Subacute Bed Occupancy Rate
- Avg. Cost Per Crisis Subacute Bed Per Day
- Rate of Escalation to Subacute Bed
- ALOS of Crisis Observation Chairs
- Crisis Bed Occupancy Rate
- Avg. Cost Per Crisis Bed/Chair Per Day
- Diversion Rate of Mobile (from Crisis Fac.)
- Cost Per Mobile Team

SUD Performance Measurements

As with all contracts under SUD, the programming sought after with CCP funding would be subject to all the performance measurements that HHSA uses. The following form is the standardized method for tracking information and the timing in which that information is being tracked.

SUBSTANCE USE TREATMENT	Health and Human Services Agency	Ian Evans x8297
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PROGRAM PURPOSE STATEMENT	Decrease incidences of substance abuse, reduce incarceration, and improve the quality of life for beneficiaries.
PROGRAM INFORMATION	Outpatient, Intensive Outpatient, Case Management, Physician Consultation, Residential Treatment, Withdrawal Services, and Transitional Living for any eligible Yolo County resident who has been referred to treatment through an authorized Yolo County Substance Use Access Point, or through the Sheriff Department for Electronic Monitoring beneficiaries. Services can include individual and group counseling, drug testing, care coordination for level of care placement, linkage to other necessary services, oversight of complicated co-morbid or co-occurring beneficiary cases, and a safe and secure place to live while receiving other services when appropriate.

PM1: HOW MUCH DID WE DO?

1.1	<i>Bi-Annually Reported</i> <ul style="list-style-type: none"> • Number of Beneficiaries • Demographics: <ol style="list-style-type: none"> 1. Age 2. Gender 3. Race/Ethnicity 4. Disability 5. Culture
1.2	<i>Bi-Annually Reported</i> Number of referrals/ coordination for other services and referral dispositions
1.3	<i>Bi-Annually Reported</i> Number of referrals/ coordination to/with other substance use disorder providers for continued care
1.4	<i>Bi-Annually Reported</i> Number of referrals/ coordination to/with other substance use disorder providers for continued care
1.5	<i>Bi-Annually Reported</i> Number of total beneficiaries who completed their treatment episode

PM2: HOW WELL DID WE DO IT?

2.1	<i>Bi-Annually Reported</i> <ul style="list-style-type: none"> • Number of Beneficiaries satisfied with services provided • Percentage of beneficiaries satisfied with services provided
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	<p>(As collected by question #1-3 on the Consumer Perception Survey)</p> <ol style="list-style-type: none"> 1. I like the services that I received here 2. If I had other choices, I would still get services from this agency <ol style="list-style-type: none"> 1. I would recommend this agency to a friend or family member
2.2	<p><i>Annually Reported</i></p> <ul style="list-style-type: none"> • Number of beneficiaries satisfied with access and services provided based on Drug Medi-Cal Organized Delivery System (DMC-ODS) Treatment Perception Survey (TPS). • Percentage of beneficiaries satisfied with access and services provided based on Drug Medi-Cal Organized Delivery System (DMC-ODS) Treatment Perception Survey (TPS). <p>(As collected by TPS Survey – HHSa Reportable Data)</p>
2.3	<p><i>Bi-Annually Reported</i></p> <ul style="list-style-type: none"> • Initiation Rate <ol style="list-style-type: none"> 1. Number of beneficiaries who receive at least one (1) service (individual, group, collateral, or case management) within fourteen (14) days of a diagnosis being established by your facility. 2. Percentage of beneficiaries who receive at least one (1) or more services (individual, group, collateral, or case management) within fourteen (14) days of a diagnosis being established by your facility.
2.4	<p><i>Bi-Annually Reported</i></p> <ul style="list-style-type: none"> • Engagement Rate <ol style="list-style-type: none"> 1. Number of beneficiaries who receive at least two (2) or more services (individual, group, collateral, or case management) within thirty (30) days of a diagnosis being established by your facility. 2. Percentage of beneficiaries who receive at least two (2) or more services (individual, group, collateral, or case management) within thirty (30) days of a diagnosis being established by your facility.
2.5	<p><i>Bi-Annually Reported</i></p> <ul style="list-style-type: none"> • Retention Rate: <ol style="list-style-type: none"> 1. Number of beneficiaries who stayed for a minimum of two weeks that completed their entire treatment episode 2. Percentage of beneficiaries who stayed for a minimum of two weeks that completed their entire treatment episode.
2.6	<p><i>Bi-Annually Reported</i></p> <ul style="list-style-type: none"> • Number of beneficiaries who were satisfied with access to services. • Percentage of beneficiaries who were satisfied with access to services <p>(As collected by question #4-8 on the Consumer Perception Survey)</p> <ol style="list-style-type: none"> 1. The location of service was convenient (parking, public transportation, distance, etc.) 2. Staff were willing to see me as often as I felt it was necessary 3. Staff returned my calls within 24 hours 4. Services were available at times that were good for me 5. I was able to get all the services I thought I needed.

PM3: IS ANYONE BETTER OFF?

3.1	<p><i>Bi-Annually Reported</i></p> <ul style="list-style-type: none">• Number of beneficiaries reporting a reduction in substance use at completion of the program, and• Percentage of beneficiaries reporting a reduction in substance use at completion of the program
3.2	<p><i>Bi-Annually Reported</i></p> <ul style="list-style-type: none">• Number of beneficiaries reporting a reduction in days incarcerated while in treatment, compared to the previous 6 months• % of beneficiaries reporting a reduction in days incarcerated while in treatment, compared to the previous 6 months.
3.3	<p><i>Bi-Annually Reported</i></p> <ul style="list-style-type: none">• Percentage reduction of days incarcerated during treatment (1- days incarcerated in treatment/days incarcerated 6 months prior to treatment)
3.4	<p><i>Bi-Annually Reported</i></p> <ul style="list-style-type: none">• Percentage of clients reporting an improvement in outcomes as a result of receiving these services (<i>as collected by questions 21-28 on the Consumer Perception Survey</i>):<ol style="list-style-type: none">1. I deal more effectively with daily problems2. I am better able to control my life3. I am better able to deal with crisis4. I am getting along better with my family5. I do better in social situations6. I do better in school and/or work7. My housing situation has improved8. My symptoms are not bothering me as much

CRISIS NOW FACT SHEET



Three Components of Crisis Now



What is Crisis Now?

Unlike traditional crisis intervention services that focus on one component of crisis care, the Crisis Now model provides a comprehensive approach which includes a 24/7 Access/Crisis Call Center, 24/7 Crisis Responders, and a 24/7 Receiving/Sobering Center. Implementation of Crisis Now in Yolo County would improve the way our community meets the needs of individuals in mental health crisis who may otherwise end up in the emergency room, at risk for suicide, and/or involved in the criminal justice system. Further, integrated care results in linkages for follow up services that may prevent crisis reoccurrence.

Cost Savings

Local Statistics

In Yolo County, 50% of our residents who enter our local emergency departments on a 5150 hold are released back to community without receiving inpatient treatment. Of the 50% that go to inpatient treatment, approximately 50% stay less than 4 days, indicating that they could benefit from short term beds as opposed to inpatient psychiatric hospitalization. Similarly, in our criminal justice system, approximately 70% of all inmates booked into our jail are released within 3 days, indicating that they are not a threat to society but generally committing low level crimes, many of which are tied to active substance use.

Health System Potential Savings

Numerous studies demonstrate that crisis services reduce spending on emergency department visits and inpatient hospitalizations, with as much as a 79% decrease in spending on inpatient admissions. The Health Care Financial Management Association estimates that eliminating unnecessary emergency room visits for behavioral health emergencies in the U.S. could save as much as \$4.6 billion annually. Maricopa County, Arizona, has a robust crisis system composed of call centers, mobile teams, and crisis stabilization centers. In 2016, the system served approximately 22,000 individuals and generating savings of \$260 million in hospital spending, \$37 million in emergency department spending, and 45 years worth of emergency department psychiatric boarding hours.

CRISIS NOW FACT SHEET



Law Enforcement Potential Savings

Exceptional cost savings were also observed for law enforcement agencies. In Arizona, Maricopa County's crisis intervention program resulted in savings equivalent to 37 full-time (FTEs) of police officers time and salary, and in Tucson, the Police Department saw a reduction in SWAT deployments from 14 per year to 2, at a cost savings of \$15,000 per deployment. In Colorado, the Denver Police Department found that implementation of crisis intervention programs resulted in follow up care for 44% of individuals rather than arrest and incarceration, resulting in savings of more than \$3 million in jail expenses.

STAFFING

To serve the proposed 16 short-term beds and 10 chair receiving facility in Yolo County, an expected compliment of 64 FTE staff would be required. This number includes 14 Peer Support Specialists, 14 Registered Nurses, 14 Clinicians, 2 Nurse Practitioners and administrative support staff. Further, this staffing model incorporates two FTE psychiatrists on site daily and available by phone 24/7.

MEDI-CAL BILLING

Crisis Now is Medi-Cal reimbursable. Facilities would bill Medicaid and Commercial plans when available. If a client is uninsured, the county will be billed for the care provided. Facility providers will work to get contracts with adjacent counties as well in order to bill them. It is generally fairly easy to get other counties, particularly those without these services, to support extra capacity funding for a facility that their residents go to.

SERVICE USERS

The Crisis Now model operates under a No Wrong Door policy- this means there is no utilization management in the field on the part of law enforcement and the facility would accept non-local persons. No medical clearance is required prior to arrival. Registered nurses are available to evaluate users who appear unstable, with the option to transfer to hospital emergency departments after acceptance by the facility.

SERVICE USERS TRANSPORTATION

Yolo County will work with the State of California and American Medical Response to avail ourselves of alternative destination legislation, thus allowing American Medical Response to deliver service users to the facility in addition to law enforcement agencies. Service users will be returned to their home community following treatment.



Proposal 8 -City of Woodland Police Department



Derrek Kaff
Chief of Police

City of Woodland Police Department

1000 Lincoln Avenue
Woodland, California 95695
Main: (530) 661-7800
woodlandpolice.org

Yolo County Community Corrections Partnership (CCP)

Advance Peace – Request for funding

Problem Statement

For the past six years, the City of Woodland has seen a continued increase in violent crimes involving firearms.

Between 2014-2015 the Police Department partnered with the Federal Bureau of Alcohol, Tobacco and Firearms to conduct undercover buys of illegally possessed firearms. The resulting investigation yielded more than 350 firearms; 120 of these firearms were customized short-barreled rifles. In many instances, local gang member suspects manufactured these firearms. In 2018, Woodland experienced 11 incidents of gun violence. Out of these 11 shootings, four individuals were injured. During 2019 through early 2020, the most violent period, a shooting occurred on average once every 10 days. Of the 37 confirmed shootings during this period, eight individuals were injured and four more were killed. Investigations have confirmed that local gang members committed the vast majority of these shootings. This year to date, the City of Woodland has experienced 40 incidents of gun violence.

Compounding the situation over the past decade, there has been a steady increase in the calls for service impacting the ability of the Department to engage in more proactive policing and community engagement.

