



## Three-Year Tactical Plan for Board of Supervisors-Identified Strategic Plan Goal

### Goal 5: Preserve and ensure safe and crime free communities

<p><b>Meaning</b> (expanded definition of goal)</p> <p><i>Yolo County seeks to collaboratively promote and enhance safe and crime free communities through well-informed offender case management, bringing about an appropriate blending of criminal justice supervision and evidence-based treatment strategies that maintain, but then improve, public safety</i></p>	<p><b>Key Concepts</b> (Actionable items reflected in meaning)</p>			
	<p><b>Safe communities</b></p> <p>Uphold the law through strategies that hold offenders accountable, restore victims and ensure a safe environment for all residents and visitors</p>	<p><b>Offender case management</b></p> <p>Offenders will be case managed and treated with an emphasis on behavior change and recidivism reduction</p>	<p><b>Evidence-based criminal justice practices</b></p> <p>Ensure that criminal justice partners are employing practices, policies and operating standards that have been proven to effectively reduce crime and an offender's likelihood to reoffend</p>	<p><b>Collaboration across agencies</b></p> <p>Create sustainable partnerships with internal and external stakeholders to systemically manage, leverage and maximize community resources and develop innovative</p>
	<p><b>Objectives</b> (SMART-based outcomes that advance the goals and can be achieved in the next three years)</p>			
	<p>A. Frontline crime control agencies are appropriately supported</p> <p>B. Preserved the dignity of victims by meeting their immediate and long-term needs created by crime</p>	<p>C. All high risk offenders are needs -assessed and have an implemented criminogenic needs-driven case plan</p> <p>D. A full menu of graduated sanctions, incentives and services exist and are effectively utilized</p> <p>E. Offenders have seamless access to services that meet their legal and social support needs</p> <p>F. Jail staff infrastructure allows for the housing of inmates in a safe, secure manner, while facilitating participation in appropriate rehabilitation services</p>	<p>G. Improved employees knowledge and skills through continuing professional development</p> <p>H. A plan for continuous criminal justice system improvement is in place and followed by all affected agencies</p>	<p>I. Created and implemented a virtual single data management system that collects and updates information from justice related partners</p> <p>J. Implemented electronic document solutions to efficiently manage information</p> <p>K. Local partnerships created and enhanced so that both the County and the community have a robust understanding of and connection to one another</p> <p>L. The Community Corrections Partnership (CCP) has been sustained and continues to drive system changes</p>

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Objectives & Implementation Tactics (expected completion date)	Measures of Success	Champions
<p>A. Frontline crime control agencies are appropriately supported</p> <ul style="list-style-type: none"> <li>• Reduce response times to Priority 1 and 2 calls to industry standards (2015-16)</li> <li>• Create a permanent, full-time Ag Task Force to investigate and assist in the prosecution of Ag crimes (complete)</li> <li>• Implement a plan for multi-band radios for inner-operability and purchase additional surveillance equipment (for tracking of hay bales and wearable cameras that deter actions) for the Ag task force unit (complete)</li> <li>• Add staff for Patrol and Detention to help facilitate ongoing growth of AB109 participants, in particular to assist with the monitoring of individuals on home custody or electronic monitoring and probationers (2015-16)</li> <li>• Provide 24/7 on-call response to front line law enforcement inquiries regarding offender status (PRCS and Pretrial) (complete)</li> <li>• Ensure County High Tech Forensic Crime Unit utilizes cutting edge technology and is staffed with FTE certified forensic investigators (2015-16)</li> <li>• Support Specialized and Vertical Units to protect children, elderly and mentally ill (complete and ongoing)</li> <li>• Establish Public Corruption Unit and provide quarterly training to elected and appointed officials (2015-16)</li> </ul>	<ul style="list-style-type: none"> <li>• Response time reduced by 10% every year for three years</li> <li>• Reduction in property loss for ag industry</li> <li>• Two Deputy Sheriff's hired for Ag Task Force</li> <li>• Purchase of tracking equipment for frontline officers to communicate with all law enforcement agencies</li> <li>• Increases in detection of contraband and arrest of individuals by 20%</li> <li>• Decreased use of overtime by Probation Staff and an increased of shared responsibility to enhance public safety (Probation and Sheriff)</li> <li>• Reduced investigative delay in cases requiring high-tech services</li> <li>• Increased conviction rates in cases with digital evidence</li> <li>• Improved specialization and conviction rates for cases in this category</li> <li>• Improved compliance rates on Form 700; reduced violations and complaints</li> </ul>	<p>District Attorney Sheriff Probation</p>
<p>B. Preserved the dignity of victims by meeting their immediate and long-term needs created by crime</p> <ul style="list-style-type: none"> <li>• Provide comprehensive Victim Services for all victims in all felony cases (complete)</li> <li>• Provide full-time agency staffing at the Family Justice Center and expand its collaboration with criminal justice partners in every county LEA (2014-15)</li> <li>• Guarantee appropriate victim restitution is sought and collected in every criminal case, including from AB109 inmates housed in local jail (complete and ongoing)</li> <li>• Recognize victims' constitutional rights and reduce pre-trial delay for victims (complete)</li> <li>• Expand Neighborhood Court , Mental Health Court , Veteran's Courts implement other Restorative Justice programs countywide (2015-16)</li> </ul>	<ul style="list-style-type: none"> <li>• Increased victim satisfaction</li> <li>• Reduced locations for victims to visit</li> <li>• Improved family safety and criminal case resolutions</li> <li>• Increased victim restitution in AB 109 cases</li> <li>• Reduced recidivism through alternative programs</li> </ul>	<p>District Attorney</p>

