

FY 2019-20 Recommended Budget
RECENT BOARD INVESTMENTS IN NEW PROGRAMS AND SERVICES

The FY 2019-20 Recommended Budget includes continued funding for most new or enhanced programs or services approved by the Board over the last five years, including:

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

In recent years, the County of Sacramento has led on several broad multi-agency initiatives to address homelessness. These efforts have built on existing County and community efforts and significantly ramp up Sacramento's response to homelessness.

In FY 2017-18, the Board of Supervisors approved new homeless initiatives with an annualized cost of approximately \$12 million and they became known as the County homeless initiatives operated through the Department of Human Assistance (DHA). In FY 2018-19, the Board continued investing in services to persons experiencing homelessness by allocating \$44 million in Mental Health Services Act (MHSA) funding through the Department of Health Services (DHS) and authorized DHA to accept over \$11 million in State funding, through Sacramento Steps Forward (SSF), for the Homeless Emergency Aid Program (HEAP) and the California Emergency Solutions and Housing (CESH) funding. The MHSA allocation provides expanded services over a three year period for individuals with serious mental illness and/or co-occurring substance use disorders who are homeless or at risk of becoming homeless. The HEAP and CESH funding will allow DHA to expand over the next two years upon the County homeless initiatives by expanding the Emergency Family Shelters to serve an additional seven families per night; expand the Full Service Rehousing Shelter (FSRS) by an additional 40 beds per night; and create a Flexible Housing Pool (FHP) that is modeled after the Flexible Supportive Rehousing Program (FSRP) to serve approximately 600 persons with intensive case management and property related services towards rehousing. The expansion of these programs is expected to commence at the end of FY 2018-19 and be fully implemented in FY 2019-20.

FY 2018-2019 brought full implementation to the County Initiatives and the investments have provided early success and integral collaboration with Behavioral Health, Primary Health, Child Protective Service, Regional Parks, Sheriff, and the Public Defender, as well as with service providers, and other partners. These initiatives provided the framework to allow for the HEAP/CESH collaboration with SSF and cities within the County to provide a larger area of support for persons experiencing homelessness.

- **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 217 families have been placed into the shelters and 83 families (287 persons) 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 currently serves 158 residents, 33 of which are connected to the federally funded Veteran's Grant Per Diem program operated through Volunteers of America (VOA).
- **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 March 2019, all fifteen shelter sites are operational with a total of 179 persons served since the first house opened in March 2018 with 71 persons exiting to stable housing.
- **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, all of the top 250 most frequent users of these systems have been assigned to receive intensive case management services through one of

three providers. All 250 have been enrolled into the program with 212 being housed. The partnership with CPS to rehouse additional families in reunification through a State grant called Bringing Families Home successfully reunified and housed seven families.

Through BFH, CPS was able to house and assist 90 families, many of whom were ready to reunify but did not have housing. CPS was able to house and assist 24 additional families by working with DHA to leverage other housing resources including FSRP as noted above.

In early 2018, the County augmented these initiatives with two additional activities that sought to improve services to youth experiencing homelessness or at risk of homeless and for navigation and re-housing services in unincorporated County areas.

Wind Youth Services has provided prevention, diversion and intervention services to Transition Age Youth (TAY) since the end of FY 2017-18. Since implementation 412 youth (includes duplicates) have been served through prevention and intervention services; 129 were stabilized to avert homelessness and 66 have entered stable housing.

Sacramento Self Help Housing provides Navigation and rehousing services to specific unincorporated areas of the County, including Carmichael, Rio Linda, South Sacramento and Arden-Arcade. These services work in connection with the local Community Homeless Assistance Resource Teams (HART) and have provided services to 306 individuals and connected 75 individuals to shelter and housing since the end of FY 2017-18.

The FY 2019-20 Recommended Budget includes a total of \$20 million (\$9.6 million Net County Cost) to provide continuing support for these initiatives and the expansion offered through HEAP and CESH funding.