Solution

The City of Woodland City Manager's Office and the Woodland Police Department have been actively evaluating strategies to address gun violence in the community. In 2019, Police Chief Derrek Kaff initiated contact with representatives from Advance Peace, a non-profit organization based in Richmond, California. Advance Peace, through its Peacemaker Fellowship strategy, works to interrupt gun violence in urban neighborhoods by providing transformational opportunities to young adults identified as most likely to be perpetrators and/or victims of gun violence. A priority of the Peacemaker Fellowship is to ensure greater support and connectivity to human, social, and economic opportunities, to young adults who are traditionally isolated from those services. By working with and supporting a targeted group of individuals at the core of gun hostilities, Advance Peace bridges the gap between anti-violence programming and a hard-to-reach population at the center of violence in urban areas. Specifically, their Peacemaker Fellowship program provides opportunities to young adults by placing them in high-touch, personalized 18-month fellowships grounded in evidence-based practices that include:

- Street Outreach
- Mentoring
- Intensive Case Management
- Life Skills Training
- Cognitive Behavioral Therapy
- Subsidized Employment

The Peacemaker Fellowships consist of seven intensive touch points:

1. LifeMAP Goals
2. Multiple Daily Check-ins
3. Social Services Navigation
4. Transformative Travel
5. Elders Circle/Intergenerational Mentoring
6. Internship Opportunities
7. LifeMAP Milestone Allowance

Several cities in California have invested in the Peacemaker Fellowship program as a key element of their strategy to address increasing rates of gun violence in their communities. The cities of Richmond, Sacramento, Stockton, and Fresno have all partnered with Advance Peace to develop and implement this model and initial assessment shows positive outcomes in each community (see attachment for Outcome Study). The exploration and research related to Advance Peace have demonstrated it is a high-quality program that will bring new and additional resources to Woodland to address gun violence.

The City of Woodland’s partnership with Advance Peace and its fiscal agent RISE, Inc. is in support of the Yolo County Community Correction Partnership (CCP) goal of ensuring a safe environment for all residents and visitors by reducing and preventing local crime and reducing recidivism through implementing research-based prevention and educational programs.

Advance Peace is also supported by Yolo County Moms Demand Action. This group is dedicated to reducing gun violence and advocates the mission and work by Advance Peace.

Funding Request from CCP

On April 6, 2021, the City of Woodland City Council approved a 3-year contract with Advance Peace for partial implementation of the Peacemaker Fellowship effective May 1, 2021 for \$200,000/year. RISE, Inc. will provide a 20% match of City funds totaling \$40,000 annually. The match will be provided in terms of both cash and in-kind and will be dedicated for program management, administrative support, and workforce readiness and evaluation services. Even with the City’s funding and the in-kind match, there is an approximately \$200,000/year shortfall for the complete services of the Advance Peace Program.

This initiative will positively impact gun violence reduction in Woodland and in Yolo County. Moreover, the lives of these young adults will be much improved, diverting them from entering the criminal justice system and directing them towards a brighter, more hopeful future. The quality of life in Woodland and Yolo County will improve as well. The City of Woodland is in need of funding support totaling

\$200,00/year for the next 2 years to implement the remainder of the program services. This additional funding will allow for expansion of the current program to include the following:

- Additional personnel: full-time Field Coordinator and part-time assistance from an Employment Specialist Case Manager, Mental Health Clinician and Administrative Specialist.
- Operating costs would increase commensurate with the increase in staff, objectives and goals.

This full implementation of the Advance Peace program will also be matched with in-kind support from RISE, Inc. and Advance Peace.

Advance  Peace
STOCKTON



2018-2020 Evaluation

January 2021



Prof. Jason Corburn & Amanda Fukutome
UC Berkeley, Center for Global Healthy Cities



Advance Peace Stockton 2018-20 Evaluation Report

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Thanks to all AP staff, Fellows, community members & reviewers for valuable input. Special recognition to Brian Muhammad for invaluable insights



Advance Peace Stockton: 2020 Learning & Evaluation

■ Advance Peace (AP) Stockton was launched after endorsement by the Stockton City Council and Mayor Michael Tubbs in January 2018. The program spent the first six months establishing its community presence and then hiring, training and deploying staff. The first half year of Advance Peace Stockton was a start-up phase that occurred before intensive street outreach and recruitment of the first class of its signature Peacemaker Fellowship. **This report focuses on documenting achievements by the AP Stockton team and impacts they have had on gun crime and on the well-being of those at the center of gun violence in the city. The report covers the intervention period from October 2018-September 2020.**

This report was drafted by Professor Jason Corburn, from the UC Berkeley, School of Public Health and Center for Global Healthy Cities, along with research staff from the UCB Learning and Evaluation (L&E) team. The UCB L&E team focuses on gathering and analyzing data to support the development and effectiveness of Advance Peace. By emphasizing learning, the UCB team aims to feed-back data to Advance Peace in a timely way and to center the voices and experiences of those working and living with gun violence.

The findings of this report reflect a mixed set of methods employed by the UCB

team. First, observation and interview data were gathered with AP Program Managers, outreach staff, AP leadership, members of community-based organizations in Stockton and the Mayor. Second, we used Stockton Police Department data on all gun homicides (187) and assaults (254) before and during the AP Stockton intervention. We examined if the number of gun homicides and assaults changed during the 24-month period compared to previous years, as well as if gun homicides and assaults changed compared to a calculated 12-month mean. Third, we utilized weekly activity logs and case reports from AP Stockton, Neighborhood Change Agents (NCAs), which captured all their street outreach activities, including conflict mediations. NCAs are the street outreach workers who engage those at the center of gun violence in Stockton on a daily basis. Fourth, we reviewed all data pertaining to the AP Peacemaker Fellows, or the key clients of AP Stockton. The Fellows are the heart of the AP program, since they are the people at the center of gun violence in Stockton, can be both perpetrators and victims of gun crime, and were the focus of AP outreach activities over the 24-month period.

COVID-19 Impact in 2020

The COVID-19 pandemic had a significant impact on AP Stockton work in 2020. AP Stockton outreach workers were deemed essential workers during the pandemic.

This meant that they not only had to perform street outreach to stop gun homicides, but they also spent time delivering essential goods to families in Stockton while maintaining social distancing practices. The AP Stockton NCA team had to learn about COVID-19 and how to use personal protective equipment. This placed new demands on the outreach workers to ensure they protected themselves and others in the community. Social distancing protocols and closures of businesses, schools, non-profits, government and community centers, created a challenge for NCAs to provide some services to their Fellows. With young people not in school, with households not always conducive to staying-at-home and without places to go, the pandemic response made the work of AP Stockton outreach workers more challenging. As we document below, AP Stockton remained active and vigilant during the pandemic, finding new ways to engage their clients and build trusting and supportive relationships.



What is Advance Peace?

Advance Peace, is a national 501c3 non-profit, that works in multiple cities to reduce gun violence and promote community healing. Advance Peace Stockton is located on East Main Street .

Advance Peace reduces urban gun violence by engaging with the people most impacted by cyclical & retaliatory gun violence. The engagement is done by a team of formerly incarcerated, street outreach workers. The outreach workers, called Neighborhood Change Agents (NCAs) engage high-risk individuals on a daily basis across the entire city, providing mentoring, helping mediate conflicts, manage anger, and offering support for day-to-day coping. NCAs will also make referrals to service providers to ensure people at the center of gun violence gain access to services or resources that they need. Ultimately, Advance Peace identifies the most at-risk people and enrolls them in an intensive, 18-month, program called the Peacemaker Fellowship.[®] During this program, Fellows are offered daily mentorship & work with their NCA to draft a Life Management Action Plan (LifeMAP). The LifeMAP creates goals for the 18 months. Fellows also participate in group life-skills classes, received social services, elder mentorship, opportunities for internships and travel, and a milestone allowance if they demonstrate significant progress toward their LifeMAP goals. Advance Peace puts those most acutely impacted by gun violence at the center of developing solutions, and focuses on healing the individual & supporting community change.

ADVANCE PEACE STOCKTON IMPACT

October 2018- September 2020

ENGAGEMENTS

11,911

Outreach Engagements

116

Shootings Responded To

1,021

Service Referrals

101

Conflicts Mediated After Hours

484

Hours Mediating Community Conflicts

44

Gun Violence Interruptions

GUN CRIME IMPACTS

21% Reduction in Gun Homicides & Assaults city-wide compared to 2015-18 averages

47% Reduction in gun homicides & assaults in **Council District 1**

20% Reduction in gun homicides city-wide

FELLOW IMPACTS

94% of Fellows

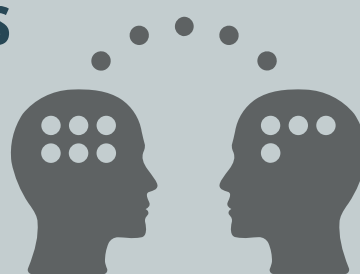
are alive & free

71% of Fellows

have no new gun arrests

34

Fellows enrolled in Peacemaker Fellowship



Each Fellow received an average of

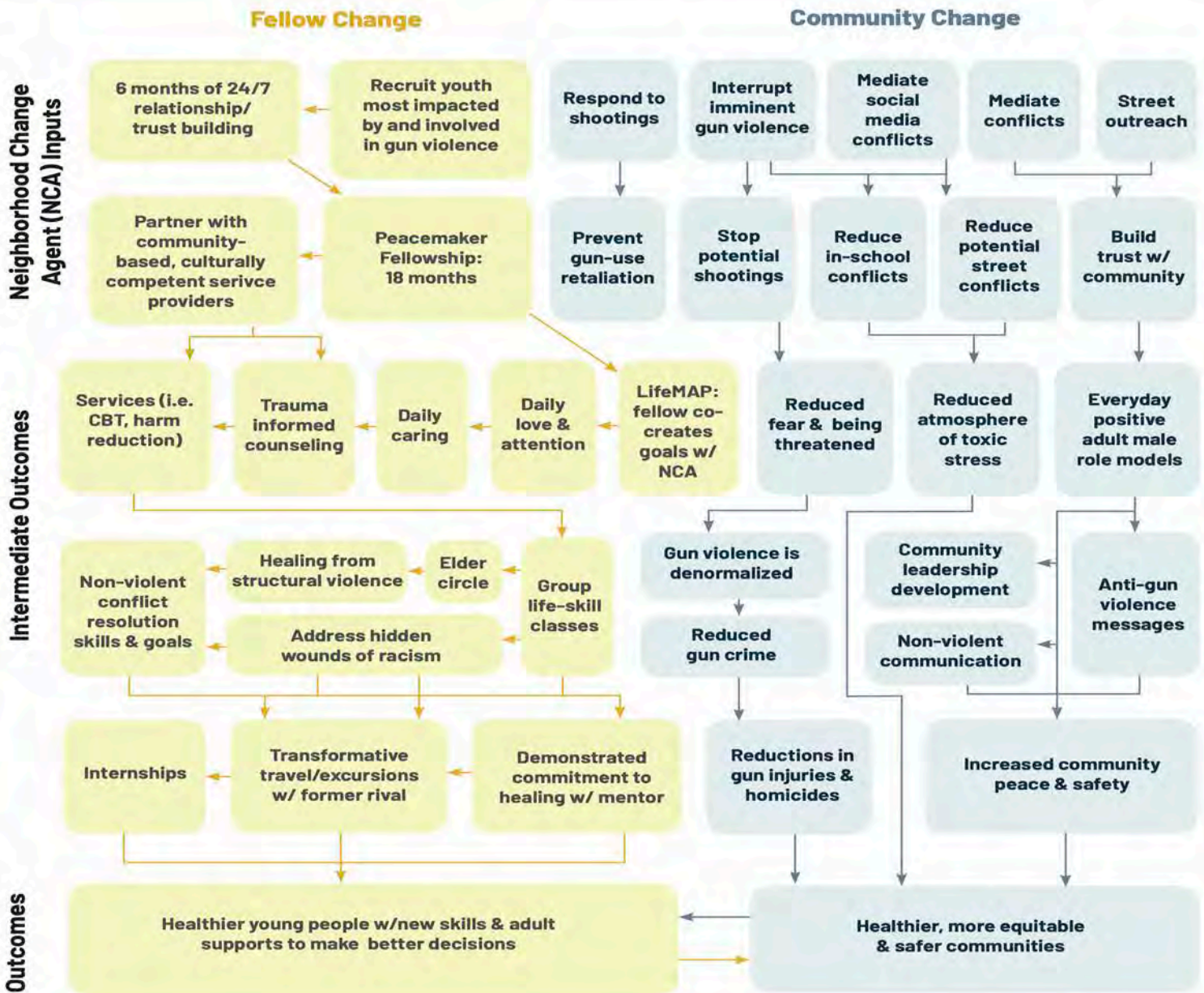
48

hours of social service referrals

350

Average number of engagements each Fellow received over 2 years

Advance Peace Transformative Change Model



Stockton Gun Homicide Data

In 2012, the City of Stockton was the 10th most dangerous city in America, reporting 1,417 violent crimes per 100,000 persons & 22 murders per 100,000. However, gun homicides and assaults have continued to decline since this peak period. Figures 1 and 2 offer a brief snap-shot of firearm homicides in Stockton since 2015 and assaults, all homicides and firearm homicides. The good news is that all homicides and firearm homicides remain below recent peak period of 2017.

