

FY2018-19 Recommended Budget

RECENT BOARD INVESTMENTS IN NEW PROGRAMS AND SERVICES

The FY2018-19 Recommended Budget includes over \$158 million (\$46.3 million in Net County Cost) in funding for new or enhanced programs or services approved by the Board over the last four years, including:

Implementation of a Number of Initiatives to Address Homelessness in our Community

Over the three years prior to 2017, the County expanded its investments to address the needs of the homeless and the impact of homelessness on the community. These investments included outreach through mobile mental health crisis support teams, mental health and homeless navigators, increased shelter for transition-age youth (youth between the ages of 18 and 24), rapid re-housing, motel vouchers, Winter Sanctuary, and the creation of a Director of Homeless Initiatives position to integrate the County's response to homelessness. The Board also invested in program navigators through Sacramento Steps Forward. This resulted in a commitment of more than \$7 million for shelter and housing programs and \$2.5 million for financial support for the homeless.

In 2017, the Board adopted the homeless initiatives with the goal of improving its response to the crisis of homelessness and in creating new pathways to permanent homes and stability. This new investment was in addition to ongoing County support of existing homeless services and programs. In the past year, the Department of Human Assistance (DHA) launched all four homeless initiatives and two additional "augmentation" initiatives, partnering in new ways with County departments, such Behavioral Health, Primary Health, Child Protective Service, Regional Parks, Sheriff, and the Public Defender, as well as with service providers, and other partners. The new initiatives leverage and complement existing programs and services and other new County investments, including significant expansion of mental health services for this population.

- **County Homeless Initiative #1 Family Crisis Response and Shelters:** The family emergency shelter system was restructured to reach families with high barriers and shelter more families experiencing literal homelessness. Entry has been simplified with an electronic bed reservation system managed by DHA, which also allows alternative resources, including diversion assistance, to be offered. Shelter services are dedicated to rapidly re-housing families into permanent and stable housing. Annually, this initiative is projected to shelter 268 families with an additional 25 families served through transitional housing and move

a high percentage of all served to permanent stable homes. DHA staff implemented the new system on October 1, 2017 and in that time 94 families have been placed into the shelters and 113 families have exited the shelter system into stable housing.

- **County Homeless Initiative # 2 Preserve Mather Community Campus:** Operating on a unique County-owned property, Mather Community Campus (MCC) has played an important role providing transitional housing, employment services, and recovery support for individuals and families experiencing homelessness in Sacramento since 1996. MCC continues to operate status quo and is near capacity with 176 residents. County and provider staff at Volunteers of America are partnering to improve program services and results, including job placement, income increases and movement to permanent housing stability.
- **County Homeless Initiative #3 Full Service Re-housing Shelter (FSRS):** FSRS provides low barrier sheltering for persons experiencing homelessness who have complex behavioral and/or physical health issues that often prevent them from engaging in shelter and re-housing services. Scattered sites across the county are utilized to provide 24-hour accommodations for up to 75 individuals at a time, with consideration for partners, pets and possessions. The shelter operator, Sacramento Self-Help Housing (SSHH), provides guests individualized services that enable them to return to permanent housing and stable lives. The FSRS will serve 250 to 300 persons annually. As of May 2018, five shelter sites are operational with a total of 30 persons served since the first house opened in March. Since that time, with re-housing assistance provided by SSHH, three individuals have moved into permanent homes.
- **County Homeless Initiative #4 Flexible Supportive Re-housing Program:** FSRP provides highly flexible re-housing and stabilization services to persons who have experienced long-term homelessness, who frequently utilize costly County services (such as behavioral health, emergency response, or jail), but who could, with the right assistance, stabilize in permanent supportive housing. Through a flexible re-housing fund and housing choice vouchers, the FSRP will re-house up to 250 individual and family households in the first year. Since February 1, 2018, 195 of the top 250 most frequent users of these systems have been assigned to receive intensive case management services through one of four providers. Of the 195, 45 have enrolled into the program and three of those persons have been housed through two re-housing providers. Prior to the program, the three persons housed collectively had received over \$220,000 annually in County services. Since adoption, the program has partnered with CPS to rehouse additional

families in reunification through a State grant called Bringing Families Home and successfully applied for additional State funding for disability benefits advocacy.

In early 2018, the County augmented these initiatives with two additional activities that will improve services to youth experiencing homelessness or at risk of homeless and for navigation and re-housing services in unincorporated County areas. Contracts have been awarded and activities are just getting underway.

The FY2018-19 Recommended Budget includes a total of \$12.4 million (\$11 million Net County Cost) to provide continuing support for these initiatives.

Implementation of the Sheriff's Intelligence-led Policing Model

In FY2015-16, the Board of Supervisors provided approximately \$2 million in partial-year funding to begin implementation of the Sheriff's Intelligence-led Policing Model. Intelligence-led Policing is a strategy that combines use of crime intelligence and data analysis with community-oriented policing. In this approach, crime and intelligence analysis will provide law enforcement managers with timely data to allow them to target resources at problems or potential problems more effectively and efficiently. The Sheriff's plan involves assigning dedicated deputies in each community who will become familiar with the people and issues in that community. These deputies will be both a source of intelligence and consumer of intelligence as they work collaboratively with community members to address local needs. The ultimate goal is to reduce crime and make communities safer for all residents.

