

Proposition 47 - CAFES Program

Santa Cruz County Probation Department Final Evaluation
Report (August 15, 2019 – May 15, 2023)

May 2023



About the Researcher

Applied Survey Research (ASR) is a social research firm that helps people build better communities. We do this by creating meaningful evaluation and assessment data, facilitating information-based planning, and developing custom strategies. ASR has the advantage of bringing more than 40 years of experience working with public and private agencies, health and human service organizations, city and county offices, school districts, institutions of higher learning, and charitable foundations. Through our community assessments, program evaluations, and related studies, ASR provides the data-based insights that communities need for effective strategic planning and community interventions.

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Executive Summary

The CAFES (Coordinated Access for Empowering Success) program was launched as a trauma-informed, evidence-based, multi-agency continuum of care model to expand and enhance services for underserved populations, focusing on first-time offenders, those who had been ruled out of specialty mental health treatment services, and those who did not receive funding through other sources such as AB 109 or Drug Medi-Cal. The CAFES program targeted a significant gap in Santa Cruz County's services for justice-involved individuals 18 years and older, providing diversion opportunities and/or access to substance use treatment and mental health support, case management, peer support, and housing and employment support. Partners for the CAFES continuum included a robust collaboration between Probation, the District Attorney's Office, Health Services Agency, the Superior Court, community-based organizations, and others as needed. Eligibility for CAFES services was based on the severity of charge for those who were arrested or cited for low-level and non-violent crimes, who had a criminal history with no prior "strikes," and who had identified mental health and substance use needs.

Ultimately, the goal of CAFES was to improve existing systems and collaboration efforts through joint community trainings in order to reduce the number adults who entered the justice system by providing necessary treatment and support before they committed a serious offense rather than after. By dedicating resources for upstream interventions early in the judicial process, CAFES intended to reduce the likelihood of further downstream engagement in the justice system.

Major Findings

Below is a brief summary of major findings in each of the program's goal areas:

Goal 1: Increase Diversion Opportunities

The Neighborhood Court (NHC) program was implemented with participant panels/conferences beginning December 2020. As of December 31, 2022, 77% of 110 NHC participants had successfully completed the program, 18% were still in process, and five percent choose not to continue. Among 34 volunteers who were trained to participate as panelists, 24 completed the post-training survey. Of those volunteers, 96% reported increased understanding of restorative justice principles and 96% reported improved capacity to implement restorative justice practices as a result of the training.

Mental Health Diversion was locally implemented during the CAFES program, which significantly increased the number of individuals referred to Collaborative Courts (CC) rather than the traditional adversarial courtroom process. Of the 258 individuals referred to CC (including Veteran's Court, PACT Court, Behavioral Health Court, and Mental Health Diversion), 106 (41%) completed successfully.

Upstream Prevention

Diversion Programs and Support for Individuals Committing Low-level Crimes

- System diversion to Neighborhood Courts and other Collaborative Courts
- MH/SUD treatment and resource support to address issues and needs sooner
- Probation Pretrial services



Downstream Intervention

Support for System-Involved Individuals

- Case management and peer navigation to access MH/SUD treatment, housing and employment support, and other benefits

Goal 2: Reduce Recidivism and Improve Individual and Community Health and Well-Being

Between January 1, 2020 and December 31, 2022, 647 justice-involved adults were authorized as eligible to receive CAFES services. Two hundred and forty-six (246) CAFES clients were served by the Probation Success Center and 439 clients received case management and support services. During the course of the program, a second Probation Success Center was opened in Watsonville, providing an additional location and support for South County residents and Spanish speakers.

Among the 935 referrals to substance use disorder treatment, 184 clients were enrolled in CAFES-funded substance use disorder treatment and 74 (40%) of those completed treatment as of December 31, 2022. Due to HIPPA restrictions, treatment enrollment and completion data was only tracked for clients whose treatment was paid for by the CAFES program.

Of the 647 people authorized for CAFES, 120 recidivated (19%) within seven months of their first date of service. All 120 CAFES clients who recidivated were on formal probation, not assigned to diversion. Requests for service screened and deemed to be ineligible for CAFES were referred (and often connected) to alternative programs.

When comparing justice outcomes to a similar group of individuals arraigned prior to 2020, there were decreases in the CAFES client group in the percentage of those convicted of misdemeanors (six percent less in CAFES clients) and felonies (three percent less in CAFES clients) and those sentenced to jail (nine percent less in CAFES clients).

Goal 3: Improve Existing Systems and Collaboration Efforts for those in Criminal Justice System

One thousand two hundred and twenty-four (1,224) duplicated staff and volunteers representing a total of 18 partner agencies participated in trainings offered by Encompass Community Services (as of December 31, 2022). Among 1,186 participants who completed post-training surveys, 93% reported increased understanding of the topic as a result of the training. There was representation from 100% of the grant funded agencies and each agency had at least one representative attend at least one of the community trainings offered. Several agencies were able to accommodate multiple staff attending multiple training sessions.

Program Accomplishments

During the grant period the CAFES program successfully implemented all planned activities. Some highlights of program goals include:

- **Neighborhood Court (NHC) program was developed, staffed, and launched.** As was reported in the Two-Year Evaluation Report, research was conducted and connections were made with established NHC programs in San Francisco and Yolo counties. These connections facilitated the utilization and adaptation of their materials and best practices to meet local needs. A volunteer panelist training curriculum was developed in partnership with the District Attorney's Office (DAO), the Conflict Resolution Center (CRC), and Encompass Community Services. In December of 2020, conferences began and 77% of participants have successfully completed their terms and exited the program as of December 31, 2022. During the last year of CAFES, the NHC program provided conferences for Spanish-speaking participants using bilingual and bicultural panelists, allowing monolingual participants to fully participate.
- **Mental Health diversion was implemented and Collaborative Courts were expanded.** Increase in voluntary service engagement for the Pretrial population reduced potential penalties and created potential diversion from further system involvement. Discharge Planning and Peer Support were common services utilized by the Pretrial population.

- **Peer support, system navigation, discharge planning, and service connection were enhanced and expanded.** Program funded positions that supported CAFES participants were active in facilitating these services despite the unexpected barriers that arose due to COVID-19 safety measures. Peer support became an integral component of the Probation Success Center.
- **Access to substance use disorder (SUD) treatment and sober housing was expanded and services were enhanced.** Non-Medi-Cal funded individuals or those eligible for other specialty funding had greater access to SUD treatment as well as enhanced services at existing treatment providers (for example: clinical support and employment support services at New Life). Additionally, CAFES participants became eligible for a new opportunity for short-term bridge housing and sober living housing (SLE).
- **Collective trainings provided ongoing capacity building of all systems partners.** The program capacity building activities led to new and innovative opportunities including the implementation of the Racial Equity Project, which sought to reduce disparities for those who are system-involved on a larger scale.

Challenges

During the grant period, the CAFES program faced several unanticipated barriers which impeded its progress. Below is an overview of the major factors and how they were addressed:

- **Initially, COVID-19 and the related safety measures were an impediment to launching the program. While COVID-19 continued to delay progress by slowing hiring, assessments, screenings, and connections to services it did not stop these activities.**
 - Workflow and staffing changes were experienced by all partners and associated systems as a result of COVID-19. While the Probation Department remained open throughout the Pandemic, Public Health guidelines inhibited most direct client contact in the community and in the courts and shifted communication and meetings to virtual platforms. Though many system partners implemented some form of remote work, through workarounds and adjustments, partners were able to continue to connect, strategize, and move the program forward. Providers and justice partners shifting to a telehealth model allowed connection to some individuals who often experience transportation challenges (removing one barrier). At the same time, reliance on technology highlighted a new and growing technological gap, particularly with those with unstable housing or unstable internet services. Even when access to technology was provided through the Probation Success Center or available devices, gaps in technological knowhow began to emerge.
 - Similarly, changes within the related systems also impacted program partners and progress towards goals. For example, lower-level crimes (e.g., simple drug possession, under the influence, misdemeanor property crimes) were not being booked into the jail as they previously were, delaying resource connection and engagement. In addition, many assessments intended to be conducted in court at arraignment or early appearance, shifted to be conducted via telephone and at the jail. A lack of rapid COVID-19 screening delayed or inhibited program placements, particularly in residential settings. Transportation to programs given social distancing requirements was also a new challenge to navigate for all partners. For all these issues, program staff were responsive and innovative. Utilizing texting, meeting clients outdoors, staggered scheduling and safe drop-in hours provided new ways of bridging connection between program partners and between providers and participants and were just a few of the ways the work was able to continue.
- **The CZU Complex fires that occurred locally in August 2020 impacted the entire community, at times compounding challenges already faced.** This additional disaster, which caused widespread

evacuations and destruction, impacted CAFES clients, staff, and services across the County. In the years following the fires, the increased risk of flooding during the rainy season led to subsequent evacuations in areas with long-term fire damage. In a community with limited affordable housing options, the impact of these emergencies compounded, driving the housing demand to unprecedented levels. Many property owners also took advantage of the rising real estate “seller’s market,” resulting in a reduction of rental options at all levels.

- **The stress of COVID-19, exacerbated by the wildfires, triggered trauma for staff, CAFES clients, and the community at large.** For some clients, the cumulative stress and trauma increased symptoms of mental health or substance use disorders to a more acute level all while resources and response time slowed. Program partner, Encompass Community Services, provided virtual spaces for partners to reflect, connect, and support healing. Providers working directly with clients recognized this need and collaborated to provide the necessary support.

Conclusion

Despite major, unexpected challenges, CAFES actively implemented strategies to increase early service engagement and reduce the level of involvement within the justice system. This program forged new partnerships, created new programs, funded new positions, and built the capacity of providers and systems to promote prevention and well-being.

Program Background

The CAFES program intended to serve 450 individuals annually over the four-year grant period. The focus for direct services was on low-level offenders and underserved criminal justice-involved adults with mental health (MH) or substance use disorders (SUDs) who did not qualify for specialized services. Some CAFES clients received one-time interventions while others received ongoing supportive services. Additionally, building the capacity of community partners by enhancing the quality of existing services and implementing early MH/SUD screenings provided a broader reach to connect many more individuals to appropriate services. CAFES clients were referred to the program by attorneys, judges, Probation staff, Collaborative Court staff, and local community-based organizations. Adults were eligible to participate in restorative justice programs, receive MH treatment, SUD treatment, case management, peer support, and housing support based on established criteria and assessed need.

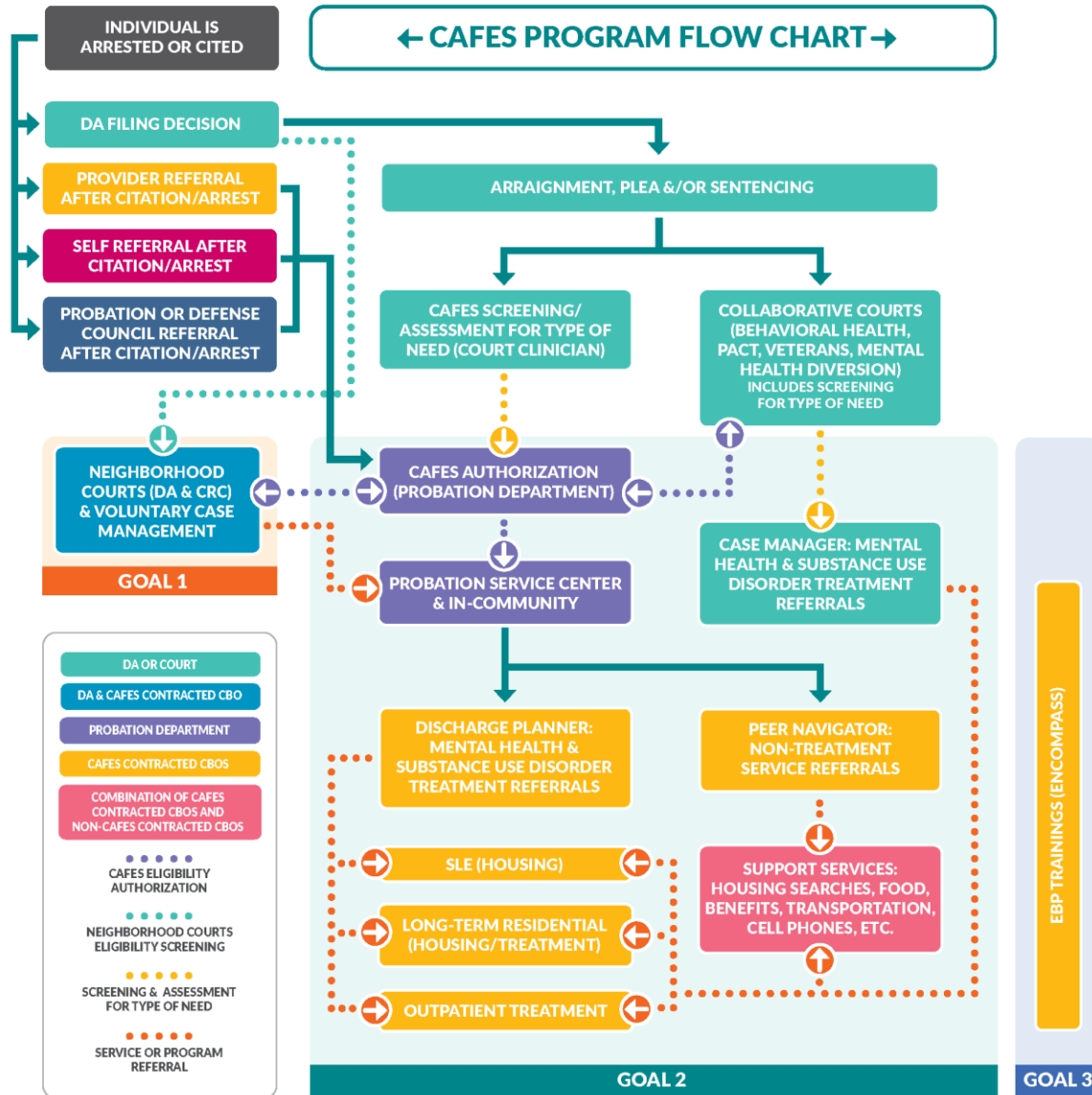
The CAFES program funded a continuum of diversion and reentry services tailored to individual MH, SUD, and other basic needs. The combination of these efforts was intended to create long-term and system-wide changes in how adults with MH and SUD needs who commit low-level offenses are treated when they interact with the criminal justice system, and subsequently improve outcomes and public safety. The first change was to emphasize prevention by expanding diversion opportunities to address root causes, early intervention, and accelerated services. The second change was to establish an organized continuum of care centered on a hub or “one stop” model (rather than a fragmented set of services), and the third change was to shift the system’s attention from punishment toward a focus on community health and well-being including victim/survivor reparation.

Program Goals

The three goals of the CAFES program were to 1) increase diversion opportunities to minimize entry into the criminal justice system for low-level crimes related to clients’ substance use disorders and mental health needs, 2) reduce recidivism and improve individual and community health and well-being, and 3) improve existing systems and collaboration efforts for those in criminal justice system.

Flow Chart of the CAFES Program and Goals

As shown in the CAFES flow chart below, there were many doors into the CAFES program, and once authorized, clients were screened and assessed to determine the pathway to their treatment and support service needs, and then referred and enrolled in the appropriate interventions.



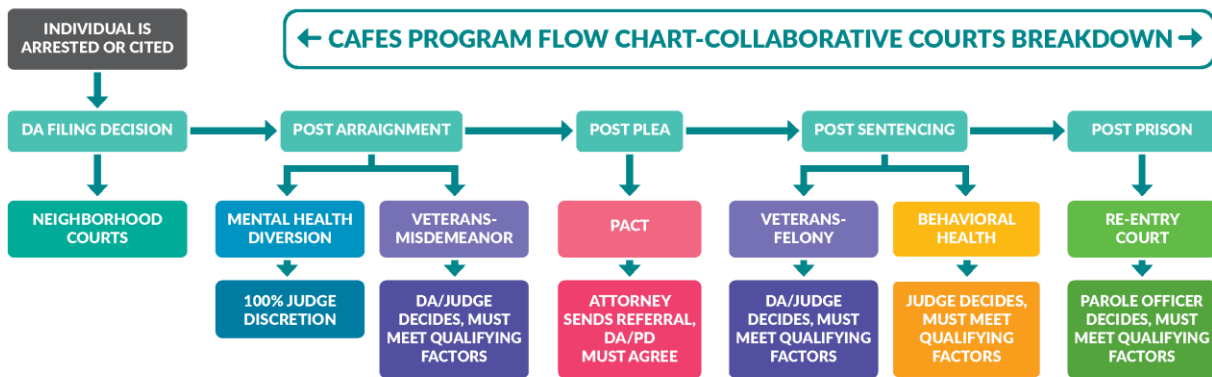
The goals and objectives detailed below are drawn from the workplan submitted with the CAFES proposal and approved by the BSCC. See the Evaluation Results and Discussion section for additional information related to progress on the work plan.