Figure 1. Stockton Firearm Homicides 2015-2020*

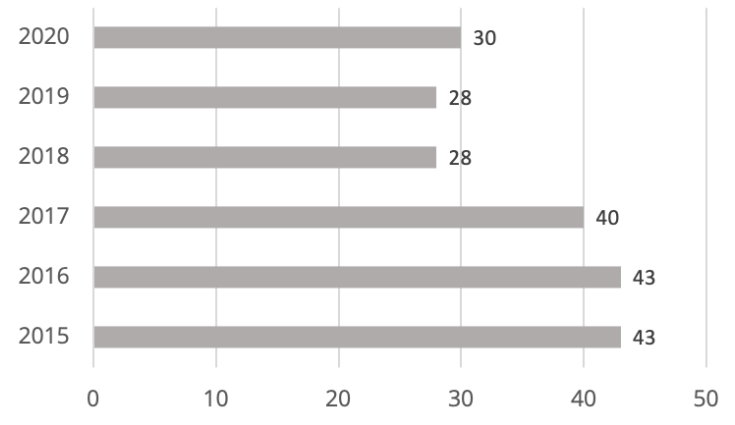
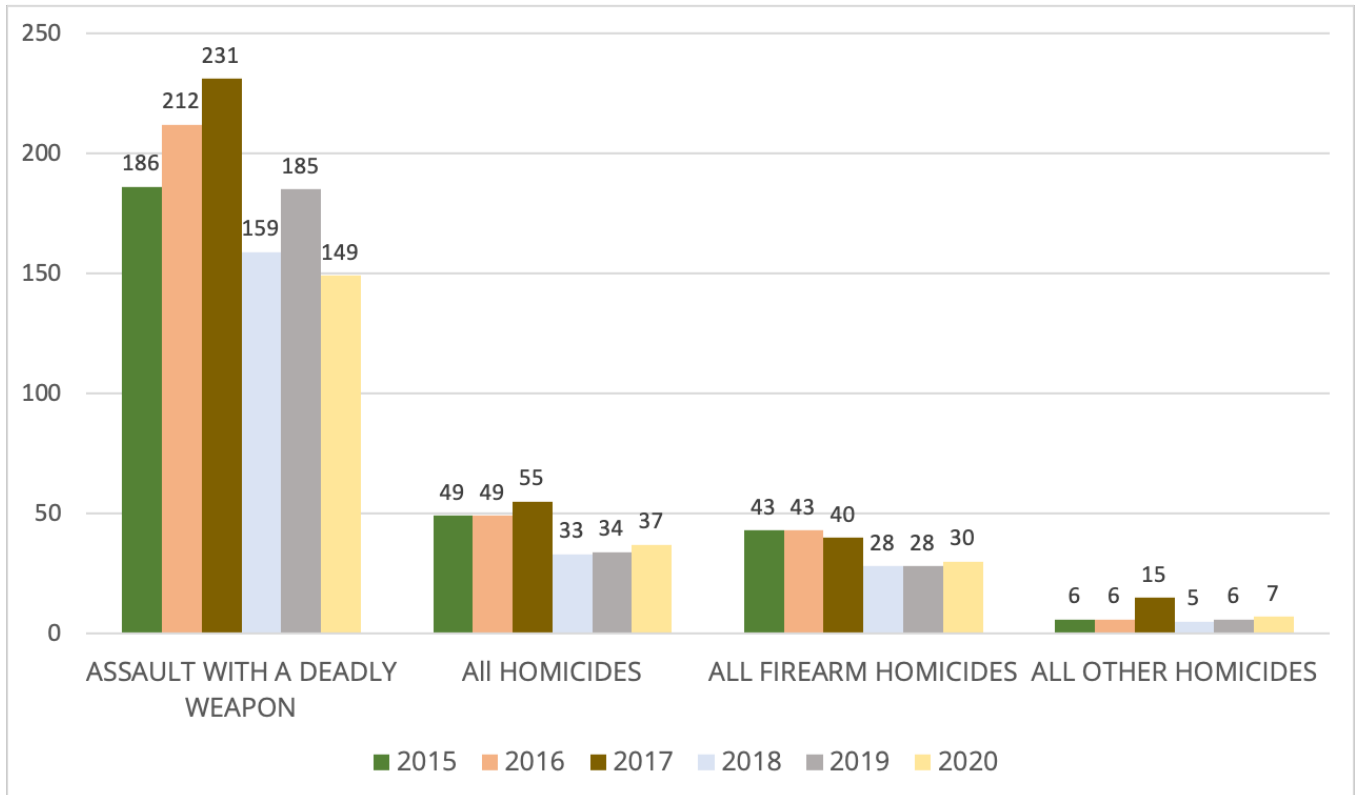


Figure 2. Stockton Crime Activity: 2015 - 2020*



*2020 is only January - September 2020

Advance Peace Stockton: Firearm Crime Analysis

This report used Stockton Police Department data from 2015 to 2020 to analyze the change in firearm homicides and assaults before and after the Advance Peace Stockton program began. We considered the intervention period for AP Stockton from October 2018 through September 2020. We computed monthly, quarterly and annual numbers of crimes during this time period. We present data for the entire City of Stockton and each City Council District.

For the first comparison, shown in Table 1, we calculated the number of gun homicides and assaults (total) for the two-year period from October 2015 through September 2017. This is what we defined as the pre-intervention, 24-month baseline period. We then compared the number of gun crimes for this ‘baseline’ or pre-intervention period to the 24-month AP Stockton intervention period from October 2018 to September 2020.

A second analysis used historical data to create annual means of gun homicides and assaults before and after the AP Stockton intervention. The pre-intervention mean (or average) included gun assaults and homicides for three, 12-month periods, from October to September, for 2015-2018; October 2015- September 2016, October 2016- September 2017, and October 2017-September 2018. For the ‘treatment’ or intervention period, we calculated the mean number of gun homicides and gun assaults for the two 12-month AP intervention

periods, namely October 2018 through September 2019 and October 2019 through September 2020. We created this second 12-month analysis since most municipalities and the Federal Bureau of Investigation (FBI) Uniform Crime Reports (UCR), issues crime data on an annual basis.

Crime Analysis Findings

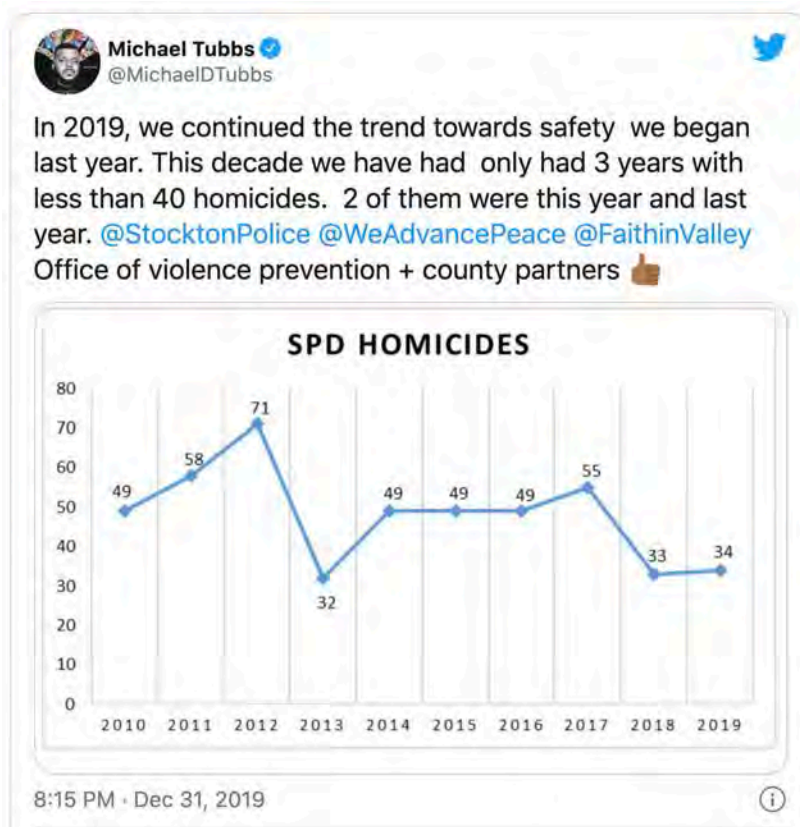
We found that for the 2-year intervention period from 2018-2020 compared to the prior 24-month period in Stockton:

- **Gun homicides and assaults declined by 21% citywide.**
- Gun homicides and assaults declined by 47% in Council District 1.
- Gun homicides and assaults declined by 24% in Council District 2.
- Gun homicides and assaults declined by 3% in Council District 3.
- Gun homicides and assaults declined by 24% in Council District 4.
- Gun homicides and assaults declined by 19% in Council District 5.
- Gun homicides and assaults declined by 18% in Council District 6.