The \$2 million provided in FY2015-16 allowed the Sheriff to hire 43 field positions, including 28 Deputy Sheriffs and Sergeants. The full-year cost of these positions in FY2016-17 was approximately \$7 million. The FY2016-17 Adopted Budget included additional funding to hire eight Crime and Intelligence Analyst positions as the next step in the implementation of this program. In addition, the FY2017-18 Adopted Budget included funding for the remaining seven Crime and Intelligence Analysts needed to fully implement the Intelligence-led Policing model.

All funded positions are currently filled and fully operational and could have contributed to the overall decrease in reported crime in the Sheriff's jurisdiction, as shown in the following crime statistics.

2017	Homicide	Rape	Robbery	Assault	Persons Crime	Burglary	Larceny	MV Theft	Arson	Property Crime	Total
January	0	10	69	349	428	245	642	14	1	902	1330
February	0	13	67	320	400	231	493	17	10	751	1151
March	4	24	81	354	463	216	552	8	0	776	1239
April	3	24	59	359	445	209	576	10	4	799	1244
May	5	15	77	379	476	226	527	15	0	768	1244
June	5	7	52	338	402	204	510	12	9	735	1137
July	3	12	63	398	476	177	617	22	6	822	1298
August	5	8	64	330	407	190	527	13	3	733	1140
September	1	13	59	352	425	204	547	23	1	775	1200
October	3	9	62	378	452	203	555	19	8	785	1237
November	0	11	65	260	336	165	486	20	9	680	1016
December	2	8	54	304	368	222	513	14	4	753	1121
Total	31	154	772	4121	5078	2492	6545	187	55	9279	14357
2016 YTD Total	44	155	880	4300	5379	3062	6943	137	68	10210	15589
% Change	-30%	-0.6%	-12%	-4%	-6%	-19%	-6%	36%	-19%	-9%	-8%
Raw Change	-13	-1	-108	-179	-301	-570	-398	50	-13	-931	-1232

Rebalancing the Mental Health Crisis System

In Fiscal Year 2015-16, the County invested more than \$28 million for mental health system improvements, including:

- Mobile crisis support teams working with law enforcement;
- Mental health navigators;
- Additional sub-acute beds;
- Community care teams;
- Expanded full service partnership high intensity services;
- A law enforcement consultation hotline for officers in the field;
- Successful application for three new crisis residential programs;
- Capacity at the Rio Cosumnes Correctional Center(RCCC) for misdemeanants requiring treatment for competency; and
- Development of an urgent care clinic.

In FY2017-18, the County expanded the Restoration to Competency program at the RCCC to include women; and the Board approved the Three-Year Mental Health Services Act (MHSA) Plan. The MHSA Plan provides for expansion of mental health services to the homeless population.

The FY2018-19 Recommended Budget includes an additional \$34 million for the expansion of mental health programs including those in the Three-Year MHSA Plan to expedite mental health services for individuals with serious mental illness and/or co-occurring substance abuse disorders and are homeless or at risk of becoming homeless, including persons being served by the County's various homeless initiatives and the City of Sacramento's Whole Person Care Program. Expansions include:

- Mental health services for the Foster Youth program;
- Redesign and expansion of “front door” access points;
- Treatment and housing support capacity in the adult outpatient mental health system to address the needs of the seriously mentally ill homeless and at risk homeless population;
- A new MHSA Innovation project – Behavioral Health Crisis Collaborative in partnership with Dignity Health and Placer County;
- Development of mobile triage services targeting Transition Age Youth;
- Additional staffing at the Mental Health Treatment Center; and
- Rate increases for various mental health services providers.

These programs will reduce reliance on hospital emergency rooms for treatment of individuals experiencing a mental health crisis and ensure that they receive the best treatment possible in the most appropriate setting for their needs.

Implementation of the Healthy Partners Program that Provides Healthcare Services to Undocumented Immigrants

The Healthy Partners program, a limited healthcare benefit program for adult low-income, undocumented, county residents who meet residency, income and other eligibility requirements, was approved during the Fiscal Year 2015-16 June Budget hearings. The program began January 2016, with enrollment and primary care, with member services staff enrolling approximately 500 patients per month. Specialty services began in late April 2016. Enrollment was limited to 3,000 members with an age limitation of 19 to 64 years of age. The program reached full enrollment in August of 2016.

On February 6, 2018, staff provided a status update and made recommendations for programmatic change. The Board unanimously approved increasing the enrollment cap from 3,000 to 4,000 members and eliminating the upper age limit of 64 years of age. There was no net increase in funding due to redirection of expenditures from the Healthy Partners Medical Treatment Account for this purpose.

After the February board decision, the following actions were taken: eligibility criteria were immediately changed, those formerly disenrolled were contacted and enrolled if still eligible, and staff worked through the wait list, which was eliminated. As of April 30, 2018, enrollment was at 3,386 due to monthly fluctuations in enrollment/disenrollment.