GOAL 1: INCREASE DIVERSION OPPORTUNITIES

Increase diversion opportunities to minimize entry into the criminal justice system for low-level crimes related to clients' substance use disorders and mental health needs.

Objective 1.1: Create diversion pathways pre-conviction and/or pre-filing that redirect low-level individuals to appropriate treatment interventions and community resources.

- *Create eligibility criteria:* District Attorney's Office to create eligibility criteria for potential Neighborhood Court Model opportunities.
- *Train RJ/NHC system partners.*
- *Establish RJ/NHC referral and follow-up procedures.*



Objective 1.2: Implement restorative justice practices to support offender behavior change and repair harm to survivors of crime (i.e., Neighborhood Courts).

- *Recruit volunteers for Neighborhood Courts.*
- *Train volunteers.*
- *Locate NHC sites.*
- *Support clients to complete NHC or diversion requirements.*
- *Provide restitution & reparation to crime survivors and/or community (as appropriate).*

GOAL 2: REDUCE RECIDIVISM AND IMPROVE INDIVIDUAL AND COMMUNITY HEALTH AND -WELL-BEING

Objective 2.1: Divert underserved criminal justice-involved individuals with MH/SUD from further system involvement.

- *Provide court-based screening and assessment to determine placement in Collaborative Court or RJ program.*
- *Initiate RJ programming.*

Objective 2.2: Improve life outcomes for underserved criminal justice-involved individuals with MH/SUD and the survivors of their crimes.

- *Provide screening and assessment for MH/SUD, housing and employment needs.*
- *Discharge planning for clients.*
- *Provide treatment:* culturally responsive, trauma informed, client centered, comprehensive treatments and services.
- *Place clients in sober living environments.*

- *Provide peer support to clients.*

GOAL 3: IMPROVE EXISTING SYSTEMS AND COLLABORATION EFFORTS FOR THOSE IN CRIMINAL JUSTICE SYSTEM

Objective 3.1: Build the capacity of a multidisciplinary system that addresses the needs of underserved criminal justice-involved individuals with MH/SUD.

- *Execute partner CBO contracts.*
- *Recruit & hire staff.*
- *Recruit additional Advisory Committee members:* Recruit members and set up work groups to implement data-based decision making.
- *Launch community trainings.*
- *Finalize local evaluation plan, begin data collection, analyze & disseminate findings.*

Evaluation Methods and Design

As part of the evaluation process, the external evaluators, Applied Survey Research (ASR), confirmed key outcomes and developed tools to measure outcomes in accordance with best practices. The program's evaluation employed a mixed-methods design, utilizing quantitative and qualitative data to assess the various overall program measures' progress toward accomplishing outputs and outcomes associated with implementation. Process and outcome measures of the evaluation utilized data from multiple sources and perspectives (case management records, assessments, surveys, key informant interviews).

Key Evaluation Questions

ASR's evaluation sought to answer the following overarching questions related to the design, implementation, and outcomes of the CAFES program.

Design & Implementation: What has the CAFES program done?

- 1) When and to what degree did program services launch (e.g., new staff hired, protocols and policies created, programs begun)? What circumstances have limited or slowed implementation, if any?
- 2) How many people have been deemed eligible for CAFES and referred to CAFES-funded services? What are their distinguishing characteristics? (e.g., arrest records, pre-filing/pre-conviction, MH and SUD needs, housing and employment status)
- 3) How did the process of identification, screening, assessment and diversion change for this client population (in comparison to what was in place before this program)?
- 4) How many clients participated in each of the services or treatments funded through CAFES? (e.g., restorative justice services, mental health and substance use treatment, case management)
- 5) What kinds of collaborations or partnerships occurred through CAFES, and how did they contribute to its implementation?
- 6) What amount and types of training were implemented by Encompass's two community trainers?
- 7) What new or altered policies were implemented across the County in connection with CAFES?

Outcomes: How effective was CAFES in achieving its goals?

- 1) What percentage of clients (a) completed their court-ordered diversion terms and (b) achieved the goals set with their case manager?

- 2) What changes occurred for clients in terms of housing, employment, mental health, substance use and other basic needs by the end of their CAFES services?
- 3) How satisfied were clients with the diversion pathway and services they have received?
- 4) What were the key justice-related outcomes among clients after joining CAFES: arrests, incarceration, other violations?
- 5) What was the impact of CAFES-funded collaborations and training efforts for staff across the County?
- 6) Did the program contribute to better outcomes than might have been expected without it?

Creation of a Client Data Collection System

To answer the evaluation questions listed above, ASR worked with Probation and other primary stakeholders to develop a data collection/tracking system to record CAFES-funded services, activities, and outcomes related to the evaluation plan. ASR analyzed data and reported progress in implementation and outcomes throughout the program period. The Probation Department also developed an extensive database for all partner agencies to utilize that collected and tracked data related to program implementation.

In the first few months of the program, ASR created documentation to establish the methodology behind each measure, along with its source and the office or entity responsible for collecting and transmitting the data. All clients were required to sign a release of information (ROI) when they agreed to join CAFES. Each client was assigned a unique Participant ID in accordance with BSCC guidelines.

Client data was entered by service providers into a Program/Provider Portal that included all required BSCC measures and custom measures detailed in this plan. All client enrollments in CAFES were tracked in a centralized database, administered by Probation, and designed to generate report files that integrated client-level data which could be exported and used for detailed data analysis as well as quarterly files that were submitted to the BSCC. CAFES client data was captured at each step of the client's pathway.

ASR reviewed the program materials and assessments for each element of the CAFES program to determine what additional assessments or surveys were needed. ASR created data collection tools for Neighborhood Court program partners, the District Attorney's Office (DAO) and the Conflict Resolution Center (CRC), that tracked participant data.

The client implementation and outcome data was used to conduct analyses to determine the overall success of CAFES in routing clients to appropriate services and preventing clients from recidivating.

Key Informant Interviews

In addition to the quantitative data collected from case management records, assessments and surveys, ASR conducted a series of interviews at the beginning of the program. These interviews documented the baseline status of coordination, referrals, and treatment options for the intended population. They also sought to understand the most common barriers to successful coordination and access to treatment and solicit recommendations for how stakeholders within the system believe the CAFES program could reduce those barriers. In addition, ASR sought to understand the impact of COVID-19 on the initiation and implementation of program activities. (For more information see Appendix B. CAFES CII Baseline Key Informant Interview Findings)

At the end of program services, ASR conducted several additional primary data collection activities with program partners:

- ASR conducted a survey and key informant interviews to explore, evaluate and document the impact of the program. The survey was completed by 18 program staff and leadership from seven program partners, and documented their accomplishments, challenges, and shifts in agency capacity. ASR then conducted 10 key informant interviews with 16 leaders at program partner agencies to further explore and drill down into these issues. (For more information see Appendix C. CAFES CII Partner Agency Final Survey & KII Summary)
- ASR conducted focus groups with volunteers from the Neighborhood Courts program, addressing the following questions: (For more information see Appendix D. CAFES CII Neighborhood Courts Panelist Focus Group Summary)
 - What has been the most meaningful part of volunteering with Neighborhood Courts?
 - Is there an experience (or experiences) that stands out to you from your time with Neighborhood Courts?
 - How has your perspective (or perspectives) related to crime and/or people who commit crimes changed as a result of your participation in Neighborhood Courts?
 - Do you have any thoughts or ideas on how the program can improve in the future?

CBO Training Surveys

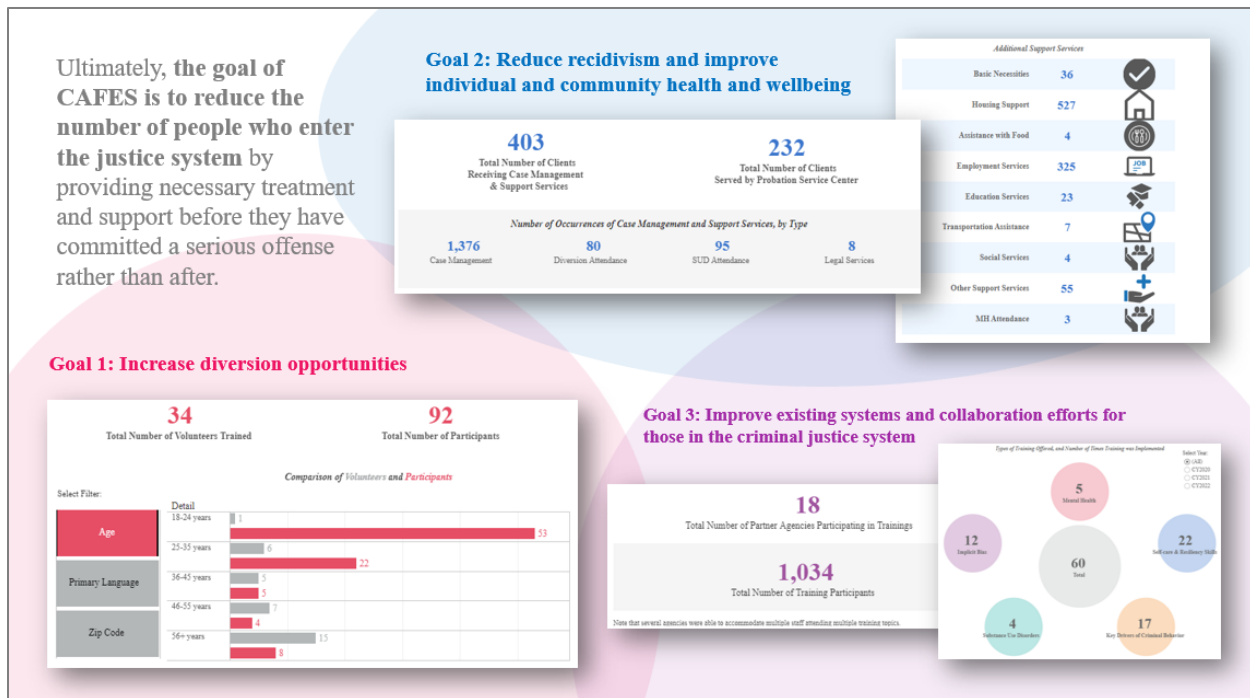
As needed, ASR worked with Encompass Community Services to review the trainings planned for partner CBOs and assisted with the development of pre- and post-training assessments. ASR also worked with CRC to develop post-training surveys to document learnings and inform future program planning.

Data Dashboards & Reports

A program dashboard was developed to report on the progress of CAFES implementation and outcomes. Infographics depicting the process and outcome indicators from the local evaluation plan are accessible on a Tableau dashboard to program partners. (See link to dashboard below) The dashboard contains four sections: an introduction to the CAFES program, and sections for each of the three CAFES goal areas.

The dashboard is interactive: Via drop down menus and graphics, users can look at quarterly and/or annual breakdowns for a variety of different indicators in each of the goals. The dashboard was updated quarterly.

The data dashboard can be found here: [CAFES Dashboard](#).



In addition to the data dashboard development and maintenance, ASR produced quarterly reports on evaluation activities for the Probation Department.

Criteria for Participant Eligibility

CAFES was launched to close a gap in services for Santa Cruz County adults who were first-time offenders, or those who committed low-level offenses, who needed mental health, substance use and other related services that had been inaccessible prior to Prop 47. Eligibility for CAFES services was based on the criminal history, mental health and substance use related needs, and severity of recent offenses of people arrested or cited for various low-level offenses.

Eligibility for Neighborhood Courts

The Neighborhood Court program served adults who met the following criteria:

1. Had been cited or arrested for a low-level (non-violent) offense. Eligible offenses initially included burglary, larceny, motor vehicle theft, arson, simple assaults, forgery/counterfeiting, fraud, embezzlement, stolen property, vandalism, weapons, prostitution/commercialized vice, sex offenses, driving under the influence, liquor laws, drunkenness, disorderly conduct, vagrancy, and other offenses. During the course of the program, the number of eligible offenses increased to over 40.
2. Had no criminal history (applies to early period of NHC). In later years, the NHC intended to expand to include those with a limited crime record and no prior "strikes."
3. Agreed to take responsibility for the incident.
4. Were willing to pay restitution, if warranted.

Eligibility for Other CAFES-Linked Services

Adults were eligible for CAFES services if they met the following criteria:

1. Had been cited or arrested for a low-level (non-violent) offense and referred to Neighborhood Courts or eligible for Mental Health Diversion (pursuant to AB 1810). Eligible offenses included

burglary, larceny, motor vehicle theft, arson, simple assaults, forgery/counterfeiting, fraud, embezzlement, stolen property, vandalism, weapons, prostitution/commercialized vice, sex offenses, driving under the influence, liquor laws, drunkenness, disorderly conduct, vagrancy, and other offenses.

2. Were eligible for any Collaborative Court, and not eligible for services via AB 109 funds.
3. Were currently under supervision/monitoring by the Probation Department (Pretrial or formal probation) and have an identified MH/SUD need.

Process & Outcome Measures

ASR collected the following measures to answer the key evaluation questions related to CAFES implementation.

PROCESS MEASURE	SOURCE	HOW COLLECTED
CAFES System Referral and Authorization Procedures Established		
1. NHC process established	DAO/CRC	
2. Number of NHC sites, by location*	DAO/CRC	Program records
3. Number of NHC volunteers trained, by* <ul style="list-style-type: none"> • Location • Age • Primary language • Zip code 	DAO/CRC	Program records
4. Number of NHC participants, by* <ul style="list-style-type: none"> • Age • Primary language • Zip code 	DAO/CRC	Program records
5. Other CBO processes in place for CAFES clients	All CAFES partner CBOs	Program records
6. Number of people authorized to CAFES, by* <ul style="list-style-type: none"> • Referral source • Primary offense • Eligibility criteria • Age • Race/ethnicity • Gender 	DAO, CC, Probation	Probation database
7. Number of clients screened & assessed*	CC, Probation, service/treatment providers	Probation database
8. Number of occurrences of clients screened and assessed, by* <ul style="list-style-type: none"> • Assessor • MH/SUD/Diversion assessment/screening 	CC, Probation, service/treatment providers	Probation database
Referrals and Entry in Programs/Services		
9. Number of clients assigned court diversion, by type*	DAO, CC, HSA	CC's and HSA's records

PROCESS MEASURE	SOURCE	HOW COLLECTED
10. Number of clients referred to and entered NHC	DAO/CRC	DA's office records
11. Number of clients referred to Collaborative Courts, by court type	CC	CC's office records
12. Number of clients served by the Probation Success Center	Probation	Probation database
13. Number of clients receiving case management & support services*	Probation, CBOs	Probation database
14. Number of occurrences of case management & support services, by type*	Probation, CBOs	Probation database
15. Number of clients referred and enrolled in treatment, by type*	CBOs (e.g., Encompass, New Life)	Probation database
16. Average number of days enrolled in treatment, by type*	CBOs (e.g., Encompass, New Life)	Probation database
17. Number receiving peer support; average duration of support**	CBOs	Probation database
18. Average time between system processing points**	DAO, CC, Probation, CBOs	Probation database
Community/CBO Trainings		
1. Number of trainings, by type	Encompass	Program records
2. Number of training participants*	Encompass	Program records
3. Number of partner agencies participating in trainings*	Encompass	Program records
OUTCOME MEASURE	SOURCE	
Short Term		
1. Percentage of participants who successfully completed the NHC program	DAO/CRC	DA's office records
2. Types of agreements/activities that participants were assigned in order to complete the NHC program*	DAO/CRC	DA's office and program records
3. Percentage of NHC volunteers with increased understanding due to panelist training*	DAO/CRC	Program records
4. Percentage of NHC volunteers with improved capacity to implement Restorative Justice practices due to panelist training*	DAO/CRC	Program records
5. Percentage of clients who successfully completed court diversion, by type*	CC	DA's office and CC's records

OUTCOME MEASURE	SOURCE	
6. Percentage of clients who completed treatment, by type*	CBOs: MH and SUD service providers, DAO/CRC	Probation database
7. Percentage of clients with improved housing status	CBOs: case managers	Probation database
8. Percentage of clients maintaining or acquiring new jobs	CBOs: case managers	Probation database
9. Clients with improved access to benefits, by type**	CBOs: case managers	Program records
10. Jail bed days: fewer days six months after joining CAFES than six months prior	Sheriff's Office	Jail records
11. Training participants with increased understanding of topic, after training	Encompass	Program records
Long-Term		
12. Reduction in Recidivism: Percentage of clients who re-offend after joining CAFES (using local and BSCC definitions). Indicators: a) Reduced arrests & citations** b) Reduced misdemeanor bookings & convictions c) Reduced felony bookings & convictions d) Reduced jail and prison sentences	Sheriff's Office, DAO, Superior Court	
13. Overall reduction in adults with assessed MH/SUD needs entering criminal justice system.**	CC, HSA, DAO	
14. Improved capacity of CBO partners to address MH and SUD needs of criminal justice-involved clients.	CBOs (focus groups, interviews)	
15. Policy shifts implemented in connection with CAFES	All CAFES partners	

*Indicates a change from the original evaluation plan. See the Changes to the Evaluation Plan section for more information on changes to the evaluation plan.