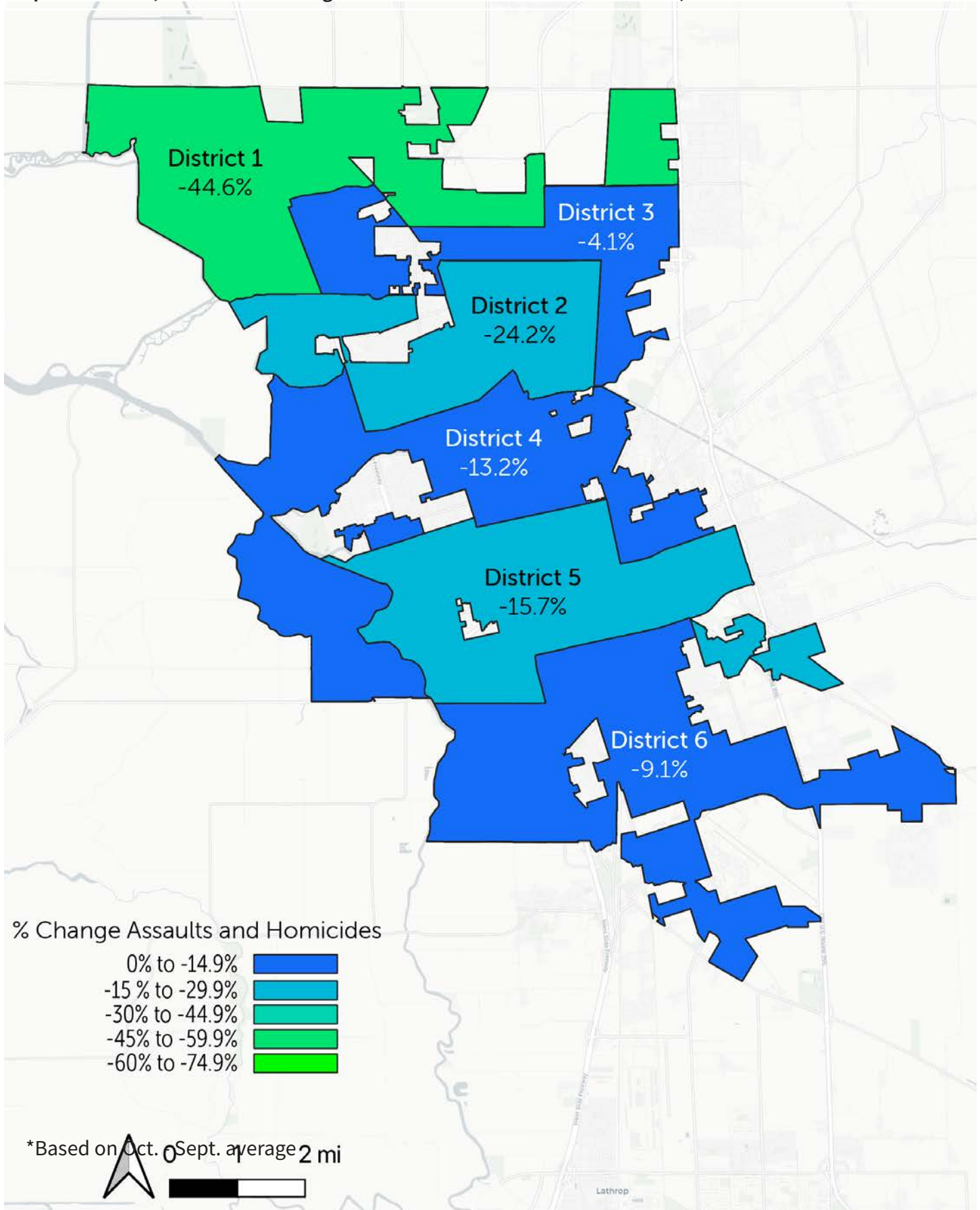
We also found the annual average of gun homicides and assaults also declined during the AP Stockton program period compared to the annual averages from 2015 through 2018. **Specifically, we found that the 12-month average for gun homicides and assaults declined by 21% citywide**, with council districts 1 and 2 seeing the largest annual declines (Map below).

Table 1. 2 -Year (24-month) gun homicides and assaults: Stockton Advance Peace, 2018-20

Area	10/2015- 09/2017 (total number)	Advance Peace Stockton Program Period, 10/2018-09/2020 (total number)	% Change
Citywide	533	419	-21.39%
City Council District 1	45	24	-46.67%
City Council District 2	67	51	-23.88%
City Council District 3	64	62	-3.13%
City Council District 4	78	59	-24.36%
City Council District 5	173	141	-18.50%
City Council District 6	98	80	-18.37%

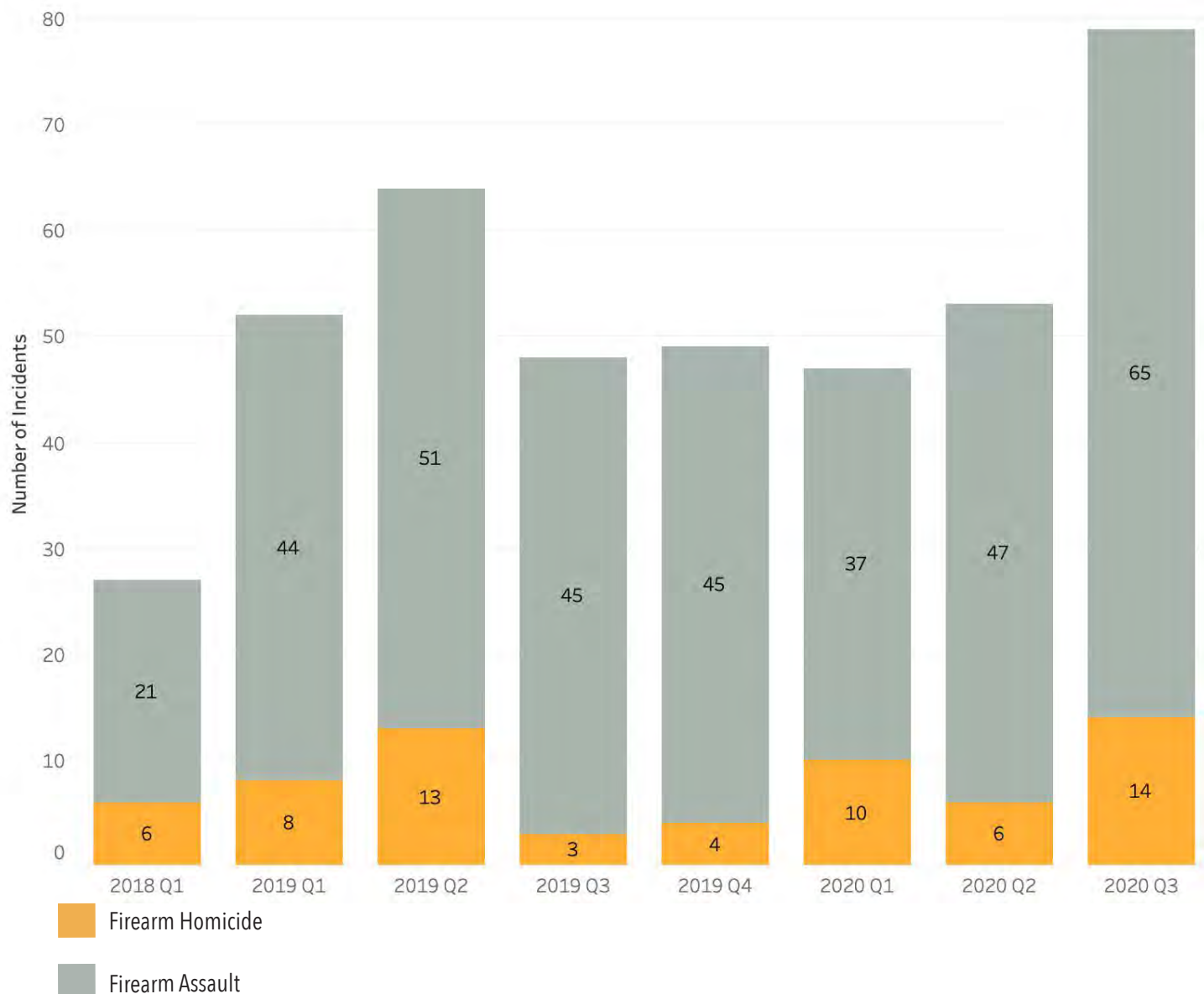


Map 1. Stockton, CA: Percent Change in Annual Gun Homicides & Assaults, 2015-2020*



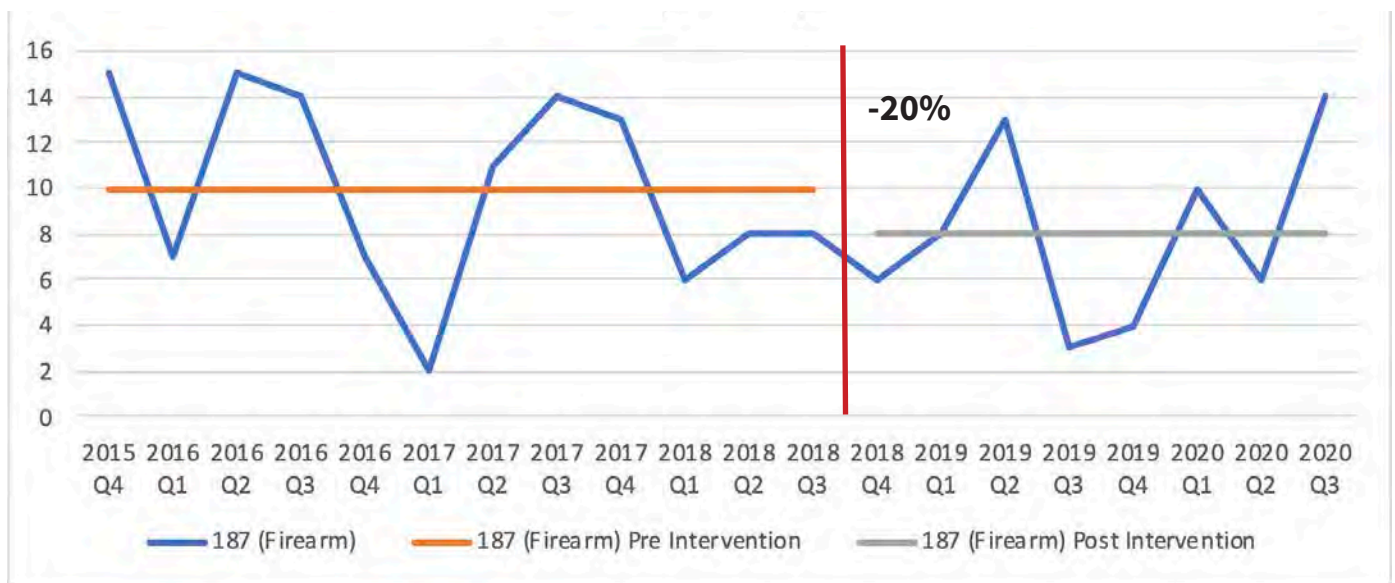
In some communities, there is a seasonality to gun crimes. Therefore, we present the quarterly firearm homicides and assaults for Stockton during the Advance Peace intervention from October 2018 through September 2020 (Figure 3). Each quarter represents a three month period. These data suggest that in the third quarter of 2020, there was a 366% increase in gun homicides (3 to 14).

Figure 3. Stockton Firearm Activity October 2018-September 2020, by Quarter



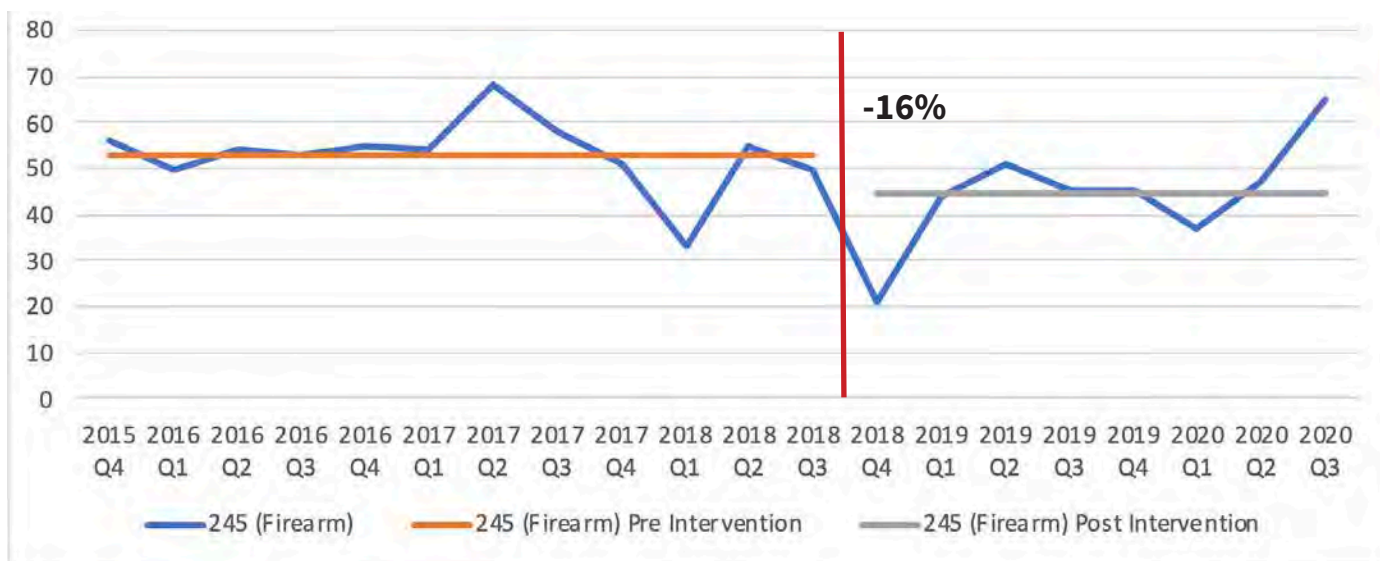
We also plotted all firearm homicides (Figure 4) and firearm assaults (Figure 5) per quarter from October 2015 through September 2020. From 2015 through 2018 before the Advance Peace Stockton program, there was an average of 10 gun homicides each quarter in the city. After the Advance Peace Stockton program began in October 2018, the quarterly average dropped to 8, resulting in a 20% reduction in gun homicides and likely saving eight lives.

