

El Dorado County – Planning Recommendations for the Public Safety Realignment Local Action Plan

A strategic plan is an opportunity to revisit collective goals and opportunities and shape a shared vision. El Dorado County's Community Corrections Partnership (CCP) has operated under the same framework for over a decade, even as conditions have shifted. The CCP's Local Funding and Action Plan should reflect the strategic goals and priorities of stakeholders.

The following component sections are recommended for the Action Plan: (1) Purpose and framework for the Action Plan; (2) Goals and objectives to be achieved; (3) Strategies and coordinated activities to achieve the goals; (4) Funding and expenditure plan to implement the strategies; and (5) Monitoring plan to measure impact and success at achieving the goals.

Stakeholder Priorities

Several common themes emerged through stakeholder discussions: Under the public safety realignment stakeholders want to see clients at the highest risk for recidivism completing programs and improving their lives. Additionally, stakeholders believe that a collaborative approach to programming is necessary to be impactful and that consistent communication and information sharing is key to coordination and public transparency.

The Action Plan's goals, objectives, and strategies should align to these priorities.

- Clients complete programs addressing employment, substance use disorders, and related behavioral concerns such as poor decision making, impulse control, and motivation for change.
- Clients show improvements consistent with rehabilitative outcomes defined by the California Board of State and Community Corrections, including gains in employment or education, and reductions in criminal behaviors and substance use.
- Partners work collaboratively to achieve public safety goals, deliver services, and manage public resources. Where feasible, other public funds should be leveraged to meet objectives.
- Partners demonstrate impact through measurable outcomes and effectively communicate how Realignment investments are improving the wellbeing and safety of residents.

Approach to Strategy Design and Funding Recommendations

It is further recommended that the following considerations, consistent with stakeholder feedback, are incorporated into the strategies and activities of the CCP's Local Funding and Action Plan.

- 1. Generate Revenue:** Changes to Medi-Cal are a significant opportunity to expand necessary program services. The CCP should consider the best ways to leverage Realignment funds to generate additional Medi-Cal revenues for services. Maximizing revenue should be prioritized.
 - Matching or braiding funds can lead to exponential gains. Consider short-term investments, such as start-up or forgivable bridge loans to launch programs. Consider longer-term investments, such as shifting more funding to staff who can provide Medi-Cal billable services.

- Work with HHS and Medi-Cal health plan partners and providers to define opportunities for service expansion and generate revenue. Identify community partners, working with the justice population, that may need assistance and encouragement in becoming a certified provider and/or expanding service delivery to meet needs. Identify cost considerations.
- 2. Invest in Outcomes:** Funds are limited and should be used strategically to meet rehabilitative objectives. Reallocations should be tied to meeting deliverables and achieving impact.
- Desired outcomes should be defined, prioritized, and consensus developed on how data will be collected and reported to show impact over time. Recommendations include:
 - Reduce re-offending.
 - Reduce substance use (for identified clients only).
 - Increase achievements in education, employment, housing, and health care.
 - Increase staff and program fidelity to best practices.
 - Increase number of staff cross-trained and working within partnerships.
 - Convene a discussion focusing on shared goals and objectives, and prioritized funding areas with an emphasis on accountability and maximizing revenue. Include additional community partners in planning discussions about desired outcomes such as health plan partners, treatment providers and workforce development programs to ensure feasibility.
- 3. Work Collaboratively:** Too many conversations are happening without key system partners or in silos. There needs to be more alignment between departments and with community partners. Funded projects should advance service coordination and partnerships.
- Annual Realignment allocations should be based on a clearly articulated strategic plan with shared goals and objectives. Community partners should provide information and input on the feasibility of meeting the goals and objectives. Requests for proposals, agreements, and contracts should clearly articulate how the intended work will achieve the goals and objectives.
 - Develop joint learning commitments in connection with the goals and objectives so partner agency staff understand each other's roles, responsibilities, and practice impact. Articulate a local capacity building approach and assign resources to support training, data analytics, and coordination, as well as direct client services.
- 4. Codify Agreements and Practices:** The CCP should also invest in system strengthening to better position El Dorado County to meet shifting legislation and funding opportunities. Funding should prioritize the delivery of recognized best practices and enhanced service coordination.
- Consider funding agreements that incorporate joint learning commitments through clear expectations for attending training, implementing best practices, and reporting data. Include both process and outcome measures as part of grantmaking and accountability.
 - Develop program monitoring and data agreements. Build off existing data dictionaries and recommendations for measuring outcomes (through O'Connell Research). Prepare template language for inclusion in contract and agreements.