**Indicates data not collected during the program. See the Difficulties with Data Collection section for a full list.

Difficulties with Data Collection

With any program of this size and complexity, there are challenges with data collection. Below are some of the issues experienced in the CAFES program, as well as those more specific to streamlining client data collection via a centralized database, and from multiple data sources.

- System partners experienced a learning curve in understanding and implementing a new web-based database to streamline the collection of CAFES client data:
 - With all program partners utilizing different case management systems, Probation collaborated with the County IT department to create a web-based database for partners to communicate about and report on CAFES client information to Probation.

- Previously, the Probation Program Manager reviewed and verified all data entered by program partners into spreadsheets and transferred data to the BSCC Smart Sheet (used to track services while the web-based database was being developed).
- All data entered into the CAFES database was reviewed by the Probation Program Manager prior to submission to the BSCC Smartsheet. Follow up was conducted with any questions to program partner staff or providers, and feedback was provided by Probation on any inconsistencies or corrections needed.
- The burden for providers to enter data into the CAFES database in addition to their own required systems led to delays and required additional follow up.
- There were challenges following up with program partners to obtain additional client data not tracked in CAFES database and arranging for the “warm hand off” of data.
- Tracking clients (duplicated and unduplicated) across multiple data sources presented challenges.
- Due to HIPPA restrictions and provider capacity, treatment enrollment and completion data was only tracked for clients whose treatment was paid for by the CAFES program. Data for non-CAFES funded clients (such as those who qualified to treatment under drug MediCal) was not available. Many individuals who were successfully assessed and linked to treatment services utilizing CAFES funded positions ultimately attended treatment that was paid for by another source. Treatment outcome data funded by Drug MediCal is not readily available.

Due to various data collection challenges, the following evaluation plan measures were not collected during the duration of the program:

- Number receiving peer support; average duration of support
- Average time between system processing points
- Clients with improved access to benefits, by type
- Reduced arrests & citations
- Overall reduction in adults with assessed MH/SUD needs entering criminal justice system

Successful Program Completion

Overall, CAFES clients were considered to have successfully completed the program if they achieved any of the following outcomes:

1. Diversion – Neighborhood Courts: Pre-filing case “no-filed” or pre-conviction case “dismissed;” Mental Health Diversion: Pre-filing case “no-filed” or pre-conviction case “dismissed.”
2. Mental Health (MH)/Substance Use Disorder (SUD) Program – Completion of client’s self-identified goals for their MH/SUD treatment plan.

Analysis of the Long-Term Effect of CAFES on Recidivism

If the policies, services, and trainings carried out through the CAFES program were successful, then it was expected that the number of clients who re-offended or entered the criminal justice system would decline. Rather than entering the justice system, such individuals would have achieved greater health and well-being through a combination of mental health and substance use treatment, housing, and employment navigation, and/or other related supports for their individual needs. These pre-CAFES individuals are assumed to have had fewer resources accessible to them than those whose cases began after CAFES launched and thus, according to the logic behind CAFES, posed a greater risk of re-offending.

To estimate the overall net effect of CAFES on countywide shifts in recidivism and entry into the justice system for the final evaluation report, ASR compared justice outcomes of CAFES-eligible individuals between 2020 and 2022 with those of a similar group of individuals arraigned prior to 2020.

For this analysis, the CAFES treatment group consisted of adults who meet the following eligibility criteria between **2020 – 2022**:

1. Have been cited or arrested for a low-level (non-violent) offense and eligible for Mental Health Diversion (pursuant to AB 1810).
2. Are currently under supervision/monitoring by the Probation Department (Pretrial or formal probation) and have an identified mental health/substance use disorder need.
3. Not eligible for AB 109 funding or Behavioral Health System of Care services.

The pre-CAFES comparison group consisted of adults with similar eligibility components between **2017 – 2019**.

Outcome Measures to be analyzed for participant and comparison groups*:

1. Percentage booked on misdemeanor charges within one year of their probation start date/CAFES authorization date.
2. Percentage booked on felony charges within one year of their probation start date/CAFES authorization date.
3. Percentage convicted of a misdemeanor offense within one year of their probation start date/CAFES authorization date.
4. Percentage convicted of a felony within one year of their probation start date/CAFES authorization date.
5. Percentage sentenced to jail within one year of their probation start date/CAFES authorization date.

The analysis was intended to assess the overall net effect of CAFES on recidivism for people with low-level offenses, little to no prior criminal history, and those underserved by existing resources yet involved in the criminal justice system.

*ASR was unable to gather data on two of the outcome measures included in the comparison group section of the evaluation plan (1) percentage who were offered and completed diversion and 2) percentage arrested within one year of their initial offense). For this reason, the criteria for inclusion in this analysis was altered to remove participants referred to Neighborhood Courts or other Collaborative Courts/diversion activities.

CAFES Final Evaluation Findings

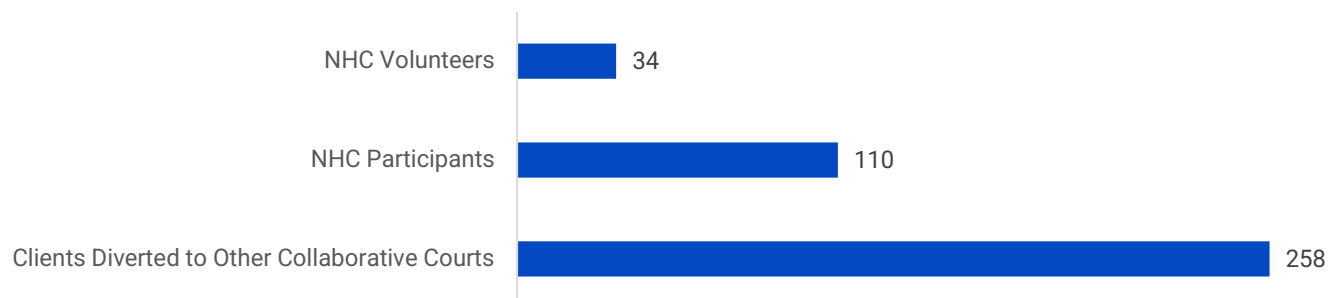
While COVID-19 and the Shelter-in-Place restrictions slowed assessments, screenings, and connection to services, it did not stop these nor other program activities. The Probation Department and program partners adapted and found flexible and creative ways to ensure program activities continued. Despite the many challenges early in the program, participants were assigned to and completed Collaborative Courts, volunteers were trained and participated as panelists in the Neighborhood Court (NHC) program, clients accessed treatment and supports, and program partners received training that improved how they supported and served criminal justice system-involved individuals. See the Evaluation Results and Discussion section for specific information on the data gathered for each goal area.

The following information outlines the demographic characteristics or participant information for each of the three goal areas.

Goal 1: Of the 34 NHC volunteers who were trained to participate as panelists, 15 (44%) were in the group of those aged 56 and over, and all (100%) reported that their primary language was English. Of the 110

CAFES participants, more than half (54% or 59) were between the ages of 18 and 24 and nearly all (92% or 101) spoke English as their primary language.

Total Number of Participants, Goal 1



Goal 2: Of the 647 people authorized to CAFES, over one-third (36% or 233) were between the ages of 25 and 35. Fifty-one percent (51% or 328) were White, 40% (256) were Hispanic, Latino or Spanish, and 77% (501) were male (see Evaluation Results and Discussion section for full breakdown of demographics).

Total Number of CAFES Clients, Goal 2



Goal 3: One thousand two hundred and twenty-four (1,224) duplicated staff and volunteers from 18 partner agencies received training from Encompass Community Services as of December 31, 2022. Demographic data was not collected for training participants.

Progress Towards Goals

As seen in the below table, despite the challenges of the COVID-19 pandemic, the CAFES program achieved the goals and objectives in the workplan.

Impacts of COVID-19 and the CZU Fires

The COVID-19 pandemic had a significant impact on the initiation of the CAFES program and altered the implementation of strategies and activities. During the Shelter-in-Place, COVID-19 delayed progress and inhibited direct client contact, communication, and meetings, necessitating workarounds and adjustments on many levels. Lack of rapid COVID-19 screening delayed or inhibited program placements, particularly in residential settings. Due to many organizational closures or reduction in services, screening/assessment, referral, and placement processes took significantly longer than prior to COVID-19 – leading to delays in adjudication and/or lengthier jail stays. Transportation to programs, given social distancing efforts, was also a challenge to navigate for all partners. The stress of COVID-19 triggered trauma for some clients, which increased symptoms for MH/SUD clients to a more acute level (while resources and response times slowed). In addition, due to the pandemic and Public Health guidelines/restrictions, the NHC volunteer panelist trainings and conferences initially could not take place in person and had to be held via Zoom.

Hiring program staff during the pandemic was a challenge, and as a result, some positions remained open longer than anticipated. The inability to meet in person due to the COVID-19 pandemic had some impact on collaborations and slowed workflows/processes.

In addition to the COVID-19 crisis, and resulting local fiscal crisis, the CZU Complex fires in Santa Cruz County caused widespread evacuations in August and September of 2020 and long-term displacements or permanent housing loss. This additional disaster impacted CAFES clients, program partner staff, and services across the County.

See table below for additional challenges affecting the progress of CAFES goals and objectives.

CAFES Workplan

(1) Goal:	Increase diversion opportunities to minimize entry into the criminal justice system for low-level crimes related to client’s MH/SUD.			
Objective 1.1:	Diversion pathways pre-conviction and/or pre-filing will be created to redirect low-level individuals to appropriate treatment interventions and community resources.			
Program activities that support the identified goal and objectives		Responsible staff/ partners	Timeline	
			Start Date	End Date
*District Attorney’s Office to create eligibility criteria for potential Neighborhood Court Model opportunities. *Restorative Justice/Neighborhood Courts (RJ/NHC) Model training for system partners *Referral and follow-up procedures established for RJ/NHC participation		*DAO	Completed	
		*CBO, DAO	Completed	
		*CBO, DAO, CPM, CCPM	Completed	
Objective 1.2:	Restorative justice practices will be implemented to support offender behavior change and repair harm to survivors of crime.			
Program activities that support the identified goal and objectives		Responsible staff/ partners	Timeline	
			Start Date	End Date
*Restorative Justice/Neighborhood Courts (RJ/NHC) volunteer recruitment *RJ/NHC Model training for volunteers *RJ/NHC neutral sites established *Participants complete established RJ/NHC or Diversion requirements *Crime survivors/community receive restitution/report reparation when appropriate.		*CBO	Completed	
		*CBO	Completed	
		*CBO, DAO	Completed	
		*CBO, DAO	Completed	
		*CBOs, DAO, Evaluator	Completed	

Progress:

Activities for Objective 1.1 were completed.

Activities for Objective 1.2 were completed.

Challenges (aside from COVID-19):

Due to timing of outreach and recruitment of NHC panelists, the goal of 30% Latinx volunteers was not met within the first group of applicants and trainees.

The court had challenges clarifying the referral process and communications with attorneys on understanding how to internally proceed with MH Diversion due to the legal complexities of responsibility for each step in the process. The court has had some challenges educating clients on what specifically MH Diversion entails and that participating in treatment is a requirement of participation. The additional complexity of multiple MH populations – those qualifying for diversion and those deemed incompetent to participate in proceedings – stretched already limited local resources.

(2) Goal:	Reduce recidivism and improve individual and community health and well-being.			
Objective 2.1:	Underserved criminal justice-involved individuals with MH/SUD will be diverted from further system involvement.			
Program activities that support the identified goal and objectives		Responsible staff/ partners	Timeline	
			Start Date	End Date
*Participants receive screening & assessment in courts & are placed in Collaborative Court or in Restorative Justice program. *Restorative Justice programming has been initiated.		*CC & CCCM *CCPM, CC-CM, DAO, RJC	Completed	
			Completed	
Objective 2.2:	Life outcomes will be improved for underserved criminal justice-involved individuals with MH/SUD and the survivors of their crimes.			
Program activities that support the identified goal and objectives		Responsible staff/ partners	Timeline	
			Start Date	End Date
*Participants receive screening & assessment for MH/SUD, housing, employment. *Participants receive discharge planning. *Participants begin culturally responsive, trauma informed, client centered, comprehensive treatments and services. *Participants are placed in SLEs. *Participants receive peer support.		*CCM, CCCM, CC *DP *CCM, CCCM, EN, HN, Clinicians *CBOs *PN	Completed	
			Completed	
			Completed	
			Completed	

Progress: Activities for Objective 2.1 were completed. Activities for Objective 2.2 were completed.			
Challenges (aside from COVID-19): AB1950 became effective January 1, 2021, and was deemed retroactive, which has had a significant impact on workload and client services. AB1950 has decreased the amount of time individuals are on probation, which led to some participant's probation expiring prior to successful completion of court ordered programs and case plans. A shortage in detox facilities, residential treatment beds, and SLE options, compounded by COVID-19 exposures and outbreaks, created difficulties with these types of placements. Program partners are worked to identify additional options. The utilization of Bridge Housing and partnering with local hotels played a significant role in mitigating these challenges. A lack of community-based intake services into SUD/MH treatment during non-traditional hours and on the weekends brought forth significant challenges to connection to service and resulted in longer custodial stays. Lack of peer support during evenings and the weekend was an additional challenge.			
(3) Goal:	Improve existing systems and collaboration efforts for those in criminal justice system.		
Objective 3.1:	Build the capacity of a multidisciplinary system that addresses needs of underserved criminal justice-involved individuals with MH/SUD.		
Program activities that support the identified goal and objectives	Responsible staff/ partners	Timeline	
		Start Date	End Date
*Execute partner CBO contracts. *Recruit & hire staff. *Recruit additional Advisory members and set up work groups to implement data-based decision making. *Launch Community Trainings. *Finalize local evaluation plan, begin data collection, analyze & disseminate finding.	*CPM, CCPM & CBOs *all agencies *CPM & CCPM	Completed Completed Completed	
	*CT *Evaluator	Completed Completed	
Progress: Activities for Objective 3.1 were completed.			
Challenges (aside from COVID-19): Delay in bringing Janus aboard following the Budget Modification approval limited treatment funding temporarily. Untimely invoicing from providers led to the periodic pause in authorized services to avoid overcommitting funding – particularly when 6-12 months in arrears. Several of our community providers struggled to hire and sustain staff, competing with much higher paying counties surrounding Santa Cruz and the increasing local cost of living. The disparate systems and level of data collections required across multiple platforms within existing timelines was a significant burden on already stretched staff – and required a more significant time commitment than anticipated.			

Baseline Key Informant Interviews

As reported in the Two-Year Evaluation Report, between September and December 2020 ASR completed 25 baseline interviews with CAFES leadership and line staff to document baseline status of coordination, referrals, and treatment options for the intended population. The interviews also discussed COVID-19 responses, and the short-term and potentially long-term program shifts that were made as a result.

The findings from these KIs revealed that the unexpected shift to connecting and providing services primarily virtually took some time to implement effectively, due to the need to address technological barriers and adapt to ever-changing protocols. These challenges were in addition to the preexisting challenges that providers were already grappling with like a lack of affordable housing, residential treatment beds, SLEs, and hiring/staffing challenges. Interviewees expressed that it felt like they were addressing multiple crises all at once, which slowed their individual and collective ability to launch and implement CAFES programming. (For full results, see Appendix B. CAFES Baseline Key Informant Interview Findings)

Summary of Process and Outcome Evaluation Results

Data instruments and tools, including the data collection tools and post-training and post-conference surveys described above, were developed to assess progress towards the following process and outcome measures. See the Changes to the Evaluation Plan section for more information on changes to the evaluation plan.