Figure 4. Stockton Firearm Homicides (187s) October 2018-September 2020, by Quarter



Similarly, we calculated the quarterly firearm assaults in Stockton from 2015 through 2020 (Figure 5), and found that from 2015 through September 2018, there were about 52 gun assaults per quarter in Stockton, but after the AP intervention there were about 44.5 per quarter. The AP Stockton program has contributed to a 16% reduction in quarterly gun assaults in the city.

Figure 5. Stockton Firearm Assaults (245s) October 2018-September 2020, by Quarter



Using data on victimization, we found that the percentage of female victims of gun homicides increased during the AP Stockton program period while the number of male victims decreased. There was also a slight change in the percentage of African-American victims versus Latinos (Table 3).

Table 2. Annual gun homicides Victims: Gender and Ethnicity

	Pre-Advance Peace Stockton gun homicide victims (10/2015 to 09/2018)	Post-Advance Peace Stockton gun homicide victims (10/2018 to 09/2020)
% Female	10%	19%
% Male	90%	81%
% Black	33%	31%
% Hispanic	41%	44%

The Peacemaker Fellowship: Stockton Fellows

At the heart of the Advance Peace program is the Peacemaker Fellowship. The Fellowship enrolls the most likely perpetrators of gun violence in Stockton, as determined by comprehensive data analyses, referrals from key partners, street knowledge of the outreach workers, and other information provided to Advance Peace leadership. These people at the center of gun violence in Stockton may or may not be affiliated with a specific street gang, but they are known to be influential, might be victims of gun crime themselves and most are not being engaged by any social service institution set-up to address gun violence in the community.

Once enrolled, a Fellow works with their NCA mentor to draft an individualized Life Management Action Plan (LifeMAP). The LifeMAP acts as both a mechanism for ensuring the fellow defines their own healing needs (i.e., ‘for them, by them’) and is the ‘social contract’ that a strong, caring, and consistent adult is willing to take a risk and believe in them. Another aspect of the Fellowship, and built into most fellow’s LifeMAP goals, is joining group learning sessions, or what AP calls ‘life-skills’ classes. These ‘classes’ are dialogues or healing circles facilitated by an NCA or a professional therapist, where groups of Fellows focus on a particular topic over a series of weeks or months, and typically include discussions of internalized, institutional and systemic racism, valuing culture and the history of people of color, and identifying how institutions such as schools and banks discriminate against the poor and people of color. By valuing culture and identifying sources of suffering and community trauma, the life-skills classes offer opportunities for group healing.

The NCAs also refer their Fellows to social services, such as substance abuse, anger management and cognitive behavioral therapy. AP outreach workers create the opportunities for their Fellows to access these proven approaches for addressing trauma and moving toward healing, many of which had previously been denied to most of their young clients. What differentiates AP is that the mentor will often accompany the Fellow to the service provider to ensure they receive the care and support they need.

Another key offering of the Peacemaker Fellowship is what AP calls ‘transformative travel.’ In most cases, Fellows have never traveled outside their city and many rarely leave their neighborhoods. Yet, in order to take advantage of the travel opportunity, the fellow must agree to travel with another fellow who happens to be one of their rivals. This interaction is frequently facilitated by groups of outreach workers.

Additional features of the Fellowship include opportunities for paid internships, participating in an ‘elder circle’ of community members, and qualifying for ‘milestone’ financial allowance of up to \$1,000 a month. The Fellows become milestone ‘eligible’ after committing to at least six months of engagement and relationship building with their mentor. Fellows are milestone allowance eligible also after their NCA mentor determines they are working on self-healing, regularly attending group life-skills classes, making progress on their LifeMAP goals, and demonstrating a commitment to peacefully resolving conflicts that may have previously been addressed using guns.

The milestone allowance acts as an incentive to

‘stay the course’, and we observed that Fellows use the allowance for basic needs, like rent, food, diapers and child care.

The Advance Peace Stockton outreach team and leadership spent over six months identifying and recruiting these highly influential individuals. Most individuals AP identified for the Fellowship were reluctant and skeptical at the outset. As one NCA described it:

It ain't like these people are easy to find, want to be found or are looking for help. The fact that they are still in the streets means they are elusive. And, for good reasons they don't trust nobody. We can't just show up and offer them a fellowship. Most of them are like 'F-you and your F-ing program. Get the F-k out of my face. I don't need that shit.'

One AP NCA described their recruitment process in this way:

The ones that jump in the car the first or second time ain't the ones we are after. Those acting out with guns, we see it as a cry for help. But where we are from, seeking help is seen as weak. We let them know they ain't alone. I been there too, but spent years in prison for my mistakes. We offer care, trust and unselfish support. Something they ain't never seen before.

Fellow Profile Data

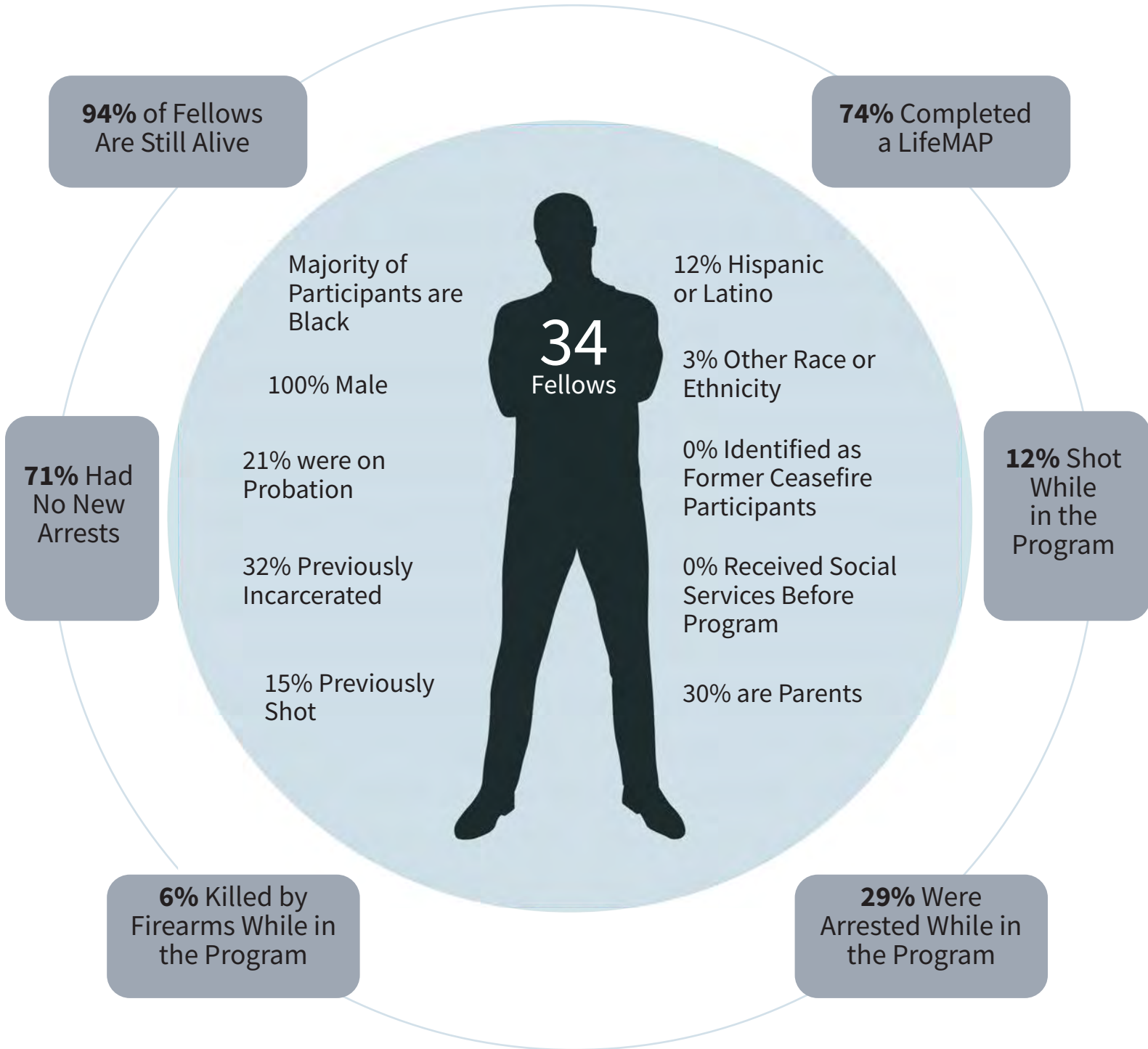
Information on each fellow is gathered as they enter the program. Their NCA mentor will ask them a series of questions to better understand the experiences they have had and the challenges they may be facing to avoid using guns. The NCA has already built a trusting relationship with the fellow before they enter the program, so the outreach worker is the most trusted professional to gather data on the Fellows.

