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**SUBMITTAL TO THE BOARD OF SUPERVISORS
COUNTY OF RIVERSIDE, STATE OF CALIFORNIA**



FROM: Executive Office

SUBMITTAL DATE:

March 10, 2014

SUBJECT: Participation in California Forward's Partnership for Community Excellence Project Titled Achieving Better System Outcomes Through Data Driven Practices and Decision Making

RECOMMENDED MOTION: That the Board of Supervisors direct the County Chief Executive Officer to send California Forward's Partnership for Community Excellence a letter indicating the County's support for working with California Forward to build a culture for data-based decision making that includes regular evaluation, reduce reliance on incarceration by implementing alternatives that have proven successful, and explore ways to improve public safety outcomes especially reduced rates of recidivism.

BACKGROUND:

Summary

California Forward's Partnership for Community Excellence Director contacted Riverside County to participate in a three-year effort to improve rehabilitation services and expand alternatives to incarceration based upon data that is evaluated regularly. Riverside is viewed as an innovative large county with public safety departments that work cooperatively and continuously strive to provide positive outcomes for the residents of the county. Riverside County is actively balancing limited resources to meet public safety


Elizabeth J. Olson
Principal Management Analyst

FINANCIAL DATA	Current Fiscal Year:	Next Fiscal Year:	Total Cost:	Ongoing Cost:	POLICY/CONSENT (per Exec. Office)
COST	\$	\$	\$	\$	Consent <input type="checkbox"/> Policy <input checked="" type="checkbox"/>
NET COUNTY COST	\$	\$	\$	\$	
SOURCE OF FUNDS: N/A				Budget Adjustment:	
				For Fiscal Year:	

C.E.O. RECOMMENDATION:

APPROVE

BY: 
George A. Johnson

County Executive Office Signature

MINUTES OF THE BOARD OF SUPERVISORS

- Departmental Concurrence
- ☐ A-30 ☐ Positions Added ☐ Change Order
- ☐ 4/5 Vote

Prev. Agn. Ref.:

District:

Agenda Number:

3-4

BACKGROUND:

Summary (continued)

needs. Board of Supervisors and County Executive Officer leadership along with a public safety departments' commitment to implement a variety of community based strategies provides probationers, pre-trial releases, and inmates participating in alternatives to incarceration with services to acquire the skills they need to return to the community instead of to jail or prison. There has also been a concerted effort to provide mental health services both to inmates and to those on probation so that they not only learn new ways of responding but those who require medication develop a better understanding of the need to manage their mental illness and to remain in treatment. While the focus on recidivism saves money, the greatest benefit of reduced recidivism is the return of men and women to productive lives.

The California Forward Partnership for Community Excellence reached out to Riverside County and asked if we would be one of three counties in California that will participate in the three-year effort to improve outcomes and to insure that available resources are targeted to achieve outlined goals. The County public safety partners have already begun to develop a list of issues they hope to address.

Riverside County's initial involvement with California Forward's Partnership for Community Excellence began with an August 2013 Riverside County gathering of public safety and health leaders. Although the focus of discussion was implementation of the Affordable Care Act, it was immediately apparent to the California Forward staff that Riverside County's department leaders have already worked in partnership in many ways and are open to honest dialogue. Since August leaders have continued to meet and work cooperatively to ensure that people access needed services at less expense to the County. One successful effort being undertaken is enrollment of inmates during their hospitalization at RCRMC. This has the potential to significantly lessen the County's share of the cost of detention in-patient care. Additional efforts are underway to determine the eligibility of probationers as well as inmates.

On February 20, 2014 representatives from California Forward met with the principals from the Community Corrections Partnership (Sheriff, Probation, District Attorney, Public Defender, Mental Health), Detention Health and the Executive Office to discuss progress to date and to present the idea of achieving even better outcomes by utilizing data and validated best practices. California Forward indicated that they were looking at counties whose leaders are forward thinking, innovative, and committed to system change. They also made it clear that they wanted Riverside County to participate in the three-year effort to make systemic changes in public safety. California Forward will be applying for a grant to cover their costs during the project period. No additional costs to the County of Riverside are anticipated.

Impact on Citizens and Businesses

Programs that assist offenders either inside or outside of the jail system and help them become more self-sufficient and to access needed health care without reoffending will benefit the community in lessened correctional and probation costs over time. Citizens will know that the county prudently utilizes resources available to lessen recidivism and businesses are less likely to be hampered by criminal activity.