PROCESS MEASURE	
CAFES System Referral and Authorization Procedures Established	Completed
NHC process established	Completed
Number of NHC [conference] sites* (see <i>Neighborhood Court Program</i> section for breakdown by location)	9 in-person and 92 online conferences
Number of NHC volunteers trained* (see <i>Neighborhood Court Program</i> section for breakdown)	34
Number of NHC participants* (see <i>Neighborhood Court Program</i> section for breakdown)	110
Number of people authorized to CAFES* (see <i>Authorization into the CAFES Program</i> section for breakdown)	647
Number of clients screened & assessed* (see <i>Treatment and Services for Authorized CAFES Clients</i> section for breakdown)	427
Number of occurrences of clients screened and assessed* (see <i>Treatment and Services for Authorized CAFES Clients</i> section for breakdown)	1,006
Referrals and Entry in Programs/Services	
Number of individuals assigned court diversion* (see <i>Diversion to Collaborative Courts</i> section for breakdown by type)	368
Number of individuals referred to Collaborative Courts (see <i>Diversion to Collaborative Courts</i> section for breakdown of court type)	258
Number of CAFES clients served by the Probation Success Center	246
Number of clients receiving case management & support services*	439
Number of occurrences of case management & support services* (see <i>Treatment and Services for Authorized CAFES Clients</i> section for breakdown by type)	2,692
Number of unduplicated clients referred and enrolled in treatment* (see <i>Treatment and Services for Authorized CAFES Clients</i> section for breakdown by type)	371 referrals 184 SUD enrollments 9 MH enrollments

PROCESS MEASURE	
<i>Note: Due to HIPPA restrictions, treatment enrollment and completion data was only tracked for clients whose treatment was paid for by the CAFES program.</i>	
Average number of days enrolled in treatment* (see <i>Treatment and Services for Authorized CAFES Clients</i> section for breakdown by type) <i>Note: Due to HIPPA restrictions, treatment enrollment and completion data was only tracked for clients whose treatment was paid for by the CAFES program.</i>	71
Community/CBO Trainings	
Number of trainings (see <i>Partner Agency Trainings</i> section for breakdown by type)	65
Number of training participants*	1,224 (duplicated)
Number of partner agencies participating in trainings*	18

OUTCOME MEASURES	
Short Term	
Percentage of clients who successfully completed NHC	77% (85/110)
Types of agreements/activities that participants were assigned in order to complete the NHC program*	See <i>Neighborhood Court Program</i> section
Percentage of NHC volunteers with increased understanding due to panelist training*	96% (23/24)
Percentage of NHC volunteers with improved capacity to implement Restorative Justice practices due to panelist training*	96% (23/24)
Percentage who successfully completed court diversion, by type*	41% Total (106/258) 51% Veteran's Court (41/80) 32% PACT/MHD (25/78) 40% BHC (40/100)
Percentage of clients who completed treatment, by type* (Total percentage is duplicated, by type percentages are unduplicated) <i>Note: Due to HIPPA restrictions, treatment enrollment and completion data was only tracked for clients whose treatment was paid for by the CAFES program.</i>	38% Total (74/193) 40% SUD (74/184) 0% MH (0/9)
Percentage of clients with improved housing status	20% (10/49)
Percentage of clients maintaining or acquiring new jobs	48% (26/54)
Jail bed days: fewer days six months after joining CAFES than six months prior <i>Note: COVID-19 protocols at the jail and Zero Bail Emergency orders from the state led to shifts in booking/jail housing practices and impacted length of stay.</i>	6 months Pre-CAFES authorization: 17,509 total jail bed days

OUTCOME MEASURES	
	6 months Post-CAFES authorization: 10,048 total jail bed days
Training participants with increased understanding of topic, after training*	93% (1,105/1,186)
Long-Term	
Reduction in Recidivism: Percentage of clients who re-offend after joining CAFES <ul style="list-style-type: none"> • Reduced misdemeanors bookings & convictions • Reduced felony bookings & convictions • Reduced jail or prison sentences 	19% (120/647)
Improved capacity of CBO partners to address MH and SUD needs of criminal justice-involved clients	100% (13/13)
Policy shifts implemented in connection with CAFES	See Appendix C. CAFES Final Survey and & KII Summary for results

*Indicates a change from the original evaluation plan. See the Changes to the Evaluation Plan section for more information on changes to the evaluation plan.

Evaluation Results and Discussion

CAFES Goal 1: Increase Diversion Opportunities

Increase diversion opportunities to minimize entry into the criminal justice system for low-level crimes related to clients' substance use disorders and mental health needs.

Objective 1.1: Create diversion pathways pre-conviction and/or pre-filing that redirect low-level individuals to appropriate treatment interventions and community resources.

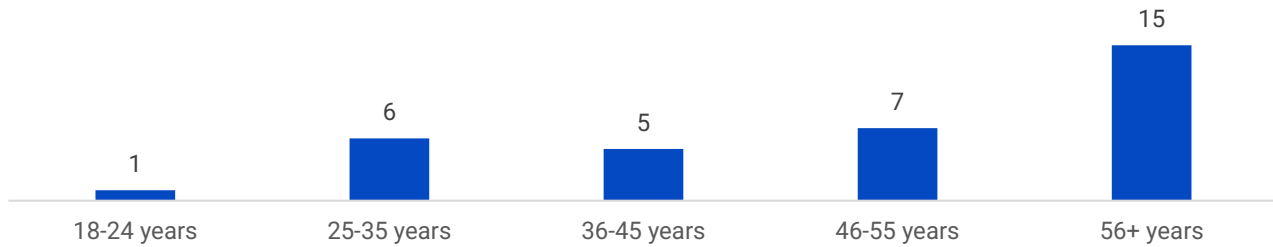
Objective 1.2: Implement restorative justice practices to support offender behavior change and repair harm to survivors of crime (i.e., Neighborhood Courts).

NEIGHBORHOOD COURT PROGRAM

NEIGHBORHOOD COURT VOLUNTEERS

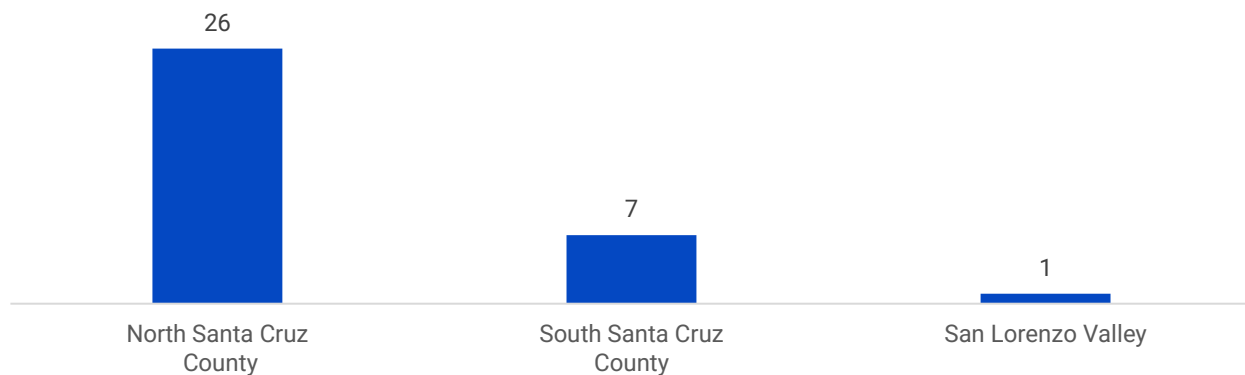
As of December 2022, 34 Neighborhood Court (NHC) volunteer panelists had been trained. Due to COVID-19 restrictions, one of the two volunteer trainings was held remotely via Zoom, and the other training was provided in a hybrid format (one day on Zoom and a second day in-person at Cabrillo College). Of the 34 NHC volunteers who were trained to participate as panelists, most (44% or 15) were in the 56 years and over age group and 100% reported that their primary language was English.

Number of Neighborhood Court Volunteers Trained, by Age



n=34

Number of Neighborhood Court Volunteers Trained, by Area of the County



n=34

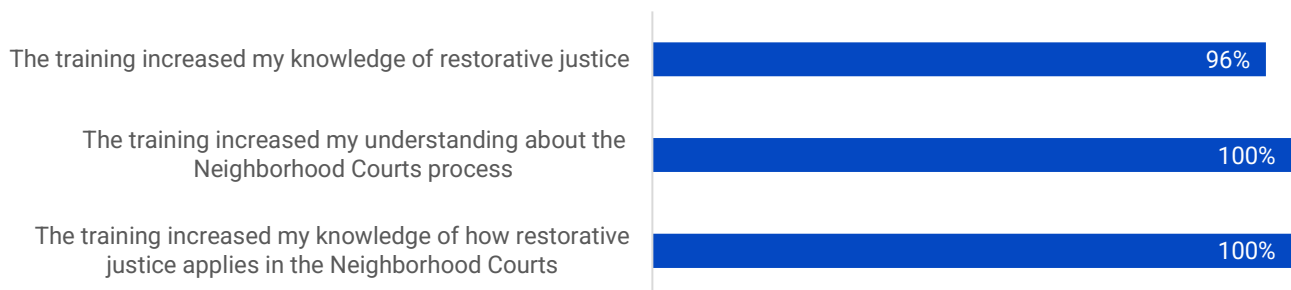
North Santa Cruz County includes zip codes: 95010, 95060, 95061, 95062, 95064, 95065, 95066, and 95073.

South Santa Cruz County includes zip codes: 95003, 95019, and 95076.

San Lorenzo Valley includes zip codes: 95005 and 95018.

As part of the panelist training, volunteers were given a post-training survey to measure their understanding of restorative justice principles and their capacity to implement the restorative justice practices they learned about.

Neighborhood Court Volunteer Post-Training Survey Respondents Answering 'Agree' or 'Strongly Agree'



n=24

Neighborhood Court Volunteer Post-Training Survey Respondents Answering 'Agree' or 'Strongly Agree'

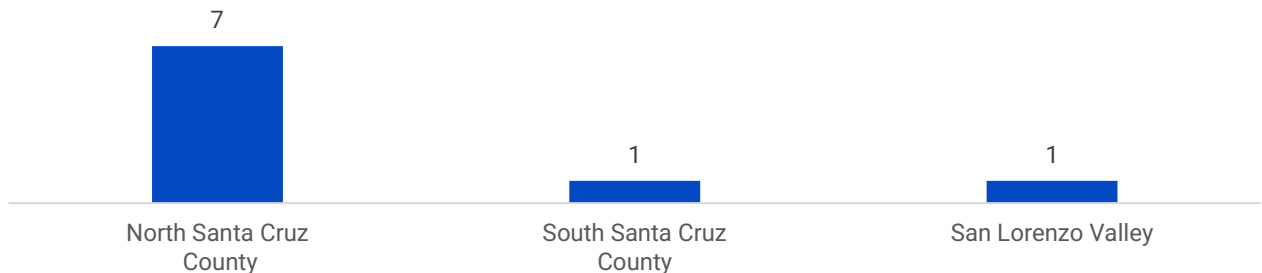


n=24

NEIGHBORHOOD COURT CONFERENCES AND PARTICIPANTS

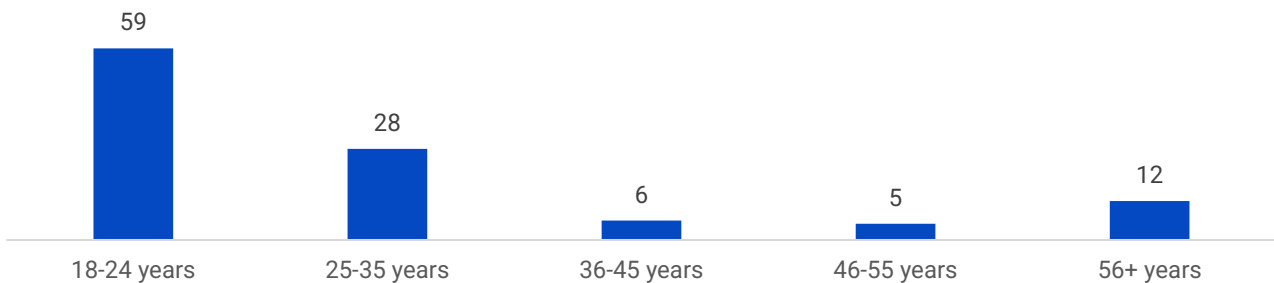
As of December 2022, 101 Neighborhood Court (NHC) conferences had been held for 110 participants. Two (2) conferences were held in the last quarter of 2020, 43 were held in 2021, and 56 were held in 2022. Due to COVID-19 restrictions, most (92) conferences were held remotely via Zoom. Only nine of the 101 NHC conferences were held in-person, most at local libraries (Capitola, Santa Cruz, and Felton branches) and one at a fire department in Watsonville. More than half of the participants (54% or 59) were between the ages of 18 and 24 and nearly all (92% or 101) spoke English as their primary language. During the last year of CAFES, the NHC program provided conferences for Spanish-speaking participants using bilingual and bicultural panelists, allowing monolingual participants to fully participate. Most NHC participants (44) came from North Santa Cruz County. As of the end of December 2022, 85 (77%) NHC participants had successfully completed the program, 20 (18%) were still in process, and five (5%) had chosen not to continue.

Number of In-Person Neighborhood Court Conferences, by Area of the County

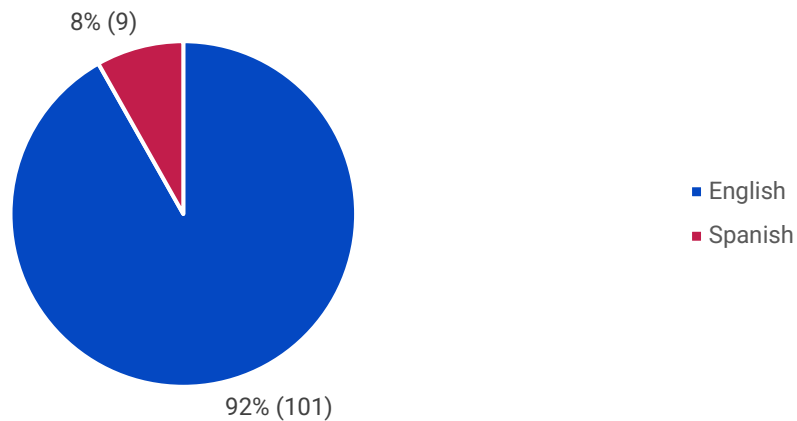


n=9

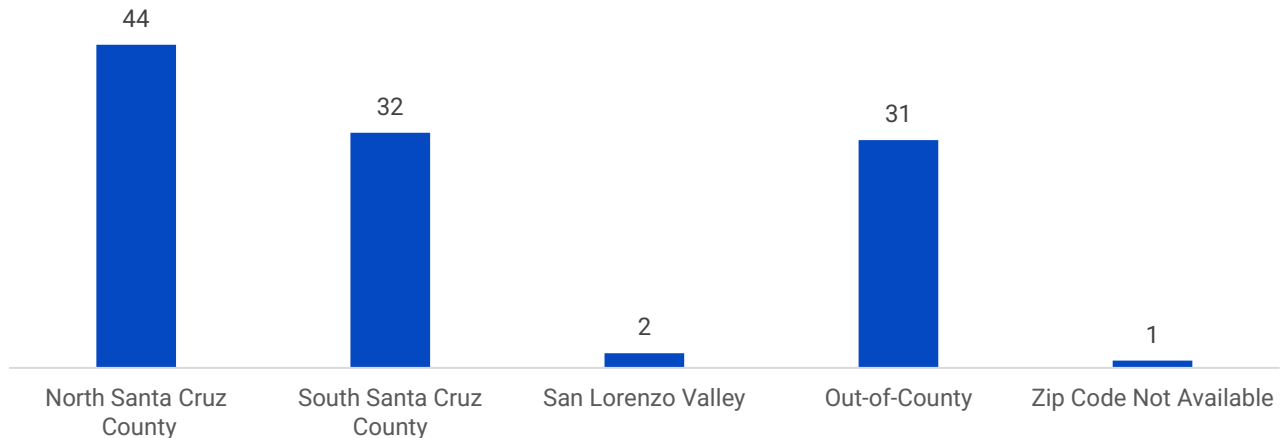
Number of Neighborhood Court Participants, by Age



n=110

Number of Neighborhood Court Participants, by Primary Language

n=110

Number of Neighborhood Court Participants, by Area of the County

n=110

North Santa Cruz County includes zip codes: 95010, 95060, 95061, 95062, 95064, 95065, 95066, and 95073.

South Santa Cruz County includes zip codes: 95003, 95019, and 95076.

San Lorenzo Valley includes zip codes: 95005, and 95018.

Out-of-County includes zip codes: 92010, 92081, 93907, 93927, 93930, 94040, 94401, 94544, 94550, 95016, 95030, 95032, 95033, 95046, 95051, 95056, 95108, 95123, 95126, 95327, 95490, 96730, and 99201.

As part of the Neighborhood Courts process, participants worked with volunteer panelists and program staff to develop agreements that were part of the restitution for their offense. Below are examples of the types of agreements that participants have made.

Examples of Participant Agreements:

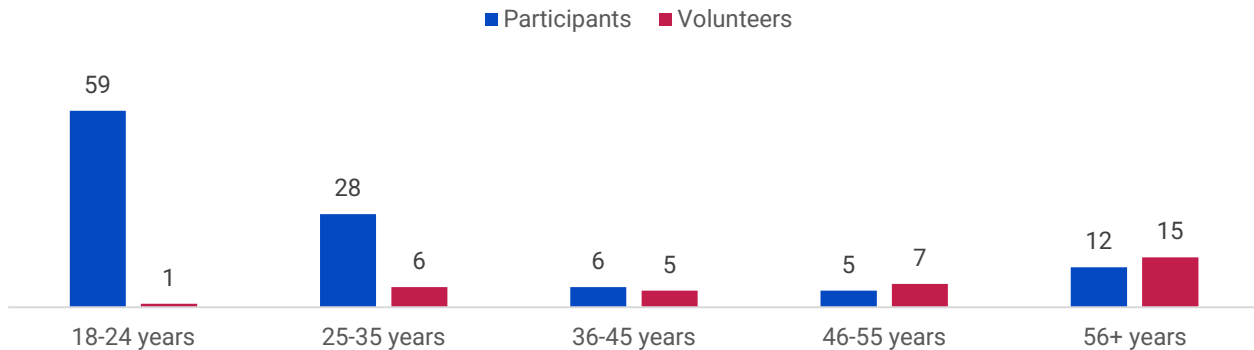
- Write an apology letter to victim(s)
- Write a reflective essay about the impact of actions, lessons learned, etc.
- Write letters to younger siblings sharing about their experience and why they should avoid the behavior
- Community service or volunteer time
- Attendance and participation in self-help support groups (NA, AA, etc.)