Implementation of the Sheriff's Intelligence-led Policing Model

In FY 2015-16, 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 FY 2015-16 allowed the Sheriff to hire 43 field positions, including 28 Deputy Sheriffs and Sergeants. The full-year cost of these positions in FY 2016-17 was approximately \$7 million. The FY 2016-17 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 FY 2017-18 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	Agg. Assault	Persons Crime	Burglary	Larceny	MV Theft	Arson	Property Crime	Total
January	0	10	69	147	226	245	642	14	1	901	1128
February	0	13	67	131	211	231	493	17	10	741	962
March	4	24	81	150	259	216	552	8	0	776	1035
April	3	24	59	134	220	209	576	10	4	795	1019
May	5	15	77	152	249	226	527	15	0	768	1017
June	5	7	52	136	200	204	510	12	9	726	935
July	3	12	63	148	226	177	617	22	6	816	1048
August	5	8	64	130	207	190	527	13	3	730	940
September	1	13	59	129	202	204	547	23	1	774	977
October	3	9	62	151	225	203	555	19	8	777	1010
November	0	11	65	121	197	165	486	20	9	671	877
December	2	8	54	125	189	222	513	14	4	749	942
Total	31	154	772	1654	2611	2492	6545	187	55	9224	11890
2016 YTD Total	42	155	880	1720	2797	3062	6943	137	68	10142	13007
% Change	-26%	-0.6%	-12%	-4%	-7%	-19%	-6%	36%	-19%	-9%	-9%
Raw Change	-11	-1	-108	-66	-186	-570	-398	50	-13	-918	-1117

2018	Homicide	Rape	Robbery	Agg. Assault	Persons Crime	Burglary	Larceny	MV Theft	Arson	Property Crime	Total
January	0	16	58	123	197	187	537	19	2	743	942
February	1	17	45	126	189	168	395	7	4	570	763
March	1	9	49	132	191	204	531	14	9	749	949
April	3	14	48	106	171	156	444	12	1	612	784
May	1	26	58	132	217	171	494	22	5	687	909
June	1	17	45	134	197	203	432	16	7	651	855
July	7	16	50	162	235	178	466	18	6	662	903
August	2	16	58	106	182	214	445	17	8	676	866
September	2	15	38	127	182	142	465	25	7	632	821
October	3	23	54	123	203	163	496	21	14	680	897
November	6	16	61	107	190	161	438	15	5	614	809
December	2	10	53	133	198	172	443	18	7	633	838
Total	29	195	617	1511	2352	2119	5586	204	75	7909	10336
2017 YTD Total	31	154	772	1654	2611	2492	6545	187	55	9224	11890
% Change	-6%	27%	-20%	-9%	-10%	-15%	-15%	9%	36%	-14%	-13%
Raw Change	-2	41	-155	-143	-259	-373	-959	17	20	-1315	-1554

The FY 2019-20 Recommended Budget continues to provide full funding for this initiative.

Behavioral Health Services

FY 2018-19, funding supported the following behavioral health accomplishments:

- Extensive substance abuse education, prevention, and outreach activities:
 - Sacramento County Opioid Coalition
 - Sacramento County Methamphetamine Coalition
 - Future Forward, Youth Marijuana Prevention Campaign
 - Annual Recovery Happens Events
- Increased substance abuse treatment program capacity:
 - One new Narcotic Treatment Program service provider: Aegis
 - One new Drug Medi-Cal outpatient service provider, TLCS, Inc.
- Drug Medi-Cal Organized Delivery System (DMC-ODS) Waiver Preparation:
 - County Fiscal Plan approved by the State January 23, 2019
 - Readiness Review completed April 15, 2019
 - Extensive training of contracted and County staff in preparation for DMC-ODS implementation
 - Contract negotiations with Drug Medi-Cal providers
- Implementation of a new Mobile Crisis Support Team working with law enforcement in Elk Grove;
- Opening of a new 15-bed crisis residential program for adult mental health clients in District 2 (Henrietta Avenue);
- Mental Health Triage Navigator Program expansion was fully implemented, serving all ages;
- Increased service capacity and housing support for individuals with serious mental illness and/or co-occurring substance abuse disorders and are homeless or at risk of becoming homeless, including an adult outpatient program and a Full Service Partnership program;
- Crisis triage services for youth in three schools: Martin Luther King, Jr. Technology Academy, Albert Einstein Middle School, and Sam Brannan Middle School;
- Implement Consultation, Support and Engagement Teams: mental health services for commercially sexually exploited children and youth;
- Increase capacity of interpretation and translation services provided by the Assisted Access program to also include a new threshold language: Arabic;
- 24/7 mental health crisis support services for foster youth; and

- Redesign and expansion of “front door” access points by: 1) placing a Sacramento County Mental Health Access Clinician in the county’s homeless shelters, 2) expanding Wellness and Recovery Center adding flexible housing dollars and to add front door access to their North and South sites and 3) expanding the Guest House Homeless Clinic Contract for additional staff and flexible housing dollars.