There will be a change in the diagnostic/specialty contractor since Employee Health Systems (EHS) Medical Group is moving out of the local market. On March 20, 2018, the Board granted authority to execute a contract with a new

contractor, Advanced Medical Management, Inc. (Resolution No. 2018-014). Advanced Medical Management service implementation is targeted for June 2018. Despite the contractor transition, delivery of some of the services year to date has exceeded the entire prior fiscal year.

Comparison Fiscal Year 2016-17 and FY 2017-18 YTD			
	FY 16-17 (12 month)	FY 17-18 (10 month period) 7/1/17- 4/30/18	Comparison to Last Fiscal Year: <i>Additional services delivered YTD</i>
Diagnostics	1,606	820	N/A
Procedures/Surgeries	10	91	81
Specialty	334	1,246	912

Implementation of a Strategic Plan to Reduce Disproportionate African-American Child Deaths (Black Child Legacy Initiative)

On April 7, 2015, the Steering Committee on the Reduction of African American Child Deaths submitted its Strategic Plan to reduce deaths among African-American children between 10 and 20 percent by 2020 in Sacramento County. The Plan focused on the four leading causes of disproportional child deaths:

1. Homicide related to child abuse and neglect;
2. Third party homicides;
3. Deaths related to perinatal conditions;
4. Infant sleep-related deaths.

The Board of Supervisors endorsed the Strategic Plan on June 16, 2015, and on October 6, 2015, the Board received the Steering Committee's Implementation Plan. The Board also granted DHHS authority to enter into a \$7.5 million agreement with Sierra Health Foundation's Center for Health Program Management (CHPM) for \$1.5 million per year beginning October 1, 2015 and ending June 30, 2020, to administer the implementation plan including:

- Creation of Community Incubator Lead (CIL) grants to neighborhood organizations to serve as a hub for the provision of multi-disciplinary services to residents in each of the seven neighborhoods identified as having the highest rates of African American child deaths;
- Development of a Technical Assistance Resource Center and Neighborhood Learning Network to support training and professional development activities for the CILs and community stakeholders, to build capacity in each of the identified neighborhoods;

- Formation of a Community Leadership Roundtable to act as liaisons for relaying information from the RAACD Steering Committee to community residents and for bringing community questions and concerns to the attention of the Steering Committee;
- Development of communications strategies to involve the identified neighborhoods and garner their assistance in improving outcomes and reducing African American child deaths;
- Support of evaluation and community-based participatory action research to design and implement evaluation programs; and
- Provision of research, analytical, and technical support to assess the investment and systematic impact of County policies on the lives of children and families.

The funding to Sierra Health Foundation's Center for Health Program Management was in addition to \$2.5 million in funding the Board of Supervisors provided to County departments and \$3.7 million in funding from the Sacramento First 5 Commission to address this issue.

Probation Department: The Probation Department added five Probation Officer positions and developed four new probation caseloads, each with a capacity of 25-30 youth or young adults per officer. The caseloads are assigned to four officers within the Juvenile Field Division who are embedded within the Department's Education-Based Supervision Model. While these officers primarily work with youth, they are able to utilize Adult Division resources to connect their young adult clients to the Adult Day Reporting Center program. The fifth Deputy Probation Officer assigned to the Adult Field Division was embedded within a Problem Oriented Policing (POP) team, working primarily in the Avenues/South Oak Park neighborhoods to address issues of community blight, including: code violations, illegal dumping, abandoned vehicles, unkempt properties, drug dealing, gang activity and human trafficking. The high-crime neighborhoods targeted by this team overlap those specifically identified by the RAACD initiative as having high mortality rates for African-American children.

Probation reports positive outcomes as a result of engaging in this initiative. The Multi-Disciplinary Teams (MDTs) have been fully established and stakeholders indicate Probation has had positive engagement with the communities being served.

The officers supervising the newly formed caseloads provide increased opportunities for treatment, supervision, and services while reducing the risk factors related to third-party homicide. These Probation officers have worked with youth and young adults spanning all seven Black Child Legacy Campaign-

focus (BCLC-focus) neighborhoods, several of which are current or expecting parents. Officers actively work with Community Incubator Leads/Multi-Disciplinary Teams (CIL/MDTs) in case planning and have referred youth and young adults to local community-based service providers to address the identified risk factors. Probation is working with the selected Participatory Action Research/Data Hub Manager and Technical Assistance Provider, LPC Associates, to provide data that will enable the BCLC-focus to produce quarterly neighborhood updates and assess outcomes for the Black Child Legacy Initiative.

Code enforcement activities have included attendance of community meetings to engage with community members in discussions regarding neighborhood concerns, seizure of drugs and firearms, and assistance to other law enforcement agencies. Numerous contacts have been made with persons in the field, and probation searches have been conducted, helping rid neighborhoods of known criminal activity. Due to department restructuring and promotional opportunities, the POP officer position has recently been vacated, and discussions are underway to determine how best to utilize the position to serve the community going forward.