- Complete a class or course (victim awareness, anger management, minor in possession, beverage control)
- Recurring sessions with school counselor or therapist/psychiatrist
- Creation of an educational video or slide show about what they learned, shared with others (students, youth/young adults, the public)
- Watch educational videos (driving recklessly, exhibition of speed, harm of youth substance use, etc.)
- Identify stress relieving activities and initiate participation (exercise class, yoga, etc.)
- Commit to doing chores around the house
- Research local opportunities for graffiti removal or mural painting
- Completion of self-control, responsible behavior, responsible thinking and/or social values workbook
- Research prerequisites to attend college/university
- Create a crisis plan
- Continue paying for damage done to victim's property

COMPARISON OF NEIGHBORHOOD COURT VOLUNTEERS AND PARTICIPANTS

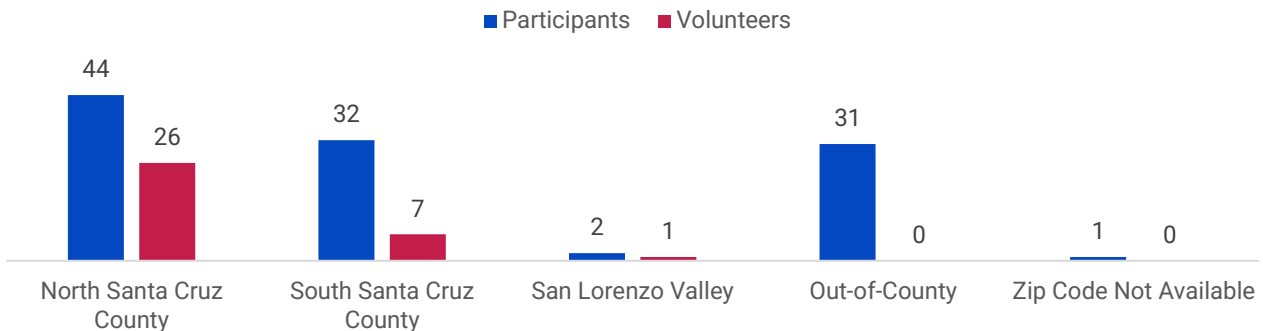
The majority (79% or 87) of Neighborhood Court participants were under the age of 36, while the majority (65% or 22) of Neighborhood Court volunteer panelists were aged 46 and older.

Number of Neighborhood Court Participants and Volunteers, by Age



Participants n=110, Volunteers n=34

Number of Neighborhood Court Participants and Volunteers, by Area of the County



Participants n=110, Volunteers n=34

North Santa Cruz County includes zip codes: 95010, 95060, 95061, 95062, 95064, 95065, 95066, and 95073.

South Santa Cruz County includes zip codes: 95003, 95019, and 95076.

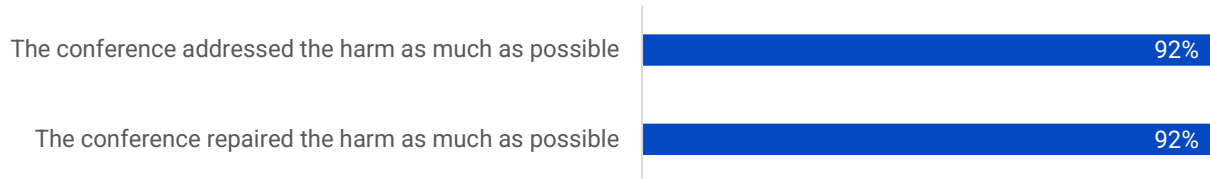
San Lorenzo Valley includes Zip Codes: 95005, and 95018.

Out-of-County includes Zip Codes 92010, 92081, 93907, 93927, 93930, 94040, 94401, 94544, 94550, 95016, 95030, 95032, 95033, 95046, 95051, 95056, 95108, 95123, 95126, 95327, 95490, 96730, and 99201.

VOLUNTEER AND PARTICIPANT POST-CONFERENCE REFLECTIONS

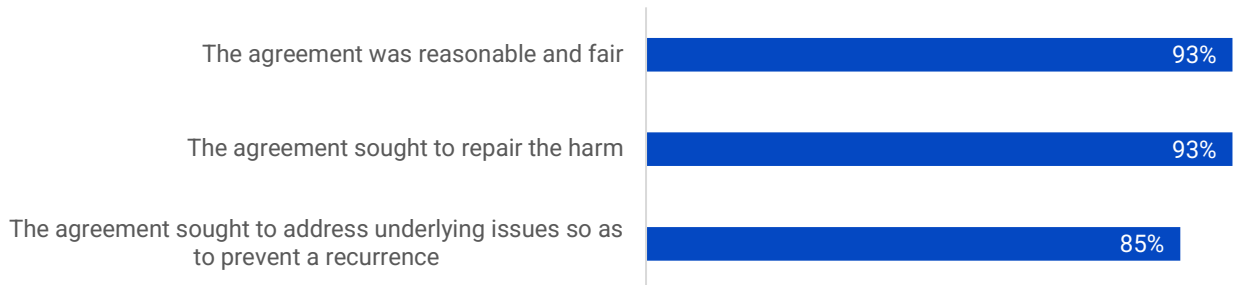
Volunteers and participants were also given a post-conference survey to inform program planning and continuous quality improvement. Volunteers were asked how much the conference addressed and repaired the harm and to what extent they thought the participant agreement was reasonable and fair and sought to repair the harm and address underlying issues to prevent a recurrence.

Neighborhood Court Volunteer Post-Conference Survey Respondents Answering 'Agree' or 'Strongly Agree'



n=60

Neighborhood Court Volunteer Post-Conference Survey Respondents Answering 'Agree' or 'Strongly Agree'



n=60

Selected Post-Conference Quotes from Participants

DID YOU LEARN ANYTHING AT THE CONFERENCE THAT YOU DID NOT KNOW BEFORE?	WHAT DID YOU LIKE MOST ABOUT THE CONFERENCE?
<p>"Yes, I have learned that the actions taken by myself really do affect the community and not just myself."</p> <p>"How much danger I was actually in, the reality of my situation, and learning how to deal with consequences (emotional, physical, etc.)."</p> <p>"There's kind people all around us and putting lots of effort to make life easier for those like me experiencing difficulties."</p> <p>"I learned what impact my actions can have on the community members and people around me."</p> <p>"Beforehand I don't think I realized how this situation had affected me overall. I was trying to fix the damage I had done"</p>	<p>"I was able to open up with real people from my community which really helped me understand the importance of my action and its effect. To be able to talk and really see others perspective on my actions and solutions to help."</p> <p>"Being able to give context to the situation, being walked through the next steps."</p> <p>"Respect and non-judgmental nature of the process."</p> <p>"The energy the three panelists gave off was very comforting. I didn't feel nervous as I had previously through the courts."</p>

to others without truly healing myself and I hadn't really noticed that beforehand."

"I was not certain the conference would be non-judgmental and was reassured when I was told they "separate the deed from the doer"."

"I found the participants supportive, understanding, and willing to make me feel comfortable at all times with the process."

NEIGHBORHOOD COURT PANELIST FOCUS GROUPS (END OF GRANT PERIOD)

In January 2023, the NHC partner agencies and ASR conducted a focus group with volunteer NHC panelists to learn more about how they heard about the program, why they volunteered, shifts in their perspectives on crimes and/or people who commit crimes, what had been most meaningful, and any ideas they had for improving the program. After the session, the questions were sent to the volunteers who did not participate to allow them to provide input. In total 16 volunteers participated in providing feedback.

The focus group findings showed that the top reasons for volunteering to be a NHC panelist included general interest in criminal justice reform/restorative justice (69%), a belief in the benefits of the program (69%), and a desire to be of service to the community (38%). When asked about what had been the most meaningful part of volunteering with the NHC program 81% indicated that making an impact or the ability to have an impact was meaningful to them, 50% indicated that being a part of an alternative path in the justice system was meaningful to them, and 32% indicated the interactions with NHC participants had been meaningful to them.

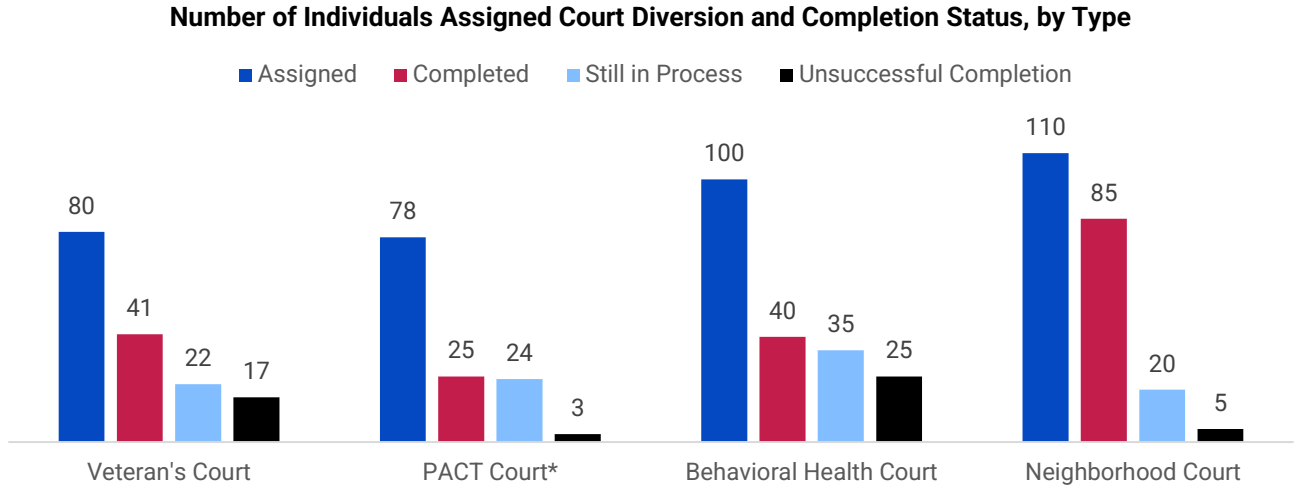
Throughout the focus groups, volunteers were careful not to reveal details about cases or participants even when asked about experiences that stood out to them. What they did share were the ways in which the process and the participants had surprised and moved them, including how much their perspectives about the case and the participants shifted once they got to hear from the participants themselves, or the realization of how beneficial this process was to the participant, especially considering the potential harm that could have been suffered by the participant had the NHC program not been available.

When asked about how the program could improve, most shared ideas or ways that the program could expand to serve more people including those with more than one prior offense or expanding the list of eligible offenses. Other ideas included more in-person conferences and more mono-lingual Spanish speaking conferences. Overall, volunteers expressed really positive feelings for the program and wanted to ensure that it could continue.

For some focus group questions, the responses could be themed, while questions elicited a wide array of perspectives and ideas. It should be noted that many participants offered multiple responses to each question, so percentages may not add up to 100%. (For full results, see Appendix D. CAFES Neighborhood Courts Panelist Focus Group Summary)

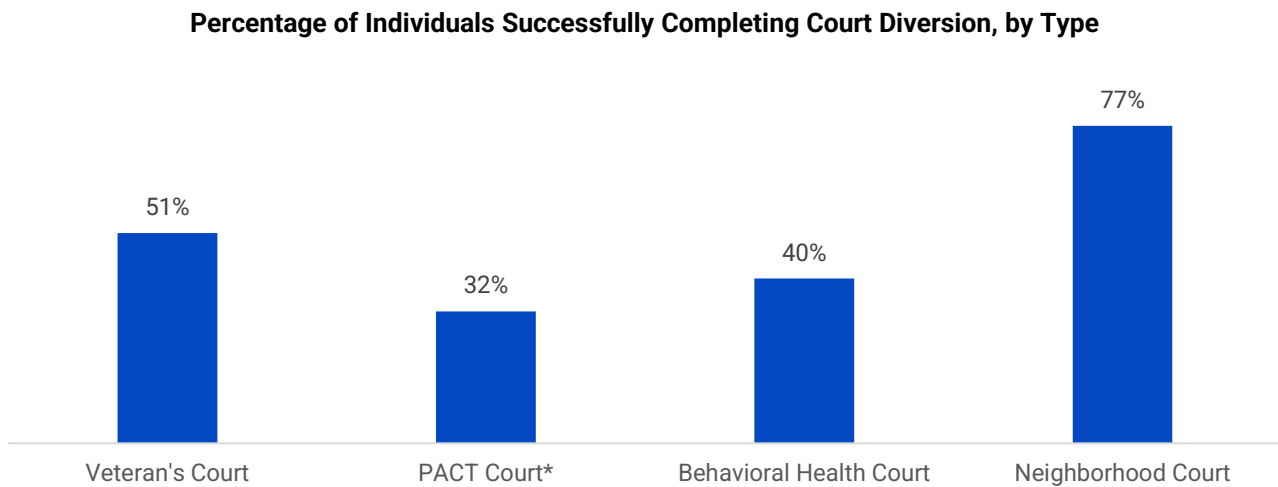
DIVERSION TO COLLABORATIVE COURTS

As an additional effort to create long-term and system-wide changes in how adults with mental health and substance use needs are treated when they interact with the criminal justice system, diversion opportunities into Collaborative Courts were expanded. As of December 31, 2022, 258 individuals assessed through the CAFES funded clinician were assigned to one of the Collaborative Courts, aside from NHC (detailed data above), with 106 completing successfully (41%).



*PACT Court total includes an additional 20 active referrals and 6 that were not granted Mental Health Diversion.

Note: No CAFES authorized clients were diverted to Veteran's Court, PACT Court or Behavioral Health Court. The CAFES funded position served the clients assigned to Collaborative Courts.



Veteran's Court n=80, PACT Court n=78, BHC n=100, NHC n=110

Note: No CAFES authorized clients were diverted to Veteran's Court, PACT Court or Behavioral Health Court. The CAFES funded position served the clients assigned to Collaborative Courts

CAFES Goal 2: Reduce Recidivism and Improve Individual and Community Health and Well-Being

Objective 2.1: Divert underserved criminal justice-involved individuals with MH/SUD from further system involvement.

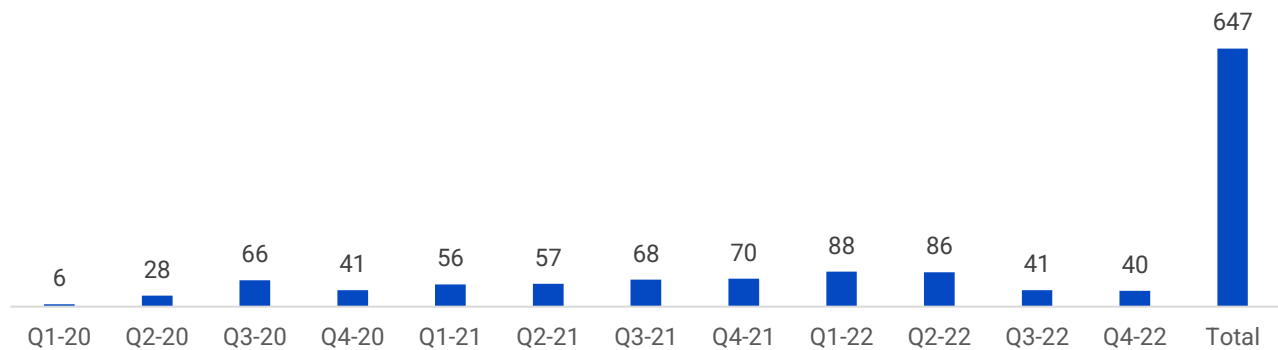
Objective 2.2: Improve life outcomes for underserved criminal justice-involved individuals with MH/SUD and the survivors of their crimes.