The FY 2019-20 Recommended Budget includes funding to support the following new initiatives:

- Implementation of the DMC-ODS effective July 1, 2019: Service system with expanded access to high-quality care for Medi-Cal enrollees with substance use disorders (SUD). The goal of the DMC-ODS is to demonstrate how organized SUD care improves beneficiary health outcomes, while decreasing system-wide health care costs. A full continuum of SUD benefits modeled after the American Society of Addiction Medicine (ASAM) Criteria. This approach is expected to provide eligible enrollees with access to the care and services they need for a sustainable and successful recovery. Additionally, this system will have increased program oversight, data collection, reporting, compliance, quality assurance, and utilization management. Services will include: outpatient, intensive outpatient, multiple levels of residential treatment, increase narcotic treatment services, withdrawal management, recovery services, physician consultation, and case management;
- New Supporting Community Connections program to serve the Arabic speaking community;
- New trauma-informed wellness program for the African American community;
- A new 16-bed Psychiatric Health Facility;
- A new MHSA Innovation project – Behavioral Health Crisis Collaborative in partnership with Dignity Health and Placer County;
- Development of mobile crisis support services program targeting vulnerable transition-age youth in places where youth congregate;
- Additional County staff;
- Rate increases for various services providers to support the provision of mental health services.

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, 2019, enrollment was at 3,662 due to monthly fluctuations in enrollment/disenrollment.

Comparison FY 2017-18 and FY 2018-19			
	FY 17-18 (12 month)	FY 18-19 (10 month period) 7/1/18 - 4/30/19	Comparison to Last Fiscal Year: Additional services delivered YTD
Diagnostics	1337	617	N/A
Procedures/Surgeries	98	41	N/A
Specialty	1930	1235	N/A

Funding for the Healthy Partners program continues at the same level in the FY 2019-20 Recommended Budget with one exception. The Recommended Budget includes \$1.76 million in funding for specialty care for this program, a \$500,000 reduction from the FY 2018-19 Adopted Budget level. Actual expenditures for specialty care in FY 2018-19 are estimated to be less than \$1.76 million, and the Health Services Department does not believe that this reduction will impact services to participants. In the event there is not sufficient funding to cover the demand for specialty care services, the Health Services Department will prioritize services based on need and cost.

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

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

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 the Department of Health & Human Services 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 that includes six strategic approaches (that responsibility has since shifted to the new Department of Child, Family and Adult Services).

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: Probation's participation in the Black Child Legacy Campaign continues to yield positive outcomes. The juvenile caseloads remain at capacities between 25-30 youth and young adults per officer. The officers supervising these juvenile caseloads continue to provide increased opportunities for treatment, supervision, and services while reducing the risk factors related to third-party homicide by connecting their young adult clients to resources within the Adult Day Reporting Center program.

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. The Multi-Disciplinary Teams (MDTs) established continue to engage with stakeholders and the communities being served, further supporting system integration. Additionally, Probation still works 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

Department of Child, Family and Adult Services (DCFAS): DCFAS is actively involved in the Black Child Legacy Campaign. Along with the Department of

Human Assistance (DHA) and the Probation Department, DCFAS has out-stationed staff in Community Incubator Lead (CIL) sites that work together to provide services within 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 social workers provide case management services to keep children and families safely together and prevent entries into foster care. DCFAS also added a Permanency social worker at the North Highlands CIL to serve children and families in that area with the goal of increasing timely family reunification, adoption or guardianship so they can exit safely from foster care as soon as possible.

DCFAS also participates in bi-monthly Multi-Disciplinary Team (MDT) meetings. 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 the MDT 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.

In June 2017, the Board of Supervisors approved three contractors to implement a Sacramento County CPS Cultural Broker Program that specifically focuses on African American families that come to the attention of CPS. Cultural Brokers provide culturally appropriate advocacy and liaison services for families involved with CPS. Cultural Brokers are non-County staff who have a community-based focus and knowledge of the communities that are served.

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.

Funding for these activities related to reducing disproportionate child deaths continues in the FY 2019-20 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 FY 2013-14 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.

With approval from the Board of Supervisors, Sacramento County Child Protective Services invested in Intensive Family Finding services and supports, Prevention services for children ages six to eighteen in the nine (9) Birth and Beyond Family Resource Centers in the county, and expansion of the Early Intervention Family Drug Court. The Probation Department added 15 staff and invested in Prevention Wraparound Services.