Department of Child, Family and Adult Services (DCFAS) -Community Incubator Leads (CILs): DCFAS is involved in the community-based service hubs located in the seven identified neighborhoods. DCFAS, the Department of Human Assistance (DHA), and the Probation Department all have out-stationed staff that work together to provide services within the seven neighborhoods, with a focus on prevention, early intervention and connecting families to needed services and supports. DCFAS designated seven social workers from the Informal Supervision (IS) program to be co-located at each of the CIL sites. IS provides case management services to keep children and families together and prevent entries into foster care. As a further commitment to reducing the number of African American children in foster care, DCFAS has added a Permanency social worker at the North Highlands CIL to serve children and families in that area and to participate in Multi-Disciplinary Team meetings, with the goal of increasing timeliness of African American children reunifying with their families or identifying another permanency plan (adoption or legal guardianship) so they can exit safely from foster care as soon as possible.

Multi-Disciplinary Teams (MDT): In order to address disparities across multiple child and family serving systems, MDTs meet bi-monthly to review community and CIL site needs, problem solve, discuss case assignments, collect data, share resources, and identify training needs. MDT members include management staff from DCFAS, DHA, Probation, Public Health and Child Support, all out-stationed staff and their supervisors, and community partners

such as the Sacramento Employment and Training Agency (SETA) and Birth and Beyond/Family Resource Centers. The goal of this meeting is to promote strong communication and problem solving between multiple systems to ensure that the intent of the County/Community partnership is meeting the needs of the community. DCFAS and DHA staff members co-chair this meeting.

Cultural Broker Program: In June 2017, the Board of Supervisors approved three contractors to implement a Sacramento County Cultural Broker Program that specifically focuses on African American families that come to the attention of CPS. The contracted providers are A Better Life (a Foster Family Agency), Sacramento Children's Home, and Sierra Health Foundation's Center for Health Program Management. Cultural Brokers provide culturally appropriate advocacy and liaison services for families referred to and/or involved with CPS. Cultural Brokers are non-County staff who have a community-based focus and knowledge of the communities that are served. Cultural Broker services are intended to reduce or prevent conflict, improve communication, and increase the likelihood that children will remain with their parents/caretakers.

The model being implemented is also used in Fresno County, which has shown successes in reducing entries and increasing exits for African American children and youth. Margaret Jackson, founder of Cultural Broker Inc., implemented the Fresno model and has provided consultation to both Santa Clara and Alameda Counties to address their issues of disproportionality. Ms. Jackson is a member of DCFAS' ongoing implementation team and serves as a County consultant. Desired outcomes for this program are reduced entries into foster care, increased exits out of foster care, increased relative placements, and ultimately, increased trust from members of the African American communities, as all work together to strengthen families and keep children out of foster care. Feedback received from staff and Cultural Brokers have been positive.

Since program inception, the following has occurred:

- Cultural Brokers participated in mandatory 42-hour Cultural Broker Certificate Program, accredited by Fresno State;
- Cultural Brokers participated in mandatory 40+ hours of CPS-specific training, which will be ongoing;
- A Cultural Broker Implementation Team (CBIT) was established to oversee assignments, problem solve, identify needs, celebrate successes and oversee data collection. The CBIT includes Ms.

Jackson, members from DCFAS management, Cultural Broker leads, and community agency leads;

- The Cultural Broker Program is still in its infancy, but to-date, 15 families have been assigned and more will be added, moving forward. Prior to starting work with a family, a MDT meeting is held with the social worker, DCFAS management and the CBIT. There was an article featured in the Sacramento Bee on March 9, 2018 that focused on the work being done together: <http://www.sacbee.com/latest-news/article203997389.html>; and
- The CBIT is developing of a satisfaction survey for African American families who receive Cultural Broker services. The survey gauges CPS trust before Cultural Broker services and after receiving services, as well as other areas, to assess desired outcomes.

Funding for these activities related to reducing disproportionate child deaths continues in the FY 2018-19 Recommended Budget.

Implementation of the Title IV- E Foster Care Waiver Program

In October 2014, the County began participating in the Title IV-E Foster Care Waiver program. This five-year pilot program replaces a previously uncapped federal funding stream with a capped amount of federal funds, requires the County to spend local funds at a minimum level (a maintenance of effort requirement based on FY2013-14 local spending levels for traditional child welfare services) and provides greater flexibility in the use of federal funds. The goal of the program is to provide counties with the incentive and flexibility to control foster care costs and achieve better outcomes for foster care youth. The risk to the County is that if foster care costs increase beyond the federal capped amount, the County is responsible for the full amount of that higher-than-cap cost. Without the Waiver, the federal government would have paid roughly half of those higher costs.

In approving the County's participation in the Program, the Board approved the implementation of five key strategies:

- Family finding and kinship support services to increase the number of children being raised by relatives and achieve permanence when reunification with parents is not possible
- Intensive home-based services to address mental health issues, strengthen families and reduce the number of children placed in group homes
- Trauma-informed services

- Expansion of Early Intervention Drug Court
- Education-based Supervision

At this point, the County's budgeted local match spending is approximately \$11.5 million higher than our maintenance of effort requirement of \$82 million. This means that any savings or additional drawdowns of Title IV-E dollars can be used to increase programs or reduce Net County Cost in applicable programs (including Foster Care Aid Payments) until the "over-match" reaches zero. The Recommended Budget, in fact, uses projected reduced foster care costs and an anticipated Title IV-E revenue increase to help the Department of Child, Family and Adult Services and other departments meet their increased Base Budget costs.