AUTHORIZATION INTO THE CAFES PROGRAM

CAFES REFERRAL SOURCES AND DEMOGRAPHICS OF AUTHORIZED PARTICIPANTS

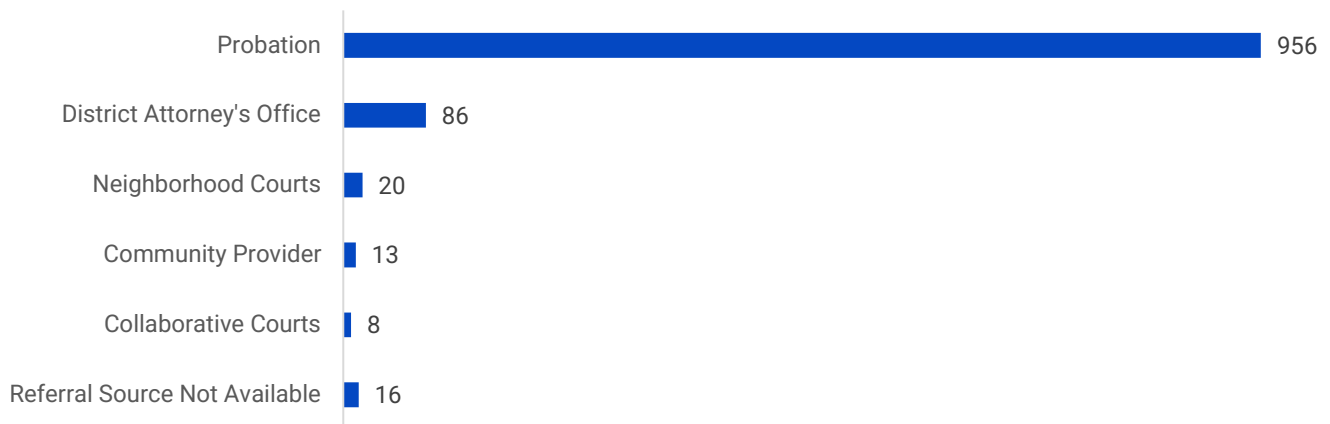
As of December 31, 2022, 647 people were authorized to participate in the CAFES program. Of all the possible referral sources, the Probation Department was the most common with 956 referrals. Note: Referral sources do not equal the unduplicated number of authorized clients (647) because some clients were referred by multiple sources.

Number of People Authorized to CAFES, by Quarter



n=647

Number of People Authorized to CAFES, by Referral Source

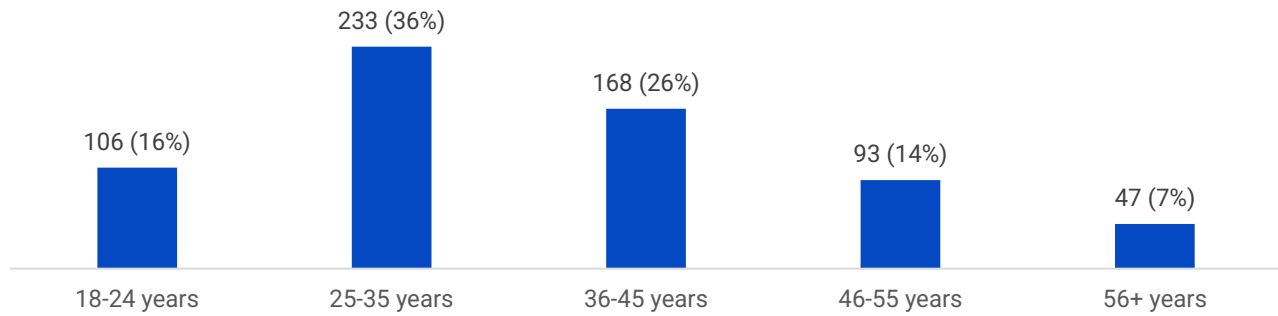


n=1,099

Note: *N* does not add up to the unduplicated number of authorized clients (647) because some clients were referred by multiple sources.

Over one-third (36% or 233) of authorized CAFES clients were between the ages of 25 and 35. Fifty-one percent (51% or 328) were White, 40% (256) were Hispanic, Latino or Spanish, 4% (24) were Black/African American, 2% (14) were Asian, and 77% (501) were male.

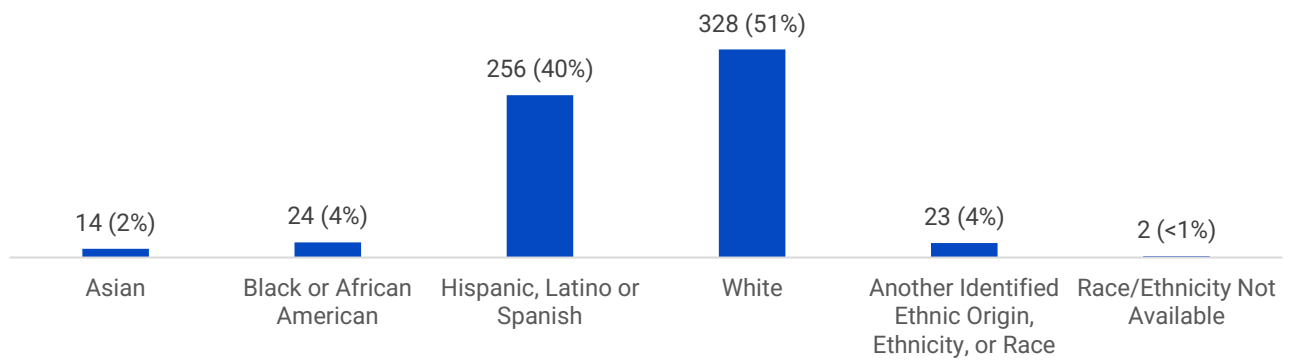
Number of People Authorized to CAFES, by Age



n=647

Note: Percentages do not add up to 100% due to rounding.

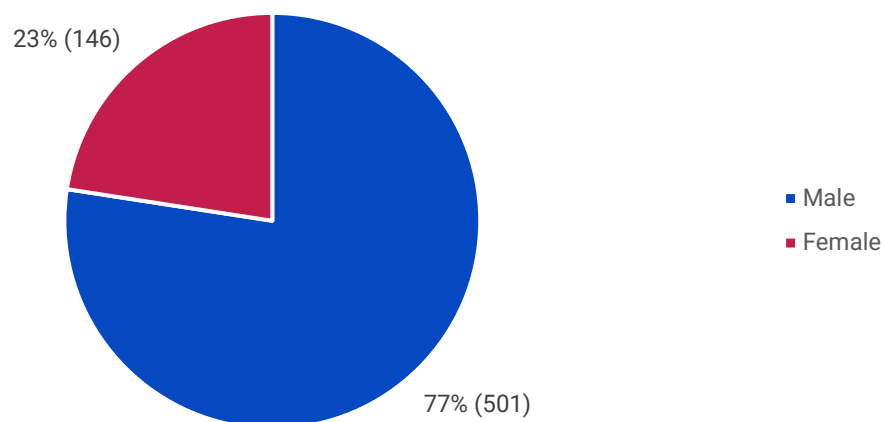
Number of People Authorized to CAFES, by Race/Ethnicity



n=647

Note: Percentages do not add up to 100% due to rounding.

Number of People Authorized to CAFES, by Gender



n=647

PRIMARY OFFENSES AND ELIGIBILITY OF AUTHORIZED CLIENTS

“Other offenses” (135 or 21%) and “simple assaults” (84 or 13%) were the two most cited primary offenses that made an individual eligible for the CAFES program. Three hundred and forty-four (344 or 53%) clients were eligible for the CAFES program because of substance-use disorder (SUD) alone. One hundred and fifty-two (152 or 23%) were eligible because of both SUD and mental health (MH).

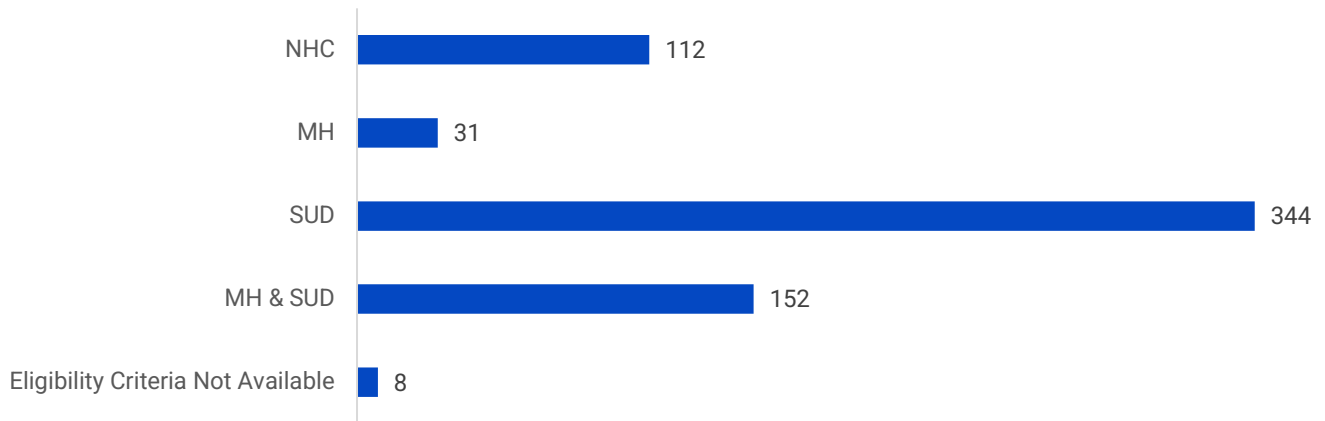
Number of People Authorized to CAFES, by Primary Offense

PRIMARY OFFENSE	2020	2021	2022	TOTAL
Arson	2	2	3	7
Burglary	6	13	20	39
Disorderly Conduct	1	2	0	3
Drug Offenses	7	21	20	48
Drunkenness	3	2	1	6
DUI	11	22	27	60
Family/Children Offenses	13	31	17	61
Felony Assault	0	0	1	1
Forgery/Counterfeiting	0	0	2	2
Fraud	3	4	1	8
Larceny	8	10	7	25
Liquor Laws	0	1	17	18
Motor Vehicle Theft	3	11	3	17
Sex Offenses	2	1	1	4
Simple Assaults	23	38	23	84
Stolen Property	5	4	7	16
Vandalism	8	26	13	47
Weapons	14	17	23	54
Other Offenses*	23	45	67	135
Primary Offense Not Available	9	1	2	12

n=647

*“Other offenses” includes but is not limited to resisting, violation of protective orders, exhibition of speed, trespass, hit and run, evading, threats, and false ID to law enforcement.

Number of People Authorized to CAFES, by Eligibility Criteria



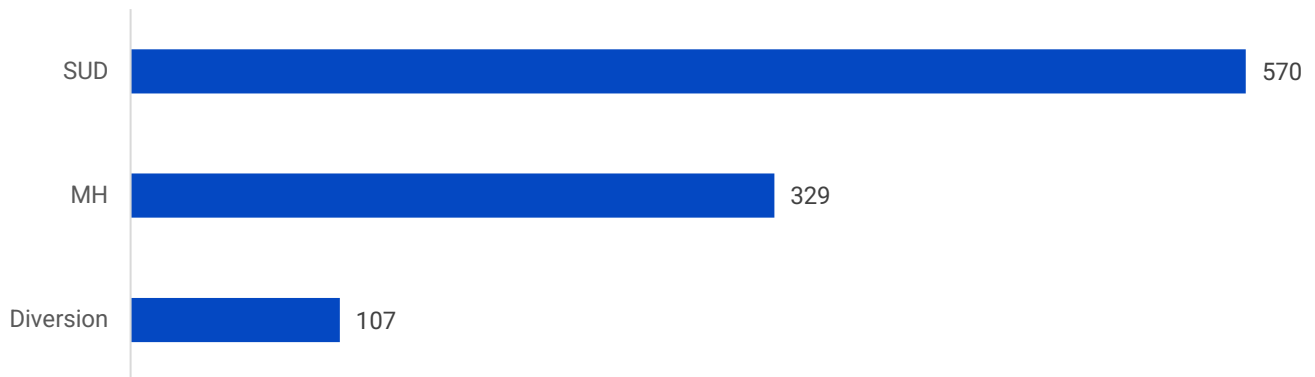
n=647

TREATMENT AND SERVICES FOR AUTHORIZED CAFES CLIENTS

SCREENING AND ASSESSMENT FOR TYPE OF NEED

Of the 647 authorized CAFES clients, 427 were screened and assessed at least once. The majority (570) of clients were screened and assessed for substance use disorder (SUD). Encompass Community Services completed 730 out of the 1,006 screenings and assessments.

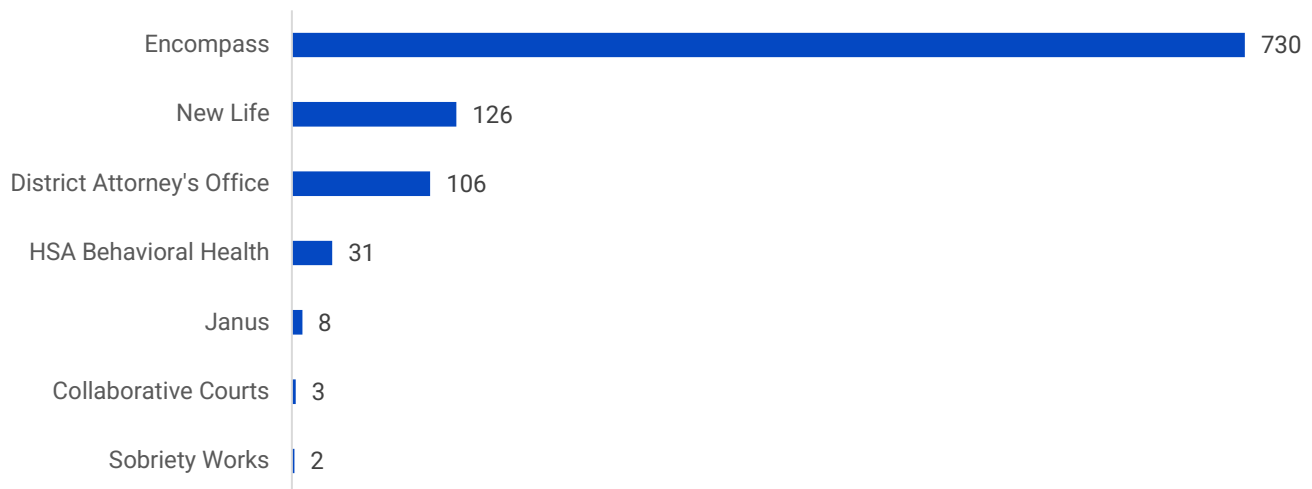
Number of Clients Screened and Assessed, by MH, SUD and/or Diversion Assessment/Screening



n=1,006

Note: N does not add up to the unduplicated number of clients (647) because some clients were screened/assessed multiple times.

Number of Clients Screened and Assessed, by Assessor



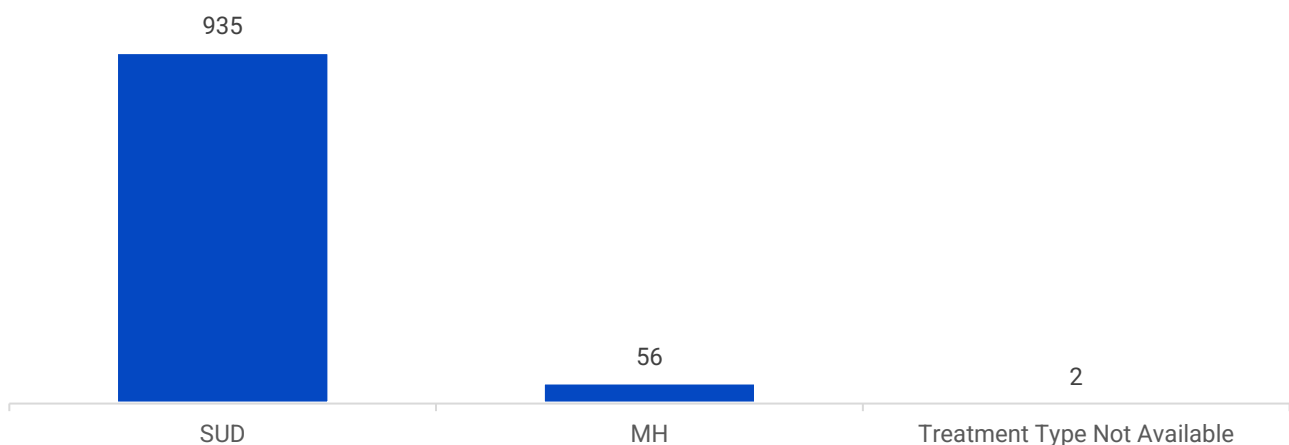
n=1,006

Note: N does not add up to the unduplicated number of clients (647) because some clients were screened/assessed multiple times.