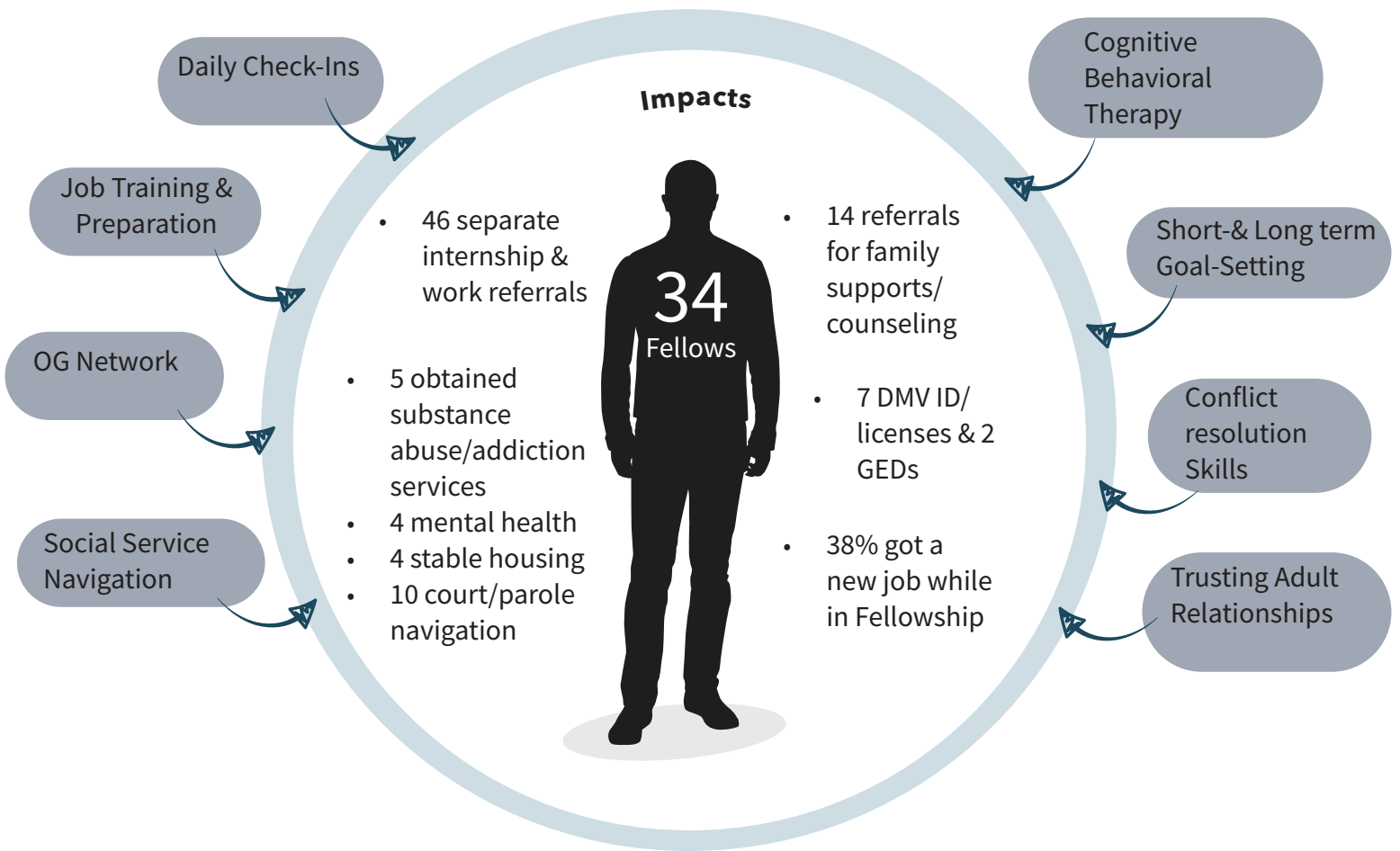
Typical background questions that Advance Peace gathers about each fellow is their age, ethnicity and whether or not they are in school; if they are a parent, employed or have a high-school diploma/GED; if they have ever been in the foster care system, homeless, lived in a shelter and if they are currently receiving social services.

The criminal backgrounds of the Fellows is also captured, including information on their gang affiliation, if any, if they have had a prior incarceration, and if they have a previous gun arrest. Information on their parole or probation status is also collected.

AP also determines if the fellow has been shot at, has a gun injury, has witnessed a gun homicide, has ever been physically assaulted, or if a family member has ever been a victim of a gun crime and/or is incarcerated. The NCAs also document if the Fellow is or was a participant in any other social or community program aimed at reducing gun crime, such as Ceasefire.

Fellow Profile and Outcomes





During the AP Stockton program, each fellow received an average of:

- 30 referrals and 47 hours of support from the NCAs
- 350 engagements and 316 hours of face-to-face engagements by NCAs

What some Fellows had to say:

“They had me from day one. Parole was just giving me classes, but nothing worked. I was willing to put in the work. Determination. They got me into a program through AP. Now I’m a flooring apprentice. It helped me always be on time. AP was there everyday. Checking on me. What can we help you with? Constant. AP was like, we got you. They helped me get three job offers.”

“I was down 11 years. I did the streets. People left. They helped me realize what I want in my life. I need to be accountable. I’m not my biggest enemy. Not getting in the way of my success no more.”

“They helped me get a bank account. Got me some credit. So, when Corona hit, I had back-up. AP put me in a position to win.”

Advance Peace Fellows, descriptions by their NCA mentors

B is working for the union and his hours slow down, Now he is looking for a job. He will be increasing his knowledge by using some of his tools.

Keeping close eye on M. Seems like he is looking for a reason to explode in dealing with the murder of his friend at the mall. I have been telling him to stay safe and at home, yet they (him and friends) find their way up to mall to hangout at makeshift memorial for their fallen friend.

L was just released from prison. This dude is an influential member, one of the leaders of a gang out here. He was about to start getting back into the things. We brought him into the program. He was fully involved and open to any ideas, lessons and everything that we're doing. And now, he's doing so good that they took him off parole early. He's married, got a job, own house, and all of this in a span of a year.

P is different. We talk and he has been to the office. He works and hustles so he doesn't really rely on the program for anything. I just try to stay connected to him and keep the bridge intact as he is an influential player in his gang. He knows me from my days in the street and has given me his word to allow me the opportunity to meditate any issues his boys are involved in before escalation on their part. So I try to speak to him daily.

I took fellow to a 2nd appointment to Worknet. I'm also working on getting him some reliable communication.

R is a SouthSide Crip. I have him on social media were I seen him posting some stuff saying 'they know where I live, fuck the suckas.' I asked him,

is everything ok? And what was going on? He informed me, that the West Side Asian Bloods had obtained his address and they been going back and forth on the Internet. Sending threats to each other. These two hoods had been having a long ongoing feud that consist of countless shootouts and a couple unconfirmed homicides in the past.

If G just says the word, then it goes. I'm checking in and "what you doing" and encouraging him to pursue his rap career. Just planting that seed in his ear and him seeing me, coming from that same life that he's living now, and see what I'm doing. I seen him the other day when I dropped off some food to him. He jumps out the car, "What's up my guy"; hugs me, real calm. You know, he's like, "My girl's making some food, you wanna eat?" That may be a small success, but it's huge in what's not happening because he's in a good place.

T and his family are being evicted from their house. I'm going to try to use the resource that I have with Central low income valley housing to help try to get him some assistance and a place.

C has been seemingly less interested in anything other than being in the streets doing his thing. I try to set up times to talk but he's slipping away. I will continue my attempts and will not give up. I talk to his mom more than him, listening to her concerns.

S just has the citizen status that prevents him from getting jobs, so most of his jobs are because someone knows someone who is able to put him on. I will be looking into some of our resources to see if we can get him started on a new career path, or even assist him with getting his citizenship straight.

Advance Peace Stockton, Neighborhood Change Agent Data

The Advance Peace Stockton street outreach workers or Neighborhood Change Agents (NCAs), are skilled professionals that perform street-level conflict mediation as well as mentor their Fellows. These highly skilled individuals are all from Stockton, so they have street credibility, and all spent significant time in prison for gun-related crimes. However, they have all gone through a transformation inside prison and out where they have identified the traumas that contributed to their past violence, and are working on healing themselves as they simultaneously help others. The AP NCAs receive regular professional development through other experienced outreach workers, professional trainings and all carry numerous certifications, such as in conflict mediation, harm reduction and cognitive behavioral therapy. We recognize the AP NCAs as ‘credible messengers’ who are uniquely skilled to navigate the streets, mentor those at the center of gun violence, engage with the friends and families of those at the center of violence, and can support their Fellows in obtaining culturally competent social services and other life-supporting resources.

As of September 2020, there were six NCAs in Stockton. There is a lead-NCA and a Program Manager, both of whom also perform outreach activities. Each day, the NCAs meet to review the ‘temperature on the street’ and to discuss opportunities and challenges for their Fellows. NCAs will also review social media accounts to identify any conflicts that might escalate into physical

violence. Each NCA focuses their outreach in the areas of the city and with groups they were most familiar, and with their assigned Fellows. All NCAs are required to keep daily or weekly logs of their activities using the UC Berkeley developed web-system, apdata.org. All street outreach activities are recorded, including the persons contacted, the number of contacts and the hours spent. The status of each fellow, the types of referrals they received, their progress on LifeMAP goals and all services received are documented. The NCA also records if the fellow was arrested, shot or injured during the past week. The number of times, hours spent, and specific type of conflict resolutions are also captured each week. The NCAs document if they responded to a shooting, interrupted an imminent gun conflict, diffused a social media beef, and other types of general conflict mediations. Finally, the number and hours spent on meetings and trainings is recorded.

The following tables and figures share the amount of activity the AP Stockton NCAs completed in the two-year program. A summary of the NCA investments in Stockton:

- **10,760 hours of outreach.**
- **11,911 outreach engagements.**
- **1,271 hours on mediating community conflicts.**
- **506 community conflicts mediated.**





ADVANCE PEACE STOCKTON NEIGHBORHOOD CHANGE AGENT DATA, OCT 2018- SEPT 2020*

	Fellow + Street Outreach Hours	Fellow + Street Outreach Engagements	Hours Community Conflicts Mediated	Number of Community Conflicts Mediated
NCA #1	1,686	2,726	102	37
NCA #2	1,543.2	1,097	295.5	99
NCA #3	2,118	2,409	306	133
NCA #4	868	678	101.5	49
NCA #5	1,615	2,902	296	119
NCA #6	2,320.5	1,762	145	69

* For active NCAs

Figure 6. AP Stockton, Oct. 2018-Sept. 2020, Conflicts Mediated by Type & Quarter