CPS reports that since entering the Waiver in October of 2014, the number of children in foster care has decreased by 15% (2,422 to 2,050) and our re-entries have decreased by 25% (from 18.2% to 13.8%). The number of adoptions increased by 17%, from 253 children in 2014 to 296 children in 2017. We have had slight decreases in children exiting to permanency within one year and children exiting to permanency who have been in care one and two years, but we are still performing above the national standard and the state performance in these two areas. For children who have been in foster care longer than two years, we increased exits to permanency by 39% (from 19.8% to 32.2%).

The Department of Human Assistance reports that, although the number of children in foster care has decreased significantly, foster care aid payment costs remain relatively flat as the cost per case has gone up. This is mainly due to annual California Necessities Index (CNI) cost increases and the implementation of Continuum of Care Reform, which will increase costs per case as rate have increased in some placement options. The average cost per case in FY2014-15 was \$2,401 and for the first nine months of FY2017-18 it is \$2,846.

We still have work to do in a number of areas: increasing exits and decreasing reentries; and decreasing the number of children in group home placements, which increased slightly from 9.2% at the beginning of the Waiver to 10.5% as of April 2018.

Implementation of Community Livability Initiatives – Code Enforcement and Graffiti Abatement

Recognizing the need to address problems that impact livability in our neighborhoods, over the last five fiscal years the Board of Supervisors has increased Code Enforcement staffing by about 70% from 29 to 42 at a cost of

approximately \$ 1.5 million. In addition to this increase, the Board funded a Graffiti Abatement Program in the Department of Transportation in the amount of \$370,000 annually. Accomplishments to-date include:

- Since July 2017, Code Enforcement has issued 54 illegal dumping/scavenging criminal citations compared to 23 in FY2016-17.
- Three neighborhood clean-up events in calendar year 2017 compared with 2 events in calendar year 2016, that yielded 1245 case openings, about three times the number of cases (410) opened in calendar year 2016.
- Rental Housing Program rental unit inspections increased from 10,034 units in 2016, to 10,628 units in calendar year 2017.
- Rental Housing Program registration staff processed approximately 1920 new registrations in 2017, more than double the prior year, and processed over 25,000 paper registration forms under a special project designed to digitize backlogged paper forms from calendar year 2017.

Implementation of Community Livability Initiatives - Community Prosecution Unit

As another tool in the effort to improve community livability, in FY2014-15, the Board approved funding for a Community Prosecution Unit (CPU) in the District Attorney's Office. The CPU currently includes five Deputy District Attorneys and has an annual budget of almost \$1.9 million. The CPU works collaboratively with county agencies, law enforcement, businesses, and community members to address quality of life issues that impact our community on a daily basis. They attend business and community meetings to learn first-hand what concerns our community. Some examples include methadone clinics that have a detrimental impact on businesses and citizens, apartment owners who place their tenants in substandard apartments, homeowners who allow drug users and dealers to impact a neighborhood, and land owners who ignore illegal activity on their land. Community prosecutors also work with youths in prevention and intervention programs including the Youth Academy, Luther Burbank High School and Hiram Johnson High School Youth Academy. They also educate constituents in areas that impact them: gangs, drugs, marijuana grows and nuisance activity. Recent CPU efforts include:

- After years of high rates of calls for service at Motel 6 locations throughout the county, CPU led an effort to encourage this national business to make significant changes in the way they did business to improve quality of life and enhance public safety within the communities their motels were located. After months of discussion with upper

management and attorneys, Motel 6 has made significant improvements. As a result, calls for service were dramatically reduced. Motel 6 also agreed to provide \$750,000 toward an investment in the community fund. To date, \$540,000 has been given out to 23 nonprofits who assist children and families, which included \$10,000 worth of scholarships to four Grant High School graduating seniors who are pursuing a career in law enforcement or public service. All motel employees received training in the area of detection of human trafficking, gang and narcotic activity.

- CPU launched a new Chronic Nuisance Offender Program. Working with law enforcement, Sacramento Steps Forward and CATC, the goal of the program is to focus on offenders who have repeatedly committed crimes that have a negative impact on public safety and quality of life for a particular community. If such an offender has 10 arrests or citations for specific offenses, and is arrested again, law enforcement notifies the relevant community prosecutor of the arrest. At the jail, the Sheriff's Department notifies Sacramento Steps Forward and CATC so that contact can be made with the offender to offer appropriate services. Working with the court and the above providers, the offender will be offered a tailored program in an effort to help with substance abuse, mental illness, and housing. Resource cards have also been created and provided throughout the county to assist our community in locating resources for the homeless.
- The recently created Business Watch Program encourages businesses to participate in crime reduction efforts by working with law enforcement in both the city and county. This regional effort enables businesses to take an active role in preventing and reducing crime by sharing information, raising awareness, and training employees how to recognize criminal activity and utilizing CPTED (Crime Prevention Through Environmental Design). Business Watch signs, decals and pamphlets have been created, printed, and are being distributed to businesses interested in joining a Business Watch Program. Two dozen Business Watch Programs have been successfully implemented within the County.
- Community prosecutors also work with youth in prevention and intervention programs including the District Attorney's Youth Academy, and Luther Burbank High School and Hiram Johnson High School Youth Academy. Due to the high level of interest, the District Attorney's Youth Academy was expanded to three locations within the county. The goal is to educate youth in areas that impact them such as gangs, drugs and distracted driving, give them insight into the criminal justice system;

and provide them with opportunities to seek a career in the criminal justice system. Members of the unit have forged strong relationships with students and have continued to mentor some students. A recent graduate was just appointed as a Youth Police City Commissioner. In addition, the District Attorney's Office initiated a reading partners program.