Probation reports that, since entering the Waiver:

- the Department has reduced reliance on out-of-home placement from 193 to an average of 82 youth;
- there was an 84 percent completion rate for youth involved in Waiver funded programs, Functional Family Therapy, Multi-systemic Therapy, and Wraparound Services;
- only two percent of youth program participants wound up in out-of-home placement;
- there has been an overall increase in protective factors stabilizing family and youth and an overall decrease in need factors (negative peer associations, aggression, antisocial attitudes and behaviors and poor school performance) leading to reduced rates of removal and recidivism.

From entering the Waiver in October of 2014 through April of 2019, CPS reports the following outcomes:

- 68% increase in Permanency (reunification, adoption or guardianship); for children who have been in foster care longer than 2 years;
- 28% reduction of children in foster care (from 2,421 to 1734);
- 27% reduction in Re-entries (from 18.4% to 13.5%);
- 20% reduction in Recurrence of Maltreatment (from 13.8% to 11.0%).

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 FY 2014-15 was \$2,401 and for the first nine months of FY 2018-19 it is \$3,067.

For the most part, funding for this initiative is included in the FY 2019-20 Recommended Budget, however, Probation's Recommended Budget includes a 6.0 FTE positions and contracts, which will result in some reduction in services provided to youth at risk of out-of-home placement. This reflects a \$1.2 million reduction in Title IV-E Foster Care Waiver revenue and a \$1.69 million reduction in Net County Cost.

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 six 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.

Code Enforcement continues efforts to address problems that impact livability in our neighborhoods (though the FY 2019-20 Recommended Budget reflects the reduction of two Code Enforcement Officers). Funding for the Graffiti Abatement Program in the Department of Transportation is also continued in the FY 2019-20 Recommended Budget. Accomplishments to-date include:

- Since Jan. 1, 2018, the Rental Housing Inspection program (RHIP) inspected 16,043 units finding 6,413 in violation, 2,399 units charged and 7,937 in compliance. The inspections included group homes, audits, and rental units;
- In 2018, the Rental Housing Inspection program (RHIP) processed 1,370 registration forms, and 404 exemptions. In 2019 to date, 588 registrations have been processed, and 127 new cases opened. The RHIP is also working on a project to notify rentals in outlying areas such as Rancho Murieta, Wilton, Herald, and the Delta. Currently 1,600 rental units have been identified in Rancho Murieta and 3,600 in the other areas. The RHIP is in the process of sending out registration forms and establishing a billing process for areas not billed through utility billing;
- In 2018, Code Enforcement issued 52 illegal dumping Criminal Citations, 37 of which resulted in adding civil punitive charges to the properties. Since mid-August 2018, when the two illegal dumping case types were developed, 182 investigations have been conducted. Code Enforcement has responded to 168 SWA tips from 311, and 694 residential tips;

processed 149 refuse exemptions, and inspected 965 SWA/Commercial/Industrial/Multi-family proactive cases. So far in 2019, 12 criminal citations have been issued, 622 commercial/industrial/multi-family properties pro-actively inspected, and 117 tips from 311 worked;

- There were 2 neighborhood clean-ups in 2018, and one so far in 2019. During these three events, 1,044 cases were opened, and over 118 tons of wood, metal, e-waste, and junk and rubbish were collected.

The FY 2019-20 Recommended Budget continues to provide full funding for this initiative, with the exception of a reduction of two Code Enforcement Officers.

Implementation of Community Livability Initiatives - Community Prosecution Unit

As another tool in the effort to improve community livability, in FY 2014-15, 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, \$715,000 has been given out to 24 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 Comprehensive Alcoholism Treatment Center (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. We have recently created new business watch groups in the area of Howe About Arden. In the same year, Arden/Ethan and Watt/El Camino have recently come together and merged both business watch groups. In addition, community business members come together and decide to turn the business watch to a PBID (Property Business Investment District) and CPU prosecutors have assisted in creating three new PBIDS in the area of Orangevale, Antelope and Carmichael;
- 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 four 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;