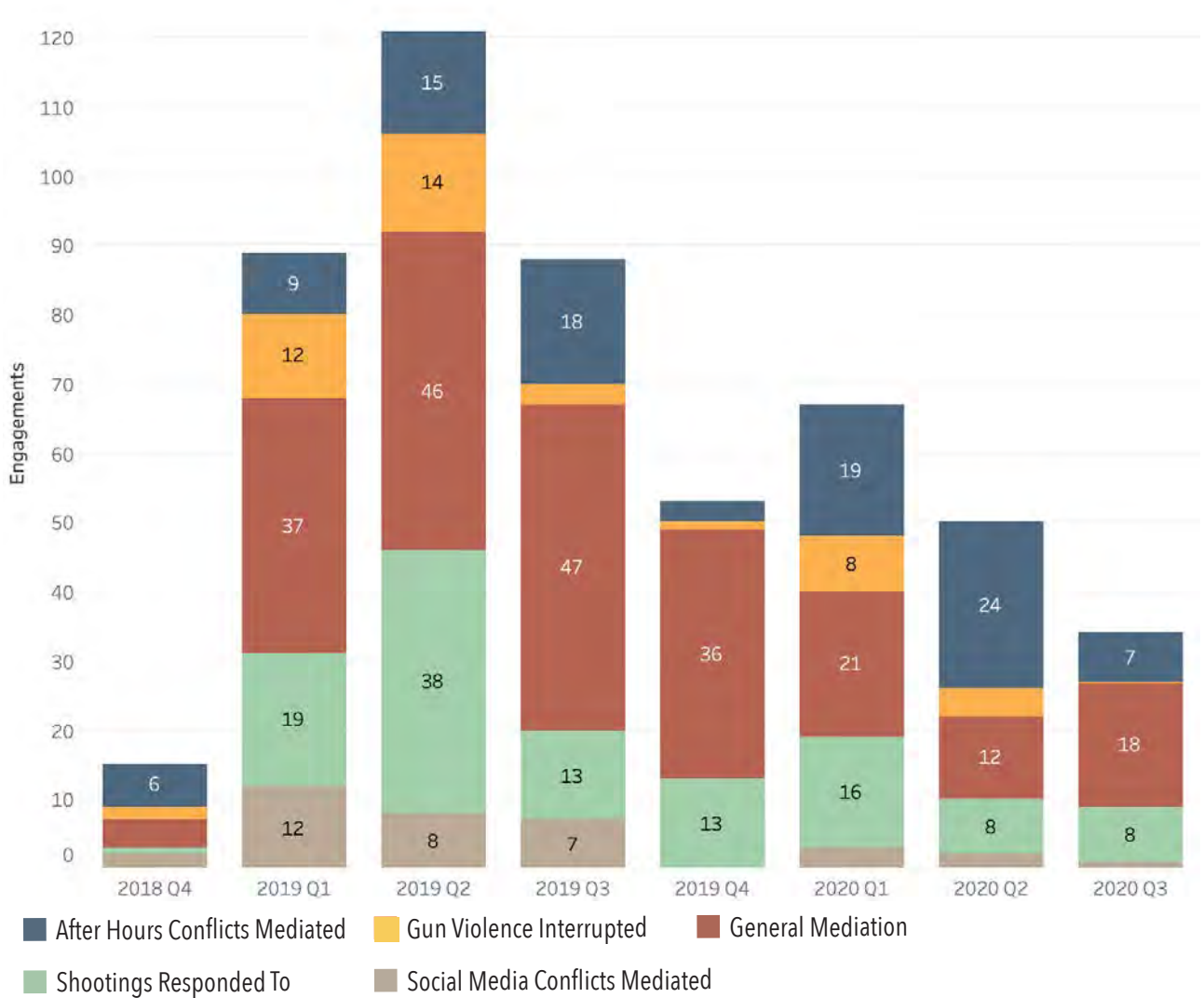


Figure 6, above, highlights the different types of conflicts that Advance Peace Stockton NCAs completed each quarter during the 2018-2020 program. After hours conflicts are those that occur between 7pm and 7am; Gun Violence Interruptions are conflicts where gun use is imminent; General Mediation is a conflict on the street or in the neighborhood where guns are not present; Shootings Responded to are when an NCA goes to the scene of a shooting to assess the situation and de-escalate any potential retaliation; and Social Media Conflicts Mediated, are posts or direct contacts with the person posting to ensure the issue doesn't escalate.

These data reflect outreach and engagements with people that were likely not being engaged by any other organization in Stockton prior to Advance Peace's arrival. Over the course of 24 months, the AP Stockton NCA team:

- Likely prevented 44 murders through interrupting imminent gun violence.
- Mediated 517 community conflicts that could have escalated into gun violence.
- Were present after 116 shootings and helped avoid further retaliatory violence.
- Invested an average of 448 hours each month, or 15 hours per day, on street outreach.
- Invested an average of about 53 hours per month mediating conflicts.

Figure 7. AP Stockton, Oct. 2018-Sept. 2020, Total NCA Hours by Activity

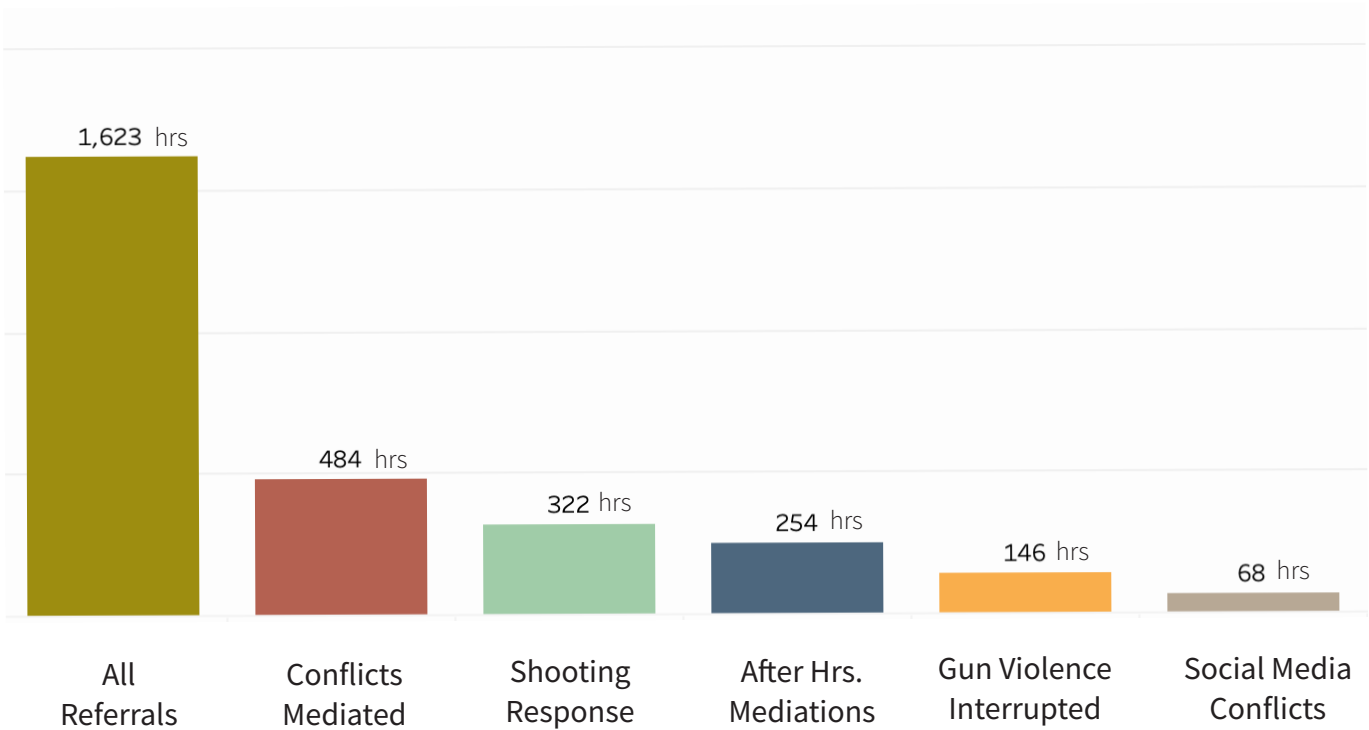


Figure 8. AP Stockton, Oct. 2018-Sept. 2020: Outreach and Engagement Activities & Hours by Quarter

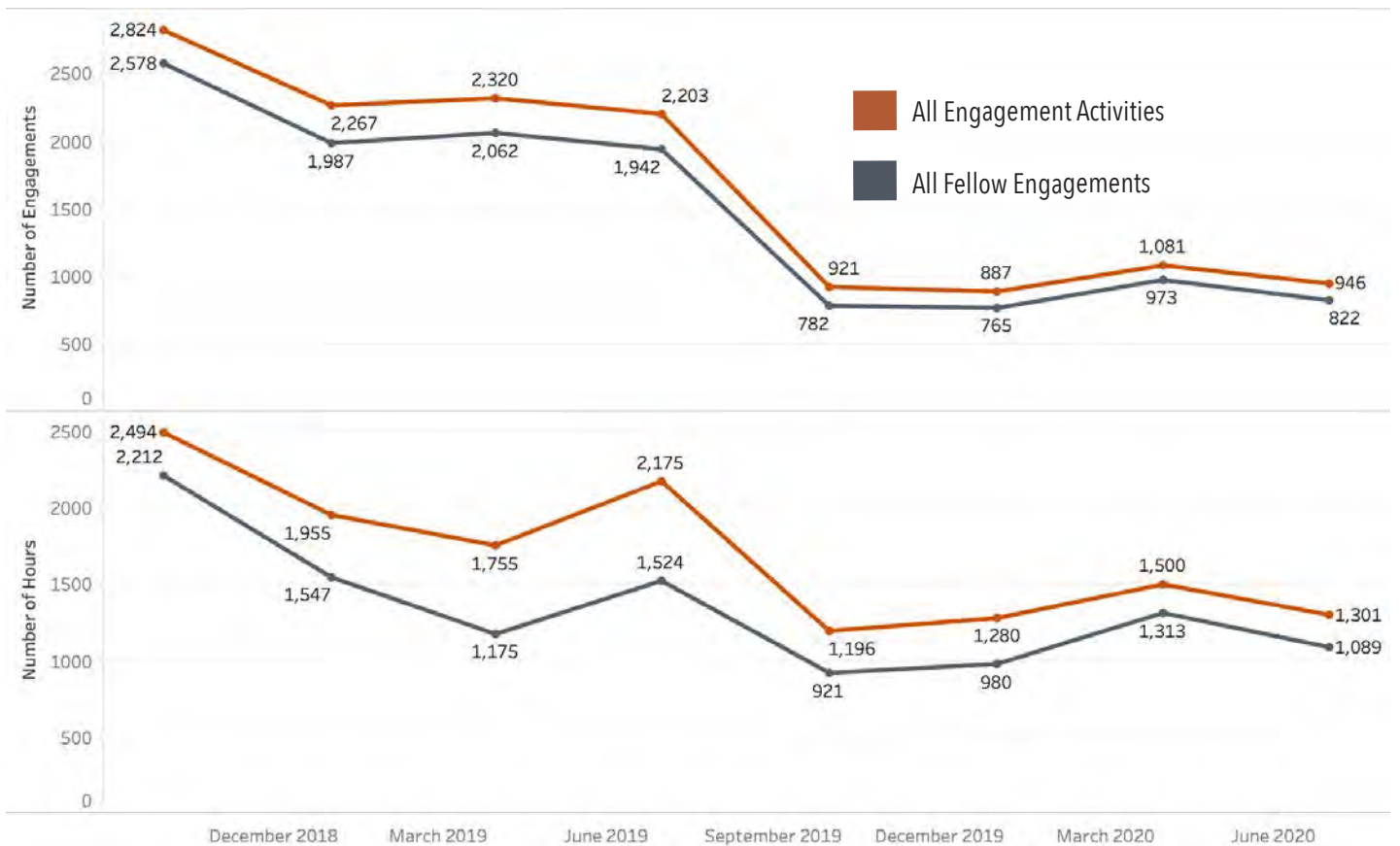


Figure 9. AP Stockton 2-Year: Total Number of NCA Outreach Activities

Activity	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Q1 2020	Q2 2020	Q3 2020	Total Number
All Outreach	2,578	1,987	2,062	1,942	782	765	973	822	11,911
All Referrals	231	191	137	173	86	55	58	90	1,021
After Hours Conflicts Mediated	6	9	15	18	3	19	24	7	101
General Mediaton	4	37	46	47	36	21	12	18	221
Gun Violence Interrupted	2	12	14	3	1	8	4		44
Shootings Responded To	1	19	38	13	13	16	8	8	116
Social Media Conflicts Mediated	2	12	8	7	0	3	2	1	35
Meetings	14	80	260	454	360	207	106	101	1,582
Total	2,838	2,347	2,580	2,657	1,281	1,094	1,187	1,047	15,031



Figure 10. AP Stockton 2- Year: Total Hours of NCA Outreach Engagements

Activity	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Q1 2020	Q2 2020	Q3 2020	Total Number
All Outreach	2,212	1,546.5	1,175	1,523.5	921	980	1,313	1,089	10,760
All Referrals	254	233.5	259.5	397.5	159	118.5	77	123.5	1,622.5
After Hours Conflicts Mediated	12	14.5	52	55.5	8.5	43	48	20	253.5
General Mediaton	5.5	61	102	122	67.5	56	24	46	484
Gun Violence Interrupted	3.5	26	48	12	5	39	12		145.5
Shootings Responded To	1	53.5	104.5	47.5	34.5	38	23	19.5	321.5
Social Media Conflicts Mediated	6	19.5	14	17	0	5	3	3	67.5
Meetings	27.5	156.5	498	664.5	555	555	432.5	619	3,508
Total Hours	2,521.5	2,111	2,253	2,839.5	1,750.5	1,834.5	1,932.5	1,920	17,162.5

Benefit Cost Analysis

Benefit-cost ratio (BCR) is a measure of return on investment. BCR compares the costs of an intervention to its benefits, including program participants and taxpayers. If the BCR is greater than 1, the benefits of the intervention exceeded its costs. For example, a BCR of \$5 represents \$5 of benefits accrued for every \$1 spent on an intervention.