- CPU launched the Downtown Public Safety Task Force, bringing together over 25 businesses and law enforcement agencies to address public safety concerns specific to the Downtown Core of Sacramento. Some of the issues addressed by the task force include securing vacant commercial properties, graffiti abatement, addressing trespassers in parking structures, street and business lighting on pedestrian thoroughfares, coordination of marches and protests, and courthouse security. The task force has led to public and private partners working together to share information on common issues, and the coordination of efforts to resolve problems affecting the downtown community.

Implementation of Animal Care Initiatives

Over the past five years, the Board of Supervisors has made significant investments in the Animal Care and Regulation Department as part of a proactive effort to reduce shelter intake and increase community options to spay and neuter pets to prevent unwanted litters. The Department has also been steadily decreasing the number of animals euthanized by expanding its animal foster program, coordinating with various rescue organizations, establishing a return-to-field and barn cat adoption programs for feral and stray cats, opening an off-site, in-store adoption center, and using social media to showcase animals that are available for adoption. The department has also partnered with other organizations to focus on certain breeds of dogs that represent a high percentage of sheltered animals to increase the spay/neuter options for the county residents.

In FY2012-13, the Animal Care and Regulation Department had 29 FTE positions, a budget of \$4.3 million and Net County cost of \$2.7 million. Since that time, the Board has approved adding 26 FTE positions – almost a 100% increase - and invested in various departmental programs including a mobile veterinary clinic to provide service in at-need communities, a low-cost spay/neuter program for individuals with low income, more field services officers, more shelter staff to address the medical needs of the animals as well as expanded public hours to increase redemptions and adoptions. All told, the Department's FY2018-19 budget included 55 FTE positions, a budget of \$11.6 million and a net County cost of \$9.6 million.

As a result of these efforts, the shelter's live release rate increased from 57.21% in FY2012-13 to 85.03% as of April of 2018.

Implementation of Efforts to Reduce Fire Danger and Illegal Camping and Enhance the Visitor Experience in Regional Parks

In response to a number of wildfires that occurred in the American River Parkway in both FY2014-15 and FY2015-16, the Board of Supervisors provided approximately \$150,000 as part of an effort to decrease the number and size of wildfires in the Regional Parks System and protect high priority forests, wildlife habitats and cultural resources. Using these and other funds, Regional Parks:

- Contracted with County Probation work crews to reduce fuel loads in the park through weed eating and pruning;
- Completed range management burns in partnership with Sacramento Metropolitan Fire District and Sacramento City Fire on the Dry Creek Parkway and Mather Preserve;
- Created fire fuel reduction plans and recommendations for the Regional Parks System, including a prescribed and training burn philosophy;
- Contracted with California State University, Sacramento (CSUS), University of California, Davis and Yale University in 2015 and with CSUS and UC Davis in 2016 for restoration planning, testing and research;
- Implemented grazing within the Regional Parks System, including the American River and Dry Creek Parkways, averaging over 500 acres grazed per year.

In FY2015-16, the Board approved funding to add two Park Rangers, two Park Maintenance Workers and 1.5 FTE Maintenance Aids to create an Illegal Camping Detail. The objective of this program was to:

1. Continue to provide garbage and camping debris cleanup on a daily basis.
2. Facilitate activation of areas in the Parkway based on the ability to effectively re-claim them from illegal camping.

Additionally, the Department partnered with the Probation Department two days per week and the Sheriff's Department one day per week. These crews clean up large trash and debris fields generally associated with large

encampments. These crews work with Rangers and Maintenance staff to maximize effort and results.

To further address the illegal camping situation in the parks, the Illegal Camping detail was redesigned in late 2016. This revised "Park Resource Team" was deployed in January of 2017.

The FY2017-18 Budget included an additional \$449,000 in funding (\$329,000 Net County Cost) to implement a pilot project to provide for additional trash removal and almost 9,000 hours of additional seasonal staff in the Parkway. The latter initiative increased staff visibility in active use areas (bike trails, walking paths, equestrian trails and parking/staging areas) for extended periods over the course of the day and evening, including commute hours. The goal is to proactively identify and respond to problems or issues and make users feel more comfortable using the Regional Parks system.