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<p>C. All high risk offenders are needs-assessed and have an implemented criminogenic needs-driven case plan</p> <ul style="list-style-type: none"> <li>• All high risk offenders are identified, needs assessed and have a monitored and dynamic case plan (~500 moderate-risk offenders to be supervised at ratios of 1:50; will require 10 Deputy Probation Officers + vehicles) (complete)</li> <li>• Offender case plans are fully implemented (complete)</li> <li>• Transition to Ohio Suite of assessment tools (complete)</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity to supervise moderate-risk population established</li> <li>• Decreased violation behaviors by moderate-risk population</li> <li>• Increased number of offender assessments, case plans and appropriate referrals for service (including moderate-risk population)</li> <li>• Recognized and validated evidence-based assessment tool adopted and implemented</li> </ul>	<p>Probation Sheriff</p>

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<p>D. A full menu of graduated sanctions, incentives and services exist and are effectively utilized</p> <ul style="list-style-type: none"> <li>• Inventory existing community-based services available to offenders and identify gaps (2015-16)</li> <li>• Effectively utilize full menu of graduated sanctions, incentives and services and track data (2015-16)</li> <li>• Triage treatment services with fidelity to the risk principle (complete and ongoing)</li> <li>• Implement Positive Youth Justice Initiative (PYJI), designed to create opportunities for youth by filling gaps that currently exist in the areas of education, vocation, pro-social activities, Positive Youth Development, Trauma Informed Care as a system, WRAP service delivery and health (complete and ongoing)</li> <li>• Support Day Reporting Center needs for out-of-custody programming, to include securing a location that allows for growth of programs (cross reference 5F2) (complete)</li> <li>• Adult and Juvenile Review Boards address minor violation behavior, avoiding costly court intervention (complete)</li> <li>• Maintain and expand Mental Health Court; implement other specialty courts (e.g., Veterans Court) as needed (complete and ongoing)</li> </ul>	<ul style="list-style-type: none"> <li>• Increased number of available sanctions, incentives, and services. Reduce reliance on jail and state prison as sanctions.</li> <li>• Continued look at expanded services through DRC and community providers</li> <li>• Increased compliance with supervision terms and conditions through effective case management</li> <li>• Decreased reliance on jail beds as it relates to sanctions</li> <li>• Completion of training for update sanctions / incentives</li> <li>• Reduced recidivism and violations through appropriate Tx dosage based on risk level (High vs. Moderate-risk) and need</li> <li>• Increased access to alternative funding streams (e.g. Affordable Care Act) to reduce local expenditures</li> <li>• Increased positive alternatives for youth</li> <li>• Increased DRC capacity and programming; to include West Sacramento and a permanent location in Woodland</li> <li>• Increased alternative sanctions for adults and juveniles</li> <li>• Reduced justice partner expenditures related to court appearances</li> <li>• Decreased recidivism, hospitalization and legal intervention for Mental Health Court clients</li> <li>• Reduced incarceration of Mental Health Court eligible offenders</li> <li>• Increased use of alternatives to custody for Mental Health clients, including dual diagnosis placements</li> <li>• Lowered levels of police contact and new offenses / violations</li> </ul>	<p>Alcohol, Drug &amp; Mental Health Community Corrections Partnership Courts District Attorney Probation Public Defender</p>