SUPPLEMENTAL:

Additional Fiscal Information

N/A

Contract History and Price Reasonableness

N/A

Attachment: Letter from Jay E. Orr on behalf of the Riverside County Board of Supervisors



JAY E. ORR
COUNTY EXECUTIVE OFFICER

COUNTY OF RIVERSIDE EXECUTIVE OFFICE

GEORGE A. JOHNSON
CHIEF ASSISTANT COUNTY EXECUTIVE OFFICER

ROB FIELD
ASSISTANT COUNTY EXECUTIVE OFFICER
ECONOMIC DEVELOPMENT AGENCY

MICHAEL T. STOCK
ASSISTANT COUNTY EXECUTIVE OFFICER
HUMAN RESOURCES

ED CORSER
COUNTY FINANCE DIRECTOR

CHRISTOPHER HANS
CHIEF DEPUTY COUNTY EXECUTIVE OFFICER

March 6, 2014

James Mayer
CEO/President
California Forward
1107 9th Street, Suite 650
Sacramento, CA 95814

RE: Participation in California Forward's Project, *Achieving Better System Outcomes through Data-Driven Practices and Decision-Making*

Dear Mr. Mayer:

On behalf of Riverside County, I would like to express both the Board of Supervisors and my strong commitment to engaging in a partnership with California Forward to assist our county's justice system in using data-based decision-making and continuous improvement processes to cost-effectively achieve better outcomes.

Riverside County focuses on balancing limited resources to meet vast public safety needs. Our goal is to ensure that public safety strategies are implemented in a collaborative and coordinated way to ensure system balance while delivering criminal justice services. Since the implementation of realignment we have made efforts to limit the number of people in the jail through a variety of alternatives to incarceration. Probation's operation of pretrial services allows those awaiting trial to remain in the community. The county is also involved in a plethora of crime prevention measures. Where found to be cost-effective and in support of public safety the county utilizes community-based services to supervise adult and juvenile offenders. We consider this critical to ensure that limited and costly jail and detention beds are available when they are most needed.

We want to continue to look for efficiencies that also improve outcomes while saving money. Realignment required that we change how our justice system operates and we want to build on those changes to imbed new processes into our system that makes data-based decision-making and continuous improvement the standard way of doing business in our justice system. We believe that working with California Forward will help us achieve this goal.

Our meeting with your staff on February 20 was very productive. We identified a number of issues that lend themselves to the approach you will be taking in assisting our county. Key issues for Riverside County are:

1. Limited jail capacity and a federal cap on inmates.
2. Lack of reentry services.
3. Need for more robust behavioral health programs in all jails.
4. Greater probation failure rates for offenders receiving split sentences versus those on post release community supervision (PRCS).

5. How to engage justice-involved individuals in treatment and keep them engaged.
6. Lack of appropriate housing for those supervised as well as those electronically monitored.

We are particularly interested in developing the aggregated data portrait of our system and then drilling down to determine cost-effective ways to reduce the demand for jail beds and to provide the kinds of services and supports that can reduce recidivism.

Based on our discussion at the February 20 meeting, we are eager to begin working with you. We are committed to providing the following to this effort:

1. Engagement of our top leadership team to provide guidance at key points in identifying issues and selecting priority areas for focus.
2. Engaging appropriate leaders, managers and staff in each step of the model, except where a particular part of the model has already been completed.
3. Probation as the lead agency for the project since the effort is aligned with the Community Corrections Partnership Executive Committee's goals.
4. Sufficient time for the probation analyst and other analysts to learn and assist in obtaining and organizing the data needed for the data portrait and to drill down to determine areas for improvement.
5. Access to data as needed.
6. Access to meeting and work space as needed.
7. Sharing progress and outcomes, related to the project, with state leaders, other counties and funders.

We understand that contingent on resources obtained for this project, California Forward will provide the assistance described in *Achieving Better Outcomes through Data-Driven System Change: Overview of the Project and Model for System Change* (attached). Expertise and assistance will include:

1. Guiding county leaders, managers and staff through each step of California Forward's model for system change.
2. A project manager and facilitator.
3. A justice system expert.
4. An experienced data-driven justice system analyst.
5. Limited consultation from other experts as agreed upon by California Forward and Riverside County.
6. On-site engagement as agreed upon by California Forward and Riverside County.
7. Support by phone, conference calls and email between on-site visits.
8. Coaching for the probation analyst and other analysts in how to collect and analyze data to evaluate the system's effectiveness and efficiency and potential areas for improvement.
9. Coaching for justice leaders and managers regarding the effectiveness of data-based decision-making and continuous improvement processes, leading them through the processes based on what the data portrait reveals.

James Mayer
March 6, 2014
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10. Assistance with communicating progress and results to others.
11. Assistance for up to three years as agreed upon by California Forward and Riverside County.
12. CEO/President.

We have been working diligently to offer new programs, such as pretrial services. Yet we know that we also need to examine our data to determine where services need to be improved to achieve better outcomes while saving money. California Forward is the only organization we know of that is focused solely on providing assistance related to effective and efficient system processes versus programs.

We believe that data-driven processes used to make improvements in the justice system can be adapted and drive improvement in other county services and county governance overall.

We look forward to working with you and your team.

Sincerely,

Jay E. Orr,
County Executive Officer