Implementation of the Parkways and Unincorporated Communities Clean-up and Safety Initiative

As part of the FY2017-18 Adopted Budget, the Board approved a new Parkways and Unincorporated Communities Clean Up and Safety Initiative (PUCCUSI) designed to reduce the incidence and mitigate the impact of illegal camping in the American River and Dry Creek Parkways and in the County's unincorporated communities. PUCCUSI included:

- Adding two Regional Parks Illegal Camping Teams and three Regional Parks Debris Removal Teams to augment the one existing Illegal Camping Team and Debris Removal Team. These teams are providing seven day a week illegal camping enforcement efforts and debris removal services in the American River and Dry Creek Parkways.
- Adding two Sheriff's Homeless Outreach Teams (HOT) to augment the one existing HOT Team, along with existing debris removal support from the Department of Waste Management and Recycling. These teams are providing increased illegal camping enforcement efforts and debris removal services in the County's unincorporated communities.
- Adding one additional Animal Control Officer to focus specifically on dealing with animal issues related to camping in the American River and Dry Creek Parkways and the County's unincorporated communities.

As a result of this initiative:

- 575 tons of garbage and debris have been removed from the American River and Dry Creek Parkways and tributaries during the period from October 2017 to April 2018;
- 630 illegal camps were contacted in the Parkways and/or cleared between October 2017 and December 2017;
- 741 illegal camps were cleared between January and April of 2018.

From January 10, 2018 through April 26, 2018, the HOT teams generated the following statistics:

- 943 community complaints resolved
- 1500 self-initiated contacts
- 783 camps posted for removal
- 750 camps cleaned
- 190 tons of garbage and waste removed
- 661 shopping carts recovered at a value of \$198,300
- 199 misdemeanor arrests
- 44 felony arrests
- 978 citations issued
- 301 Notices of Trespass issued
- 519 patrol calls answered
- **235 referrals to a participating social services agency**

The FY2018-19 Recommended Budget includes \$6.7 million in funding (\$4.2 million Net County Cost) to continue this initiative.

Implementation of the Probation Adult Supervision Model Initiative

On June 14, 2017, the Board of Supervisors approved Probation's FY 2017-18 request for funding in the amount of \$2,578,770 to begin implementation of the Adult Supervision Model. The Adult Supervision Model (ASM) restructures the way adult supervision is handled whereby all adult probationers are screened for risk at intake and the level of supervision corresponds to the risk. The model was developed to address Risks and Needs identified in recommendations set forth in the Adult Correctional System Review conducted by CGL Management Group. In FY 17-18, Probation received approximately \$2.6 million of SB 678 State funding to support the model. The remaining program costs are supported by General Fund dollars.

Probation's goals include creating a risk-based supervision system that will screen all of the adults under Probation jurisdiction with a risk assessment and

target our resources on those who pose the greatest risk to public safety, including many who currently receive no supervision or treatment; incentivizing compliance through a step-down approach to supervision, allowing offenders who demonstrate law-abiding behavior will gradually earn their way to less intensive supervision; front-loading supervision and treatment resources during the earliest period of supervision when the risk of recidivism is highest; expanding our intake process to include assessment for every adult client under supervision, including a dynamic risk and needs, housing, employment, transportation, education, and treatment needs.