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<p>E. Offenders have seamless access to services that meet their legal and social support needs</p> <ul style="list-style-type: none"> <li>• Provide zealous legal representation by maintaining necessary staffing levels, including staffing parity with related agencies (e.g., see 5A2) (complete and ongoing)</li> <li>• Offer offenders comprehensive legal representation, social work support and advocacy via Public Defender staff from multiple disciplines (complete and ongoing)</li> <li>• Maintain and then expand Records Mitigation Clinic to ensure re-entry post-conviction legal services available to ex-offenders (complete and ongoing)</li> </ul>	<ul style="list-style-type: none"> <li>• Increased quality and efficiency of legal services delivered to offenders</li> <li>• Better case dispositions and/or life outcomes for offenders</li> <li>• Increased number of offenders referred to and enrolled in appropriate services</li> <li>• Increased access to benefits/programs</li> <li>• Decreased staff time required to complete intake and application processes for multiple benefits/programs</li> <li>• Increased number of motions filed and granted</li> </ul>	<p>Public Defender</p>

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<p>F. Jail staff infrastructure allows for the housing of inmates in a safe, secure manner, while facilitating participation in appropriate rehabilitation services</p> <ul style="list-style-type: none"> <li>• Inventory existing services available to incarcerated offenders and identify gaps (2015-16)</li> <li>• Support Day Reporting Center needs for in-custody programming to include securing a location that allows for growth of programs (complete)</li> <li>• Develop and effectuate multi-disciplinary re-entry plans for incarcerated non-supervised offenders (complete)</li> <li>• Add staff for Patrol and Detention to help facilitate ongoing growth of AB109 participants, in particular to assist with the monitoring of individuals on home custody or electronic monitoring and probationers (2015-16)</li> <li>• Secure County match costs for Juvenile Detention Facility (JDF) construction project to address visiting, treatment, gymnasium space (\$4.7M grant awarded 2009) (complete)</li> <li>• Enhance officer safety through added telecommunications support via new repeater. (complete)</li> </ul>	<ul style="list-style-type: none"> <li>• SB 1022 grant awarded, allowing construction of new kitchen with enhanced classroom, Mental Health wing with 24 dedicated beds, and new Day Reporting Center</li> <li>• Enhanced Day Reporting Center service delivery through site expansion to both West Sacramento and Woodland</li> <li>• Increased number of offenders referred to and enrolled in appropriate services</li> <li>• Better life outcomes for offenders</li> <li>• Jail overcrowding safely alleviated when appropriate</li> <li>• Assessment tool implemented and utilized to assist with re-entry</li> <li>• Reduced costly returns to custody by the offender population</li> <li>• Increases in detection of contraband and arrest of individuals by 20%</li> <li>• Increased program alternatives for youth, Juvenile Detention Facility and community</li> <li>• Decreased out-of-home placement costs for the County as a result of local program options</li> <li>• Increased safety for officers and juveniles in Juvenile Detention Facility through enhanced technology and improved communications</li> <li>• Reduced Significant Incident Report</li> <li>• Improved response time</li> </ul>	<p>Community Corrections Partnership            Probation            Public Defender            Sheriff</p>

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<p>G. Improved employee knowledge and skills through continuing professional development</p> <ul style="list-style-type: none"> <li>Expand training beyond State mandates; develop interdisciplinary skill sets (complete and ongoing)</li> <li>Coordinate staff training of different agencies to ensure evidence based practices are followed (complete)</li> </ul>	<ul style="list-style-type: none"> <li>Increased knowledge, skills and abilities of all partnerships within law enforcement agencies with new and innovative training opportunities</li> <li>Reduction in lawsuits, claims and citizen complaints by 10%</li> <li>Increased training by 20%</li> <li>Implemented best practices</li> <li>Updated evidence-based programs identified and implemented</li> </ul>	<p>District Attorney Probation Public Defender Sheriff</p>
<p>H. A plan for continuous criminal justice system improvement is in place and followed by all affected agencies</p> <ul style="list-style-type: none"> <li>Regularly assess CCP strategies for effectiveness (complete)</li> <li>Regularly assess correctional interventions for effectiveness (complete)</li> <li>Data on service delivery and effectiveness is available and regularly reported to inform decision-making (complete)</li> <li>Analyze and fix systemic problems that interfere with the goal of sustained recidivism reduction (complete and ongoing)</li> <li>Hire a crime analyst to evaluate the deployment of resources to proactively address crime and to track offender statistics (see 5I3) (2016-17)</li> <li>Adhere to agreed upon replacement plan for vehicles, in-car cameras, mobile data terminals and preliminary alcohol screening units (complete)</li> </ul>	<ul style="list-style-type: none"> <li>Continued independent auditing of Community Corrections Partnership interventions and strategies funded by Realignment</li> <li>Regularly updated Realignment Dashboard</li> <li>Case Management System for Probation implemented and integrated for dashboard reporting</li> <li>Programs in response to findings from JRI Reports implemented</li> <li>Legislative solutions identified and obtained to obstacles in effective justice-involved programming</li> <li>Monitoring of real-time data to identify crime trends and statistics</li> <li>Reduction in repair costs for vehicles by 15</li> <li>Vehicle replacement plan established</li> <li>Effectively working with Purchasing, Fleet and County Admin staff</li> </ul>	<p>Community Corrections Partnership Sheriff Planning &amp; Public Works</p>