REFERRAL AND ENROLLMENT INTO TREATMENT

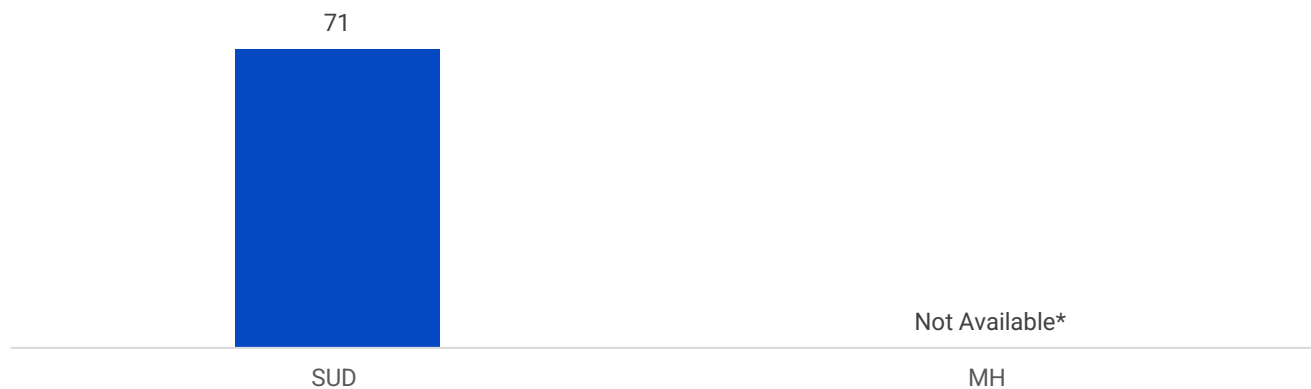
The majority (935) of referrals were to substance use disorder (SUD) treatment. The average number of days in CAFES-funded SUD treatment was 71. A total of 74 unduplicated clients completed CAFES-funded SUD treatment as of December 31, 2022. Note: Due to HIPPA restrictions, treatment enrollment and completion data was only tracked for clients whose treatment was paid for by the CAFES program. In addition, this data does not include referrals to Mental Health Diversion counted under Goal 1.

Number of Duplicated Clients Referred to Treatment, by Type



n=993

Note: N does not add up to the unduplicated number of clients (371) who were referred to treatment because some clients were referred multiple times.

Average Number of Days Enrolled in CAFES-Funded Treatment, by Type

n=193

**Completion data for CAFES-funded MH enrollment clients was not available, so the average number of days in treatment could not be calculated.*

Percentage of Clients Completing CAFES-Funded Treatment, by Type

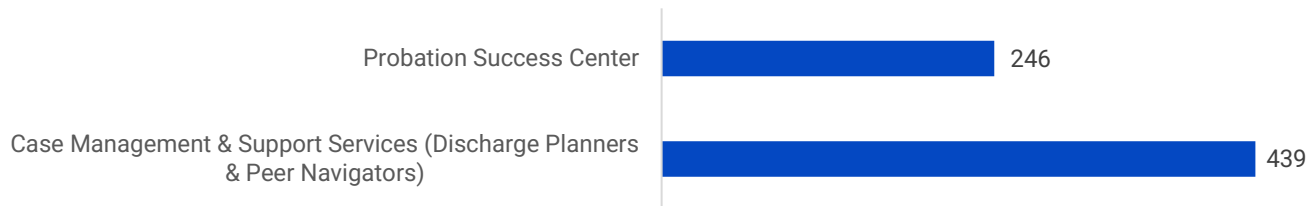
SUD n=184, MH n=9

**Completion data for CAFES-funded MH enrollment clients was not available.*

CASE MANAGEMENT AND SUPPORT SERVICES

CAFES clients were assisted at both the Probation Success Center and at community-based partner agencies by discharge planners and peer navigators. Discharge planners and peer navigators served 439 clients, and the Probation Success Center served 246 CAFES clients. There were 1,444 occurrences of case management generally, with housing support (575) and employment services (327) having the next highest occurrences. Among the clients who successfully completed the CAFES program, 26 clients maintained or acquired new jobs and 10 had improved housing. Note: Housing and employment data was not available for all clients who enrolled and completed treatment. The housing status and employment improvement chart below represents the outcomes of clients with data available.

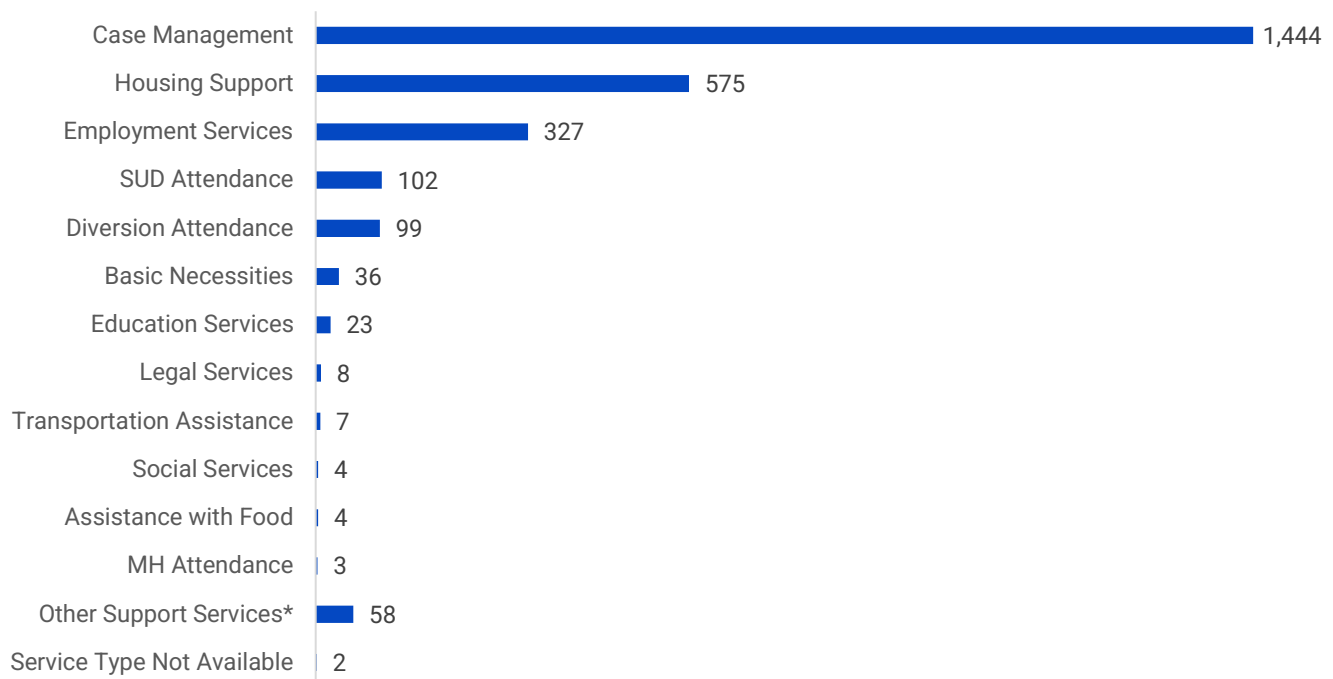
Number of Clients Receiving Additional Support, by Source



n=685

Note: N does not add up to the unduplicated number of clients (647) because some clients may have been served by both sources.

Number of Occurrences of Case Management and Support Services, by Type

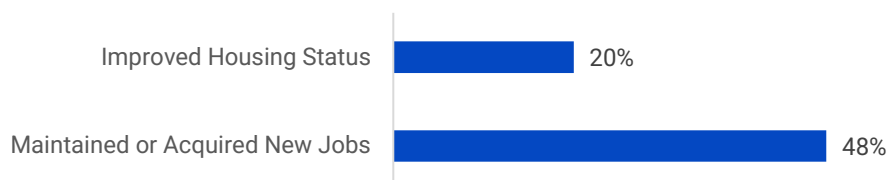


n=2,692 occurrences

Note: N does not add up to the unduplicated number of clients (647) because some clients received multiple services.

**"Other Support Services" include assistance filling out paperwork, intake and treatment planning, check-in/follow-up, hygiene kits and clothing, DMV and legal assistance, Medi-Cal coordination, outside agency referrals.*

Percentage of Clients with Housing Status and/or Employment Improvement

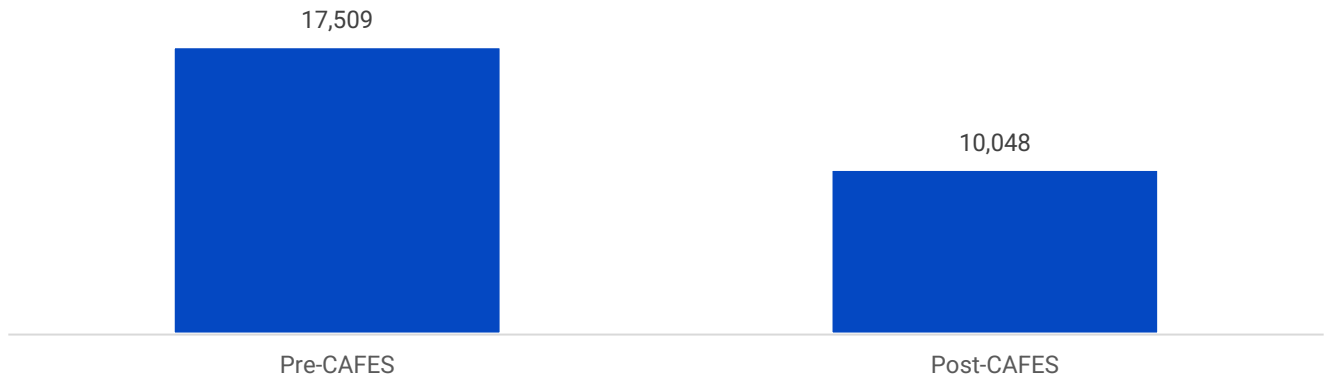


Clients with housing data available n=49, Clients with employment data available n=54

Jail Bed Days

Jail bed days decreased by 43%, and bookings also decreased by 48%. It should be noted that COVID-19 protocols at the jail and Zero Bail Emergency orders from the state led to shifts in booking and jail housing practices and impacted length of stay. Although the CAFES program likely contributed to these decreases, the protocol shifts made as a result of COVID-19 make it difficult to determine the direct impact made by the CAFES program on the number of jail bed days.

Pre- and Post-CAFES Authorization* Jail Bed Days



Pre-CAFES n=362, Post-CAFES n=206

*Six months pre-CAFES authorization and six months post-CAFES authorization.

Pre- and Post-CAFES Authorization* Bookings



Pre-CAFES n=362, Post-CAFES n=206

*Six months pre-CAFES authorization and six months post-CAFES authorization.

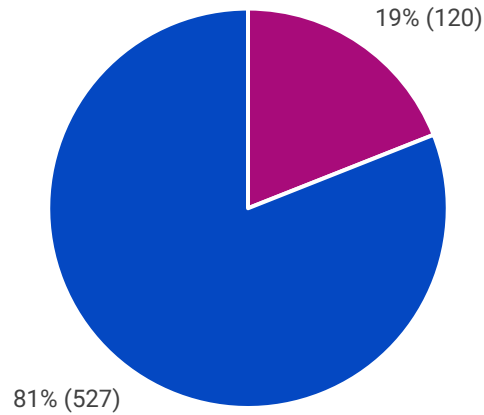
RECIDIVISM

BSCC Definition of Recidivism: Conviction of a new felony or misdemeanor committed within three years of release from custody or committed within three years of placement on supervision for a previous criminal conviction.

Of the 647 clients in the CAFES program as of December 31, 2022, 120 clients re-offended within seven months of their first date of service, a 19% recidivism rate.

Percentage of CAFES Clients Who Re-offended within 7 Months of First Date of Service

■ Clients who Re-offended ■ Clients who DID NOT Re-offend



n=647

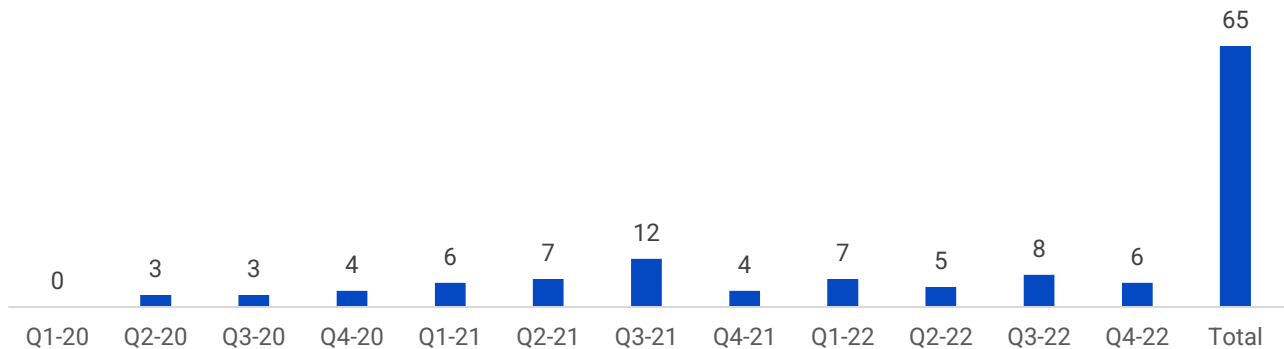
CAFES Goal 3: Improve Existing Systems and Collaboration Efforts for Those in Criminal Justice System

Objective 3.1: Build the capacity of a multidisciplinary system that addresses the needs of underserved criminal justice-involved individuals with MH/SUD.

PARTNER AGENCY TRAININGS

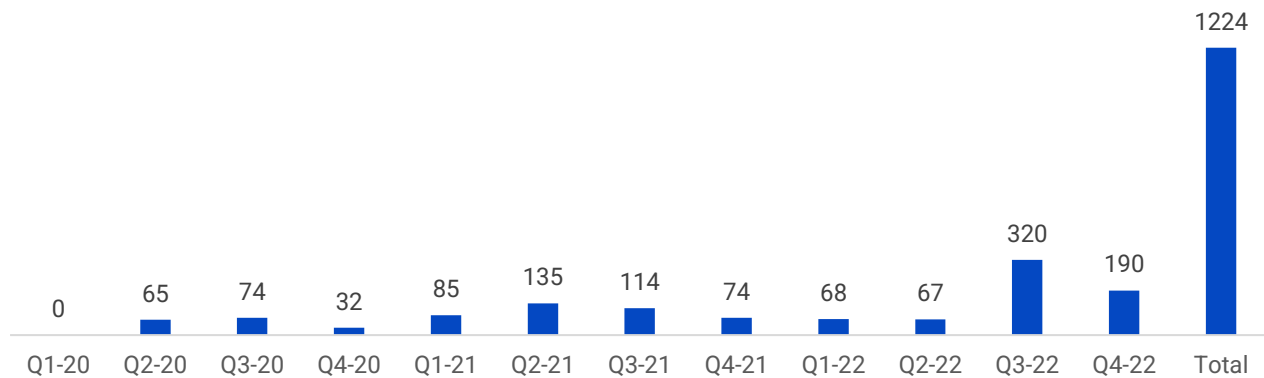
One thousand two hundred and twenty-four (1,224) duplicated staff and volunteers representing a total of 18 partner agencies participated in trainings offered by Encompass Community Services (as of December 31, 2022). Every CAFES funded agency had at least one staff/volunteer attended at least one community training, with some agencies showing a high level of participation from multiple staff members/volunteers at multiple trainings.

Number of Trainings, by Quarter



n=65

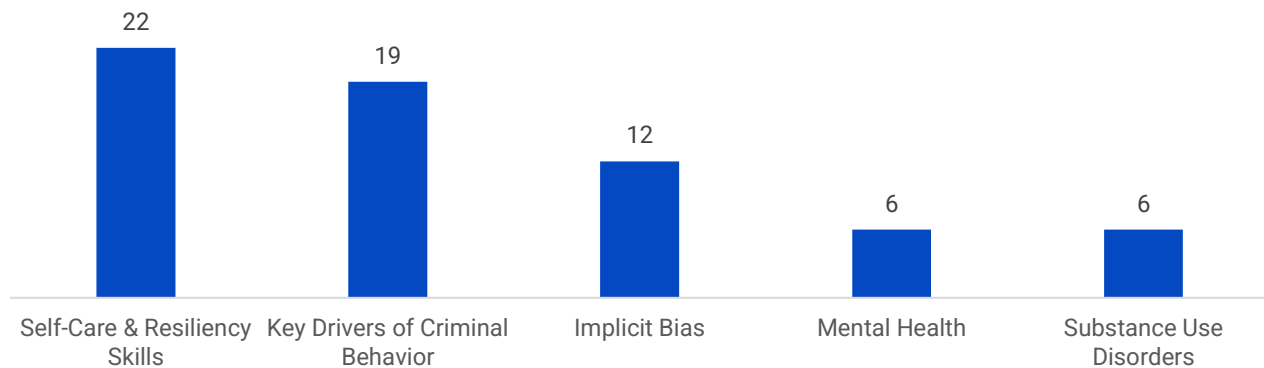
Number of Training Participants, by Quarter



n=1,224 duplicated participants

Note: Some participants attended multiple trainings.

Types of Training Offered, and Number of Times Training was Implemented



n=65

RESULTS OF TRAINING

CAFES trainings utilized post-training surveys to measure reported changes in levels of understanding, knowledge, awareness or confidence in specific training topic areas. Although not all training data was available for the program period of August 15, 2019 to December 31, 2022, the data received showed that most participants responded “agree” or “strongly agree” to prompts expressing increased understanding, knowledge, awareness or confidence. Specific prompts and data can be found in the table below.