- In addition to our Youth Academies, our community prosecutors were able to resolve the Rasavi case that involved a landlord who failed to keep his property up to the standards of living and was forced to pay a fee for his neglect. As a result, a portion of that money was used to fund seven scholarships in the amount of \$250 each and were offered to seven of the graduating seniors during our 2017-2018 Youth Academies;
- 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;
- We recently created the program "We Connect" which allows our new lawyers the opportunity to work hands-on in the community and learn about their assigned neighborhoods, cultures and lifestyles to build stronger relationships and get a better understanding of the communities we represent;
- CPU launched its new program "Understanding Your Rights" and which was created as a response to several landlords exploiting the non-English speaking community by providing them with substandard housing. As a result, the Sacramento County District Attorney's Office, Sacramento City Attorney's Office, Sacramento city and county code enforcement, local law enforcement and Highlands Charter School partnered to create a multi-lingual education program with the goal of informing these vulnerable groups of their basic legal rights. The program is presented at various Highland Charter School locations throughout Sacramento County. The benefits of the program include the explanation of landlord accountability, assisting the refugee community to adapt to their new lives in our community, an improved community relationship between law enforcement and the newest arrivals and a safe place for open discussion. The program is presented in English and students receive a copy in their native language, including Farsi, Arabic, Russian, and Spanish. To date, over 900 adult students have participated in the program.

The FY 2019-20 Recommended Budget continues to provide full funding for this initiative.

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 FY 2012-13, 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 24 FTE positions – an 83% increase - and invested in various departmental programs, 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. The FY 2019-20 Recommended Budget includes a reduction in expenditures for various contracted services and the elimination of two positions, but the Recommended Budget includes 53 FTE positions, and totals \$11.5 million in appropriations and a net County cost of \$10.3 million.

As a result of these efforts, the shelter's live release rate increased from 57.21% in FY 2012-13 to 88.93% as of April of 2019 and, at the recommended level of funding, the Department expects to be able to maintain a live release rate in the area of 90% in FY 2019-20.

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 FY 2014-15 and FY 2015-16, 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 FY 2015-16, 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:

- Continue to provide garbage and camping debris cleanup on a daily basis;
- 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 FY 2017-18 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.

The FY 2019-20 Recommended Budget includes continued funding for clean-up activities in the parks, but reduces the number of seasonal staff hours by 4,355 hours.

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

As part of the FY 2017-18 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:

- 1,612 tons of garbage and debris have been removed from the American River and Dry Creek Parkways and tributaries during the period from January 2018 to December 2018;
- 5,639 illegal camps were contacted in the Parkways and/or cleared between January 2018 and December 2018.

From January - December, 2018, the HOT teams generated the following statistics:

- 4124 community complaints resolved;
- 4016 self-initiated contacts;
- 2062 camps posted for removal;
- 1624 camps cleaned;
- 466.15 tons of garbage and waste removed;
- 1567 shopping carts recovered at a value of \$470,100;

- 341 misdemeanor arrests;
- 117 felony arrests;
- 1804 citations issued;
- 686 Notices of Trespass issued;
- 1514 patrol calls answered;
- 543 referrals to a participating social services agency.

The FY 2019-120 Recommended Budget includes continued funding for this initiative, but at a reduced level. The Recommended Budget eliminates funding for five Deputy Sheriff's assigned the HOT teams, leaving a total of five Deputies assigned to the teams. The Recommended Budget also eliminates funding for the Animal Control Officer added to address issues associated with illegal camping.

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 2017-18, 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.

During 2018, the Adult Screening, Intake, and Assessment unit processed 6,750 cases. Cases processed under Probation jurisdiction include Probation, Post-Release Community Supervision, and Mandatory Supervision. Of those

processed in 2018, Probation referred approximately 720 clients to Senior Mental Health Clinicians for further assessment and assistance.

Probation has made significant strides to accomplish ASM goals, and implementation has been consistent since the program began. This year, Probation added and filled an Office Assistant II position to further assist the 21 staff added to Adult Operations to support ASM. 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 probation officers conduct interviews at Rio Cosumnes Correctional Center prior to release to assist in successful re-entry. This year, Probation successfully secured a new facility for these program activities and has continued to work on integrating new software to support alternative reporting options for clients.

The FY 2019-20 Recommended Budget includes continued funding for this initiative.

The Recommended Budget does not include funding for the following Board initiative:

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 was approximately \$1,095,154 in annual 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 was to reduce gun violence against residents of those communities. This program included contracting for the ShotSpotter technology, which immediately identifies 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 included the addition of four Deputy Sheriff FTE positions and has been fully deployed seven days a week in the area outlined in red below.

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 the following activations have been captured through December 2018:

- 266 total gunfire activations resulting in 49 reports and multiple arrests involving firearms;
- 228 were Shotspotter only activation initiated with no 911 calls;
- 38 were reported by both Shotspotter activations and 911 call.