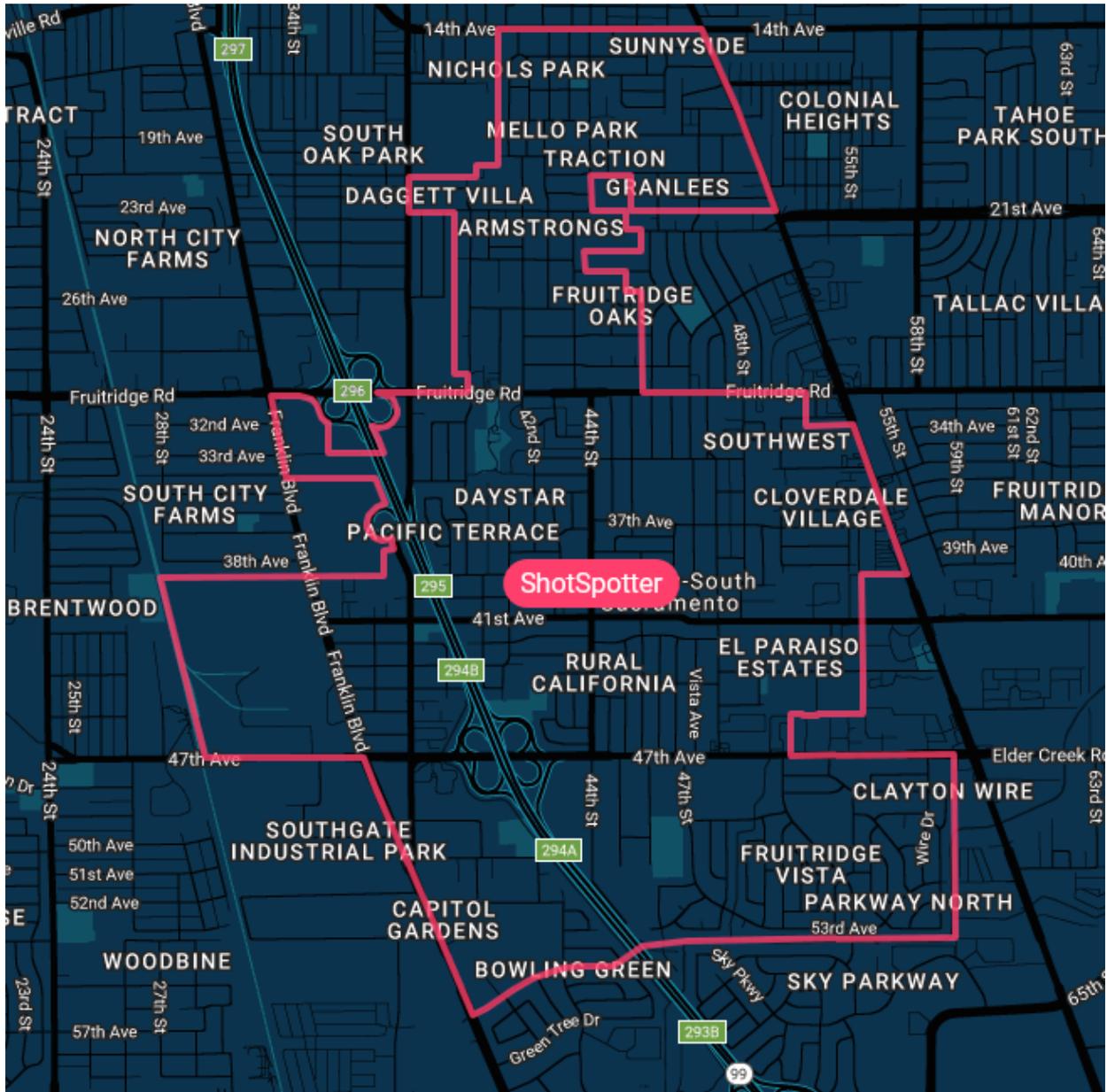
Probation has made significant strides to accomplish ASM goals, and implementation has been consistent since the program began. Probation added 21 staff to Adult Operations to help support the program, and all positions have been filled. Supervision staff are currently tracking and reviewing client progress to identify step-down opportunities to less intensive supervision for compliant clients. Assessment and service connection for clients has been centralized, and a probation officer has been embedded with the Sheriff's Department at Rio Cosumnes Correctional Center to conduct interviews, periodically. Additionally, software supporting alternative reporting options for clients has been purchased and is being integrated. Probation expects to secure facilities funded for program activities in the coming year.

Implementation of the ShotSpotter Initiative

ShotSpotter is gunshot detection, acoustic surveillance technology that uses sophisticated sensors to detect, locate and alert law enforcement agencies of illegal gunfire incidents in real time. The technology detects gunfire when a gun is discharged, protects officers with increased tactical awareness, and connects law enforcement agencies to the community and to their mission of protect and serve. The real-time digital alerts include a precise location on a map (latitude/longitude) with corresponding metadata such as the address, number of rounds fired, type of gunfire, etc. delivered to any browser-enabled device or mobile device.

The cost for Shotspotter Cost is approximately \$1,095,154 in appropriations and Net County Cost to implement a two-year pilot program to identify and arrest offenders in areas of the unincorporated County with high incidences of unreported gun shots. The goal is to reduce gun violence against residents of those communities. This program will include contracting for the ShotSpotter technology, which will immediately identify when shots are fired within a three-square mile area, triangulate exactly where the shooting occurred and notify a dedicated team of Deputies who can respond quickly to the scene. The Growth request includes the addition of 4 Deputy Sheriff FTE

positions and has been fully deployed seven days a week since March 29th in the area outlined in red below.



On March 30, 2018, less than fifteen hours after the ShotSpotter system went live in south Sacramento County, Sheriff's Deputies responded to their first activation.

Upon their arrival, they came into contact with a male who was standing in the driveway of a residence. While speaking with the male, the deputies noticed there were small caliber shell casings on the ground in close proximity to him.

Deputies began investigating and discovered there was at least one subject who was on searchable probation at the residence. Sheriff's Deputies made contact with the residents and subsequently conducted a probation search of the location. During the probation search, the deputies located a semi-automatic handgun and one older model rifle.

As a result of this investigation, a 29-year-old Sacramento man was arrested for charges pertaining to the negligent discharge of a firearm and a 31-year-old Sacramento man was arrested for an unrelated misdemeanor warrant.

Since the implementation on March 30th the following activations have been captured:

- 51 total gunfire activations resulting in 49 reports and multiple arrests involving firearms
- **42 were Shotspotter only activation initiated** with no 911 calls
- 7 were reported by both Shotspotter activations and 911 call

The following shows the results of a recent search warrant arrest from a Shotspotter activation:

SHOTSPOTTER HIGHLIGHT

18-139535 - SEARCH WARRANT RESULTS

First Search Warrant:

- Recovered several .223 casings from the exact spot of the ShotSpotter activation
- An active BHO lab

Roll-over Search Warrant:

- AR-15 rifle & .223 ammunition
- High capacity magazine

Two suspects were taken into custody:

- Operating a BHO lab
- Negligent discharge of a firearm
- Marijuana cultivation/sales
- Possession of a high capacity magazine



Unclassified / Law Enforcement Sensitive

ShotSpotter