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<p>I. Created and implemented a virtual single data management system that collects and updates information from justice related partners</p> <ul style="list-style-type: none"> <li>• Collaboratively develop a database platform that allows offender information sharing across all agencies (2017-18)</li> <li>• Evaluate the necessity and feasibility of replacing the Sheriff's Office Tiburon system (2015-16)</li> <li>• Develop and maintain a publicly-available data dashboard which reports crime and offender statistics, as well as recidivism rates and other relevant AB 109 impacts (2015-16)</li> <li>• Implement a full service scheduling software which allows the Sheriff Department to not only track shifts but also training, skill sets and certifications, and to deploy appropriate personnel (2015-16)</li> <li>• Develop case management system that interfaces with existing automated systems utilized by criminal justice partners; Year-1 costs supported by Probation/Realignment (~\$150-200K) (2014-15)</li> </ul>	<ul style="list-style-type: none"> <li>• Integrated case management system implemented to better serve the offender population and support data sharing related to public safety efforts</li> <li>• CRAM agreement supported</li> <li>• Transition committee/team established to evaluate current and future needs of the Sheriff's jail operations and determine which system will replace Tiburon</li> <li>• Dashboard established and maintained with timely updates with data used to improve decision-making</li> <li>• Other Sheriff's systems evaluated to determine available options that enhance information sharing between all law enforcement agencies</li> <li>• One solutions tool to track people in the system</li> <li>• Users Group established to evaluate feasibility of replacement for current manual scheduling system</li> <li>• Approved case management system implemented</li> <li>• Reporting autogenerated from system for State/Federal/local and internal needs</li> </ul>	<p>Community Corrections Partnership Criminal Records Access Management (CRAM) Team Information Technology Probation Sheriff</p>
<p>J. Implemented electronic document solutions to efficiently manage information</p> <ul style="list-style-type: none"> <li>• Digitize archived records of justice related partners (ongoing)</li> <li>• Develop, implement and improve upon digital case management systems for all criminal justice agencies (2017-18)</li> </ul>	<ul style="list-style-type: none"> <li>• Decreased cost of archiving records; increased efficiency of record retrieval process</li> <li>• Increased public/educational awareness around law enforcement roles and programming</li> <li>• Increased efficiency of case management systems and record sharing activities</li> <li>• Increased information sharing through CRAM agreement</li> </ul>	<p>District Attorney Probation Public Defender Sheriff</p>

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<p>K. Local partnerships created and enhanced so that both the County and the community have a robust understanding of and connection to one another</p> <ul style="list-style-type: none"> <li>• Engage in sustained public education campaign in local schools to increase awareness of legal rights and related topics (2017-18)</li> <li>• Encourage employees of justice-related partner agencies to increase civic engagement activities (complete and ongoing)</li> <li>• Leverage talent from local educational institutions to enhance the delivery of necessary and beneficial services in a cost-effective and mutually beneficial manner (complete and ongoing)</li> </ul>	<ul style="list-style-type: none"> <li>• Increased public/educational awareness around law and justice partners' roles and programming</li> <li>• Increased trust among community and county</li> <li>• Increased competency of services without increasing cost to County</li> <li>• Enhanced skill sets of those mentored</li> </ul>	<p>District Attorney Probation Public Defender Sheriff</p>
<p>L. The Community Corrections Partnership (CCP) has been sustained and continues to drive system changes</p> <ul style="list-style-type: none"> <li>• Continues to evaluate programs and strategies in the criminal justice system and make recommendations to the Board of Supervisors at least annually (complete and ongoing)</li> </ul>	<ul style="list-style-type: none"> <li>• Continued independent auditing of Community Corrections Partnership interventions and strategies funded by Realignment</li> </ul>	<p>Community Corrections Partnership</p>

**Key Concepts:** Preserve and ensure safe and crime free communities