The benefits of the Advance Peace Stockton intervention were calculated by first using the cost estimates of the cost of gun violence in Stockton as calculated by the National Institute of Criminal Justice Reform (NICJR), <https://nicjr.org/wp-content/themes/nicjr-child/assets/Stockton.pdf>. According to NICJR, the true governmental and societal cost of a gun homicide in Stockton is \$2.5M per homicide and \$962,000 per injury shooting. These costs include the emergency and police response, law enforcement investigation, District Attorney and Public Defender's office, hospitalization/health care, pre-trial incarceration and prison placement, victim supports, and lost revenue from victim and perpetrator not paying taxes. These data are consistent with estimates from other California places and national data.

Second, using our NCA data and interviews, we determined that the Advance Peace Stockton program intervened to stop 44 cyclical and retaliatory gun incidents over the two-year period (see, Gun Violence Interruptions above). These were incidents in the streets where guns were present and NCAs actively interrupted a conflictual situation. If all these 44 incidents would

have resulted in shootings with an injury, the costs would have been about \$42.3 Million. If the 44 incidents were gun homicides, the costs would have been about \$110 Million. Thus, we determined that the benefits of AP Stockton were between \$42.3 and \$110 Million over the two-year period.

Third, we received data from Advance Peace that the two-year total cost of the program was \$891,280.

Finally, we calculated the BCR by dividing the estimated benefits by the costs: \$42.3M/\$891,280 and \$110M/\$891,280. We did not use a discount rate.

The BCR for Advance Peace Stockton for 2018-2020 was \$47.46 - \$123.42: \$1.

This means that for every dollar the city spent on Advance Peace, they received between \$47-123 dollars in return.



Cost Savings

\$42.3 - \$110M

Savings in two years of Advance Peace

\$891K

Two year program cost for Advance Peace

ADVANCE PEACE STOCKTON

Recordnet.com
News worth sharing *online*

SEPTEMBER 2017
*“Could a new program
Advance Peace?”*



The Washington Post
Democracy Dies in Darkness

NOVEMBER 2018
*“In Sacramento, trying to stop
a killing before it happens”*



*“More
Prizes
abusers*

2017

2018

2020

capradio

JANUARY 2018
*“Stockton City Council
Votes To Go Ahead With
Advance Peace Program”*



abc10

JANUARY 2020
*“Police: Homicides down 4
percent in Stockton”*



STOCKTON MEDIA TIMELINE



APRIL 2019

*...y for gang members.
... for former substance
... Do rewards turn lives
... around?"*



JANUARY 2020

"Stockton has 'more work to do' as homicide numbers continue to trend down, city leaders say"



OCTOBER 2020

"Beyond Policing: Investing in Offices of Neighborhood Safety"

2019 2020



JULY 2019

"CALmatters Commentary: Police aren't the only ones who can make communities safer"



JULY 2020

"Bankruptcy forced this California city to defund police. Here's how it changed public safety"



JULY 2020

"CALmatters Commentary: Police aren't the only ones who can make communities safer"

AP Stockton: Select Events: 2019-2020

- April 2019, Live Free Bootcamp, Brother Nuri Muhammad interview, <https://www.facebook.com/Toni.McNeil/videos/10214047523485693/>
- June 2019, AP Stockton co-sponsors “Pedal for Peace” event.
- July 2019, ABC10 news, “Stockton’s history of gun violence and those working to bring peace to its streets,” <https://www.abc10.com/article/news/local/abc10-originals/stocktons-history-of-gun-violence-and-those-working-to-bring-peace-to-its-streets/103-606c1b23-a74d-4cec-84d6-6f30d3f08059>
- July & August 2019, AP Stockton participates in South Side community clean-up event & Unity community BBQ/cookout at Brotherhood Park.
- September 2019, AP Stockton co-organizes community event in Stribley Park & East Side Stockton Unity BBQ.
- October 23, 2019. AP Stockton team give guest lectures at Prof. Jason Corburn’s UC Berkeley course, <https://www.facebook.com/advancepeacestockton209/videos/569052680301533/>
- November 2019, community event for families, including food & activities.
- January, 2020, AP Stockton travels to Washington, DC and NYC to build professional skills and networks.
- January 14, 2020, National Institute for Criminal Justice Reform (NICJR), publishes report on “The Cost of Gun Violence in Stockton,” <https://nicjr.org/wp-content/themes/nicjr-child/assets/Stockton.pdf>
- February 5, 2020, Fox40 News, “Stockton’s controversial Advance Peace program saves the city money, mentors say,” <https://fox40.com/news/local-news/stocktons-controversial-advance-peace-program-saves-the-city-money-mentors-say/>
- February 2020, Partnership with Mom’s Demand Action
- February 25, 2020, AP Stockton program manager Nuri Muhammad testifies at Stockton City Council meeting, <https://www.facebook.com/advancepeacestockton209/videos/185794709425766/>
- April 18, 2020, COVID-19, AP Stockton public service announcement, <https://www.facebook.com/advancepeacestockton209/videos/248361489873915/>
- July 2020, Partnership with Matt Barnes, former NBA player, July 2020, <https://www.facebook.com/advancepeacestockton209/videos/557929374878415/>
- July 2020, NY Times, “In Stockton, a powerful Program to Prevent Violence.”
- August, 2020, AP featured in HBO documentary, Stockton on my Mind.
- August 2020, NCAs using films to give voice to Fellows and other outreach workers, BlacAugustzStudioz, <https://www.youtube.com/watch?v=8arm6vrKxgs&feature=youtu.be>
- August 2020 - Mayor Tubbs notes that crime is trending down in Stockton due to the “hard work of programs like Advance Peace.”

NCA Voices:

I guess the greatest hindrance, the greatest challenge, like everyone else, has been COVID-19. Kind of like put a halt on a lot of our programming. ...It's just been very, very difficult and the amount of services and referrals to agencies is limited just because a lot of people are closed right now.

Usually our successes result in some type of quietness that's hard to report, other than they're doing great. I mean, when something bad happens that you know, everybody knows about it- the news, ABC, Fox News, everybody wants to do an interview when something's going bad or horrible. But, you can go months and months without anything going on. Advance Peace doesn't even come up. But, as soon as something happens, you know, like where they at, what have they been doing, you know? Haven't heard from them in a while. You haven't heard from us in a while because nothing wasn't going on. But, now that it's going on I think people look for us to be in those circles. So, it may be like a compliment in an off-handed kind of way. That uh, when something happens, they're looking for us, like they expect us to be able to stop it or have to interject ourselves in some kind of way.

I think this year (2020), especially towards the end of this year, we were able to get back with some people that we normally would have thought we would have partnered with that we had some difficulty factors with. We weren't necessarily well accepted when we got started. So, we had to tell our own narrative. We had to control our own stories. We had to you know become our own hype people, our own pitch people. The city as a whole was not looking kindly on our program at all, especially the negative media from like 209 Times and other places because people bought into that narrative, but we've been able to survive, and that is a plus in the midst

of all that negativity for sure.

When I took this job, I got a lot of push back from some of the members in my community, you know the "fellas", if you will. Um, you know, everybody automatically assumed that we were somehow connected to some sort of law enforcement agency or you know all these other types of things. I even got a call from prison from the higher ups demanding that I go and meet a representative and explain myself. I stood my ground. I just continued to dispel the negative narrative that some certain people had about the program. Everybody that was a naysayer before, they is all over me now about how they can be a part of this.

Another obstacle is when you live a certain way for so long, and you have this image and certain people know things about you. I just got released from prison in 2017. So, the last time this person seen me, you know I'm living this way and now I'm over here living a different way. There was a lady. After I went to go respond to a shooting. She knew who I was. She was like 'don't tell him shit.' You know, like 'we don't know who this dude is.' She knew who I was, not what I'm doing now. Its hard for them to believe the hopes and wishes that you're trying to push out to everybody, when they don't know you as that different person. So, with consistency you just start to change their image of yourself and the program. So, those are some of the challenges that I've faced, personally.

I found that the trauma-related stressors affect the staff too. Myself, staff, affect family life, your normal day-to-day operations, just dealing with the constant, either potential violence situations

or actual violence situations. It does have like a re-stimulative effect on us, and it was necessary to really go find some help for ourselves. So, I think the end of this year and the beginning of this next 2021, just our new partnership with Three Rivers, as far as staff counseling and uh people to give us some type of therapy for ourselves on a more consistent basis will be a big part of the work because I did find myself depressed, when we lost a young man, and even though I didn't interact with him that much, just the mere fact that it happened and he was in our office, sat with us and ate with us. I know that getting significant mental health help for the staff, offering it for our clients of course, for our Fellowship members of course, but mainly for our staff that has to deal with the constant grind of dealing with violent issues and the re-stimulative effect of it because it's going to be an important part of our work coming up.

One of the difficult things that we had this past year is that we were waiting to see the examples from Richmond and Sacramento. Since we were coming behind Sacramento, we were barely starting to get with our life skills classes and our junior Fellows, and we were taking a page off of what Richmond were doing and what Sacramento were doing. And, as we began to start to instill that culture in the people that we were working with, as far as Fellows and what not, COVID came. It just made it difficult because it's a lot of things that we talked about and discussed what we were going to do that had to put a halt on everything, you know? It gets to the point where you're telling someone, "oh, we got this coming" and then a new stipulation, something comes down, "oh we got to push off another four weeks" so you know, I'm just tired of going around with empty promises and can't deliver. But, I still check in and let them know, 'you know what, this is out of my hands, out of our hands. As soon as they lift some of these limitations, cause we don't want to put you at risk at the same time.' So, I think that was one of the

difficulties. As time progresses, we can do better and really be focused on that. And, I think we're having a thorough understanding on the blueprint of how to do it now.

What is different about AP Stockton, maybe, is we had to do a little more community organizing, just because of how our structure's set up. You know, Sacramento initially started with the help of, a part of the city, and their funding. Ours was, totally separate. So a lot of the things we had to do was community building and that was big. That was something new. The organizer piece.

Other AP cities have the city buy-in as far as funding was concerned. We had maybe the buy-in of Mayor Tubb's office, but no funding, no support. It even took us a while for the police. As you know, even getting the data from the police like we should have been getting from the beginning, that just took us a while to get everything done, and I think that was the biggest challenge for us that was different than maybe Advance Peace in Sacramento or the ONS in Richmond.

Look, the wounds of slavery, Jim Crow, eugenics, redlining, failing schools, and related policies that continue to traumatize our communities aren't going away from one program like ours. We are part of changing the narrative: away from victim blaming; away from more policing and prisons; away from communities don't know or can't do; away from us as being thugs or dangerous. Not only has society, but our Fellows have internalized these false narratives. We're changing that story by doing differently, saving lives, and helping point-out the policies, laws and systems that need to change for us to continue and have a greater impact. When you combine that with data showing that stopping gun violence saves millions of dollars, maybe we start to see real social change.

Advance  Peace

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Learning & Evaluation
2018-2020 Report