TRAINING PARTICIPANTS WITH INCREASED UNDERSTANDING OF TOPIC, AFTER TRAINING			
	TRAINING	POST-TRAINING SURVEY QUESTIONS	TRAINING PARTICIPANTS RESPONDING 'AGREE' OR 'STRONGLY AGREE'
Self-Care & Resiliency Skills	Community Resiliency Model (CRM) 101	<i>The training increased my understanding of Trauma Informed Care principles.</i>	100% (11/11)
		<i>CRM increased my understanding of the nervous system's role in relation to one's reactions, emotions, sensations, and habitual behaviors.</i>	88% (36/41)
		<i>This booster session increased my ability to guide others in CRM skills.</i>	100% (4/4)
	The Art of De-Escalation: A Trauma-Informed Approach	<i>The training increased my understanding of Escalation/Crisis from a Trauma Informed Perspective.</i>	88% (28/32)
		<i>The training increased my understanding of the importance of debriefing and self-care.</i>	91% (30/33)
		<i>The training increased my awareness of how my own stress affects my ability to effectively deescalate someone in crisis.</i>	100% (40/40)
		<i>The training increased my awareness of how toxic stress and trauma contributes to escalation.</i>	100% (40/40)
		<i>The training increased my confidence in my ability to de-escalate a situation.</i>	95% (38/40)
		<i>The training increased my understanding of how to self-regulate before assisting someone in crisis.</i>	100% (40/40)
		<i>My knowledge about barriers to de-escalation has increased.</i>	98% (39/40)
		<i>After attending the training, I am more confident in my ability to safely manage high level escalations.</i>	88% (7/8)
Mental Health	Mental Health First Aid (MHFA)	<i>I am more confident in my ability to identify the impact of mental health challenges on the well-being of adults.</i>	100% (23/23)
		<i>I am more confident in my ability to recognize the signs and symptoms of mental health challenges that may impact adults.</i>	100% (23/23)
		<i>I am more confident in my ability to take appropriate steps when a person shows early signs of a mental health challenge.</i>	100% (23/23)
		<i>I am more confident in my ability to respond when a person shows worsening signs of a mental health challenge.</i>	100% (23/23)
		<i>I feel more confident in my ability to give information about mental health professionals in the community to any person experiencing mental health or substance use challenge(s).</i>	96% (22/23)

TRAINING PARTICIPANTS WITH INCREASED UNDERSTANDING OF TOPIC, AFTER TRAINING			
	TRAINING	POST-TRAINING SURVEY QUESTIONS	TRAINING PARTICIPANTS RESPONDING 'AGREE' OR 'STRONGLY AGREE'
		<i>I am more confident in my ability to have a supportive conversation with an adult experiencing signs and symptom(s) of a mental health or substance use challenge or crisis.</i>	100% (23/23)
Implicit Bias	Pronouns 101: Minimizing Misgendering	<i>As a result of this training, I better understand the importance of correct gender pronouns.</i>	94% (15/16)
		<i>As a result of this training, I can better distinguish between sex, gender, sexuality, and gender identity.</i>	88% (14/16)
		<i>As a result of this training, I better understand how pronouns relate to gender identity and expression.</i>	94% (15/16)
		<i>As a result of this training, I can better handle situations where mistakes or misgendering occurs.</i>	94% (15/16)
	Racial Equity Foundational Training	<i>My awareness of structural racism has deepened as a result of this training.</i>	97% (86/89)
		<i>The historical perspective shared helped me better understand the impact of structural racism.</i>	98% (87/89)
		<i>This training increased my confidence and ability in applying a racial/ethnic equity lens.</i>	91% (81/89)
	Probation Values Exploration	<i>The session enhanced my understanding of the values that guide my decisions at work.</i>	68% (26/38)
Substance Use Disorders	Understanding Co-occurring Conditions	<i>As a result of this training, I feel better equipped in my understanding of mental health and substance use conditions.</i>	100% (5/5)
		<i>As a result of this training, I feel better equipped in my ability to identify how mental health and substance use conditions interact and their impacts.</i>	80% (4/5)
		<i>As a result of this training, I feel better equipped in my understanding of the effects of treatment and stigma as they pertain to co-occurring conditions.</i>	100% (5/5)
		<i>As a result of this training, I feel better equipped in my ability to provide recovery-oriented services to people with co-occurring conditions.</i>	80% (4/5)
		<i>As a result of this training, I feel better equipped in my ability to practice and apply skills to support effective recovery in people with co-occurring conditions.</i>	100% (4/4)
Key Drivers of Criminal Behavior	Supporting Justice-Involved Individuals	<i>As a result of this training, I have a better understanding of how to address the Principal Service Needs of justice-involved individuals.</i>	88% (38/43)
		<i>As a result of this training, I can more effectively engage justice-involved individuals with mental health services.</i>	100% (9/9)
		<i>As a result of this training, I better understand systemic and cultural structures that result in justice system involvement.</i>	100% (9/9)

TRAINING PARTICIPANTS WITH INCREASED UNDERSTANDING OF TOPIC, AFTER TRAINING			
	TRAINING	POST-TRAINING SURVEY QUESTIONS	TRAINING PARTICIPANTS RESPONDING 'AGREE' OR 'STRONGLY AGREE'
		<i>As a result of this training, I feel I can better support justice-involved individuals with confidence through a person-centered, trauma informed approach.</i>	100% (9/9)
		<i>The training increased my ability to connect across behavioral health and justice service systems.</i>	79% (27/34)
		<i>As a result of this training, my foundational knowledge of history, terms, and processes of criminal justice system has increased.</i>	81% (35/43)
		<i>As a result of this training, I have a better understanding of systemic structures that result in justice system involvement.</i>	82% (28/34)
		<i>As a result of this training, I feel more confident to apply rehabilitative, person-centered, and trauma-informed approaches to supporting justice-impacted individuals.</i>	91% (31/34)
	Restorative Justice	<i>As a result of this training, I have a stronger understanding of what Restorative Justice is and is not.</i>	95% (71/75)
	Justice Involvement with a Serious Mental Health Condition	<i>The session increased my ability to serve clients that may be experiencing both justice involvement and challenges to mental health.</i>	100% (18/18)
		<i>The session improved my knowledge of local efforts and resources to serve clients that are experiencing both justice involvement and challenges to mental health.</i>	100% (18/18)
TOTAL			93% (1,105/1,186)

Note: Post-training survey data was not available for all trainings.

TRAINING DESCRIPTIONS

The CAFES funded trainings generally fell into these categories: Self-care and Resiliency Skills, Mental Health (MH), Implicit Bias, Substance Use Disorders (SUDs), and Key Drivers of Criminal Behavior. For the program period of August 15, 2019 to December 31, 2022, Encompass Community Services provided the following trainings to program partners:

	TRAINING DESCRIPTIONS
Self-Care and Resiliency Skills	<p>Community Resiliency Model (CRM) 101 This skill-based model supported participants in deepening their understanding of the impact of trauma and toxic stress. Participants learned biologically based wellness skills, helped reset and stabilize the nervous system, and broadened resiliency capacity for them and the people they serve.</p> <p>CRM 201: The Biology of Trauma and Resilience – This follow-up session offered a deeper dive into skills and concepts from the CRM 101 training. Participants learned biologically based wellness skills and broadened resiliency capacity for them and the people they serve.</p> <p>CRM: Skill Builder – This skill builder session was an opportunity for participants to practice using their CRM skills and strengthen their ability to adapt the CRM model to the people they serve.</p>
	<p>Enrage or Engage: The Art of De-escalation This session provided an integrated approach to understanding when and how escalation occurs, as well as which attitudes and actions can best diffuse situations and avoid power struggles. Participants worked through</p>

	TRAINING DESCRIPTIONS
	<p>scenarios with other participants and received feedback on specific situations they encounter in their place of work.</p> <p>Art of Crisis De-escalation: Skill Builder – In this follow-up session participants walked through opportunities for skill building practice to highlight what they learned in the training and how they can apply it to their work.</p>
Mental Health	<p>Mental Health First Aid (MHFA) In this two-part session, participants learned to identify, understand and respond to signs of mental illness and substance use disorders. This training provided the skills needed to reach out and provide initial support to someone who may be developing a mental health or substance use problem and help connect them to the appropriate care.</p>
Implicit Bias	<p>Pronouns 101: Minimizing Misgendering Objectives of this session were to understand the importance of using correct gender pronouns, define the differences between sex, sexuality, gender identity, and gender expression, explore use of pronouns as they relate to gender identity and expression, and utilize tools and exercises to improve correct pronoun use.</p>
	<p>Racial Equity Foundational Training Objectives of this session were to establish common language to engage in racial equity and inclusion work, increase awareness of discriminatory design and intentional othering, deeper understanding and awareness of structural racism and intersectional identity, gain historical perspective to the impact of structural racism, and practical application of ways to apply racial equity lens.</p>
	<p>Probation Values Exploration The purpose of this session was to surface individual values, agency values, and community values that influence decisions Probation managers, supervisors and staff make as it relates to public safety.</p>
Substance Use Disorders	<p>Understanding Co-occurring Conditions Session one of understanding co-occurring conditions included background information on mental health and substance use, while additionally providing a context for what recovery may look like for clients with co-occurring conditions. The second session was practice-based and heavily interactive, allowing time for providers to practice skills shown to be effective for treatment of co-occurring conditions.</p>
Key Drivers of Criminal Behavior	<p>Supporting Justice-Impacted Individuals Objectives of this session were to understand how to address the Principal Service Needs of justice-involved individuals, effectively engage justice-involved individuals with mental health services, understand systemic and cultural structures that result in justice system involvement, and support justice-involved individuals with confidence through a person-centered, trauma informed approach.</p>
	<p>Restorative Justice 101 This session aimed to build a shared understanding and definition of Restorative Justice, understand the benefits of applying a Restorative Justice lens, and explore existing or potential Restorative Justice principles within programs and daily lives.</p>
	<p>Justice Involvement with a Serious Mental Health Condition Justice Involvement with a Serious Mental Health Condition focused on populations and identities that may have unique challenges or experiences in navigating social institutions. This session included several speakers from local agencies who provided current information on ways in which serious mental health conditions and justice involvement intersect in Santa Cruz County, how this intersection may further impact recidivism, and what we can learn from the experiences of people who have navigated this intersection previously.</p>

Reducing Revocations Challenge Retreat

In November 2022, Santa Cruz Probation Department hosted a retreat entitled Advancing Probation Practice to Promote Success and Reduce Revocations, which was attended by system partners, Probation staff and a variety of individuals with lived experience (including some CAFES clients). The Santa Cruz County Probation Department is one of ten agencies across the country chosen to participate in

the Reducing Revocations Challenge, a national initiative launched by Arnold Ventures and the CUNY Institute for State and Local Governance (ISLG). The initiative aims to increase the success of those on probation by identifying, piloting, and testing promising strategies grounded in a robust analysis and understanding of why revocations occur. Attendees were invited to contribute and explore different perspectives of what probation's purpose should be, and what policies and practices should be in place to help drive probation success.

End of Program Data Collection and Analysis

Final Survey and Key Informant Interviews

At the conclusion of the grant period, a final survey was conducted with 18 program staff and leadership from seven program partners to document accomplishments, challenges, and shifts in agency capacity. In addition, ten key informant interviews (KIIs) with 16 leaders at program partner agencies were conducted to further explore and drill down into these issues.

Findings from the final survey and KIIs revealed a sense of accomplishment among program partners despite all the challenges that arose at the beginning of the program including the COVID-19 pandemic and local wildfires. The majority of program partners surveyed agreed that the CAFES program was very successful in achieving the following program objectives: creating diversion pathways that redirect individuals committing low-level offenses to appropriate treatment interventions and community resources (78%), Implementing restorative justice practices to support behavior change for justice-involved individuals and repair harm to survivors of crime, i.e., Neighborhood Courts, (62%), and building the capacity of a multi-disciplinary system that addresses the needs of underserved criminal justice-involved individuals with MH/SUD (57%).

Ninety-two percent (92%) of those surveyed felt that their agency experienced increased collaboration and/or partnerships as a result of their participation in the CAFES program. All respondents (100%) felt that their agency's capacity to address MH and SUD needs of their clients had improved as a result, and the KIIs shared that this was due to the fact that through the CAFES programming they were able to expand services to be more inclusive and serve more people and effective staff training and development. All (100%) of those interviewed felt that CAFES program did contribute to better outcomes for people with MH and SUD needs committing low-level, non-violent offenses. (For full results, see Appendix C. CAFES Final Survey and & KII Summary)

Comparison Group Recidivism Analysis

BSCC Definition of Recidivism: *Conviction of a new felony or misdemeanor committed within three years of release from custody or committed within three years of placement on supervision for a previous criminal conviction.*

As stated earlier, ASR compared justice outcomes of CAFES-eligible individuals between 2020 and 2022 with those of a similar group of individuals arraigned prior to 2020. These pre-CAFES individuals are assumed to have had fewer resources accessible to them than those whose cases began after CAFES launched and thus, according to the logic behind CAFES, posed a greater risk of re-offending.

The following measures were used in this comparison (using probation start date for the comparison group and CAFES authorization date for CAFES clients).

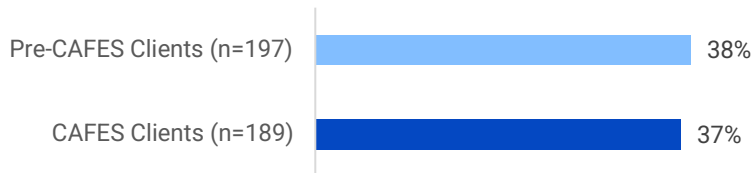
There was little difference between the two groups when looking at the percentage booked on misdemeanor and felony charges within one year of probation for the pre-CAFES group and within one year

of CAFES authorization for CAFES clients. However, there were decreases among CAFES clients in the percentage of those convicted of misdemeanors (six percent less in CAFES clients) and felonies (three percent less in CAFES clients) and those sentenced to jail (nine percent less in CAFES clients).

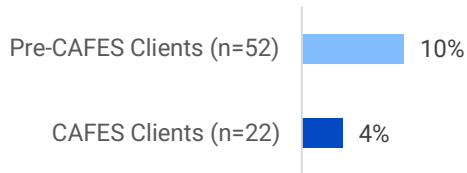
Percentage booked on misdemeanor charges within one year of probation start date/CAFES authorization date



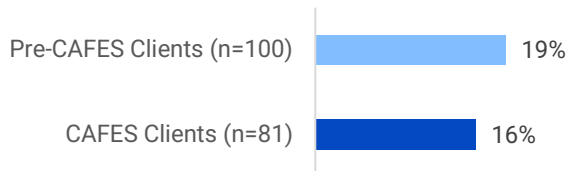
Percentage booked on felony charges within one year of probation start date/CAFES authorization date



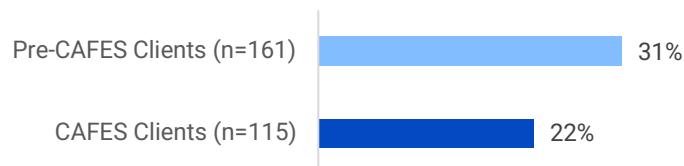
Percentage convicted of a misdemeanor offense within one year of probation start date/CAFES authorization date



Percentage convicted of a felony within one year of probation start date/CAFES authorization date



Percentage sentenced to jail within one year of probation start date/CAFES authorization date



Conclusions and Recommendations

Since January 2020, CAFES program partners worked together to increase diversion pathways, reduce recidivism, and improve existing systems and collaboration to move the needle on their overarching shared goal of improving individual and community wellbeing.

- The CAFES program increased diversion pathways through the development of the NHC program, which recruited and trained 34 community volunteers and held 110 conferences. By the end of the grant period, 77% of participants successfully completed the program and 18% of participants were still in the process of completing their agreements, while only five percent (or five participants) chose not to continue in the program. Additionally, 258 individuals were diverted to other collaborative courts.
- In total, 647 justice-involved adults were authorized as eligible to receive CAFES services. Two hundred and forty-six (246) CAFES clients were served by the Probation Success Center and 439 clients received case management and support services. When looking at the CAFES data against the comparison group, there was little change in overall bookings among CAFES clients, but there were decreases in those convicted of misdemeanors and felonies and those sentenced to jail. Additionally, as a result of this program, service provider partners were brought into an organized delivery system with other criminal justice related partners, allowing for increased access to treatment and other support services.
- In order to improve existing systems, CAFES funding was used to support the training activities, which 1,224 (duplicated) staff and volunteers from 18 agencies participated in. The trainings covered topics and skills related to self-care and resiliency, mental health, implicit bias, substance use disorders, and key drivers of criminal behavior. These capacity building activities allowed for the program partners to hold a shared understanding of these topics, increased skills related to these issues, and a shared language for working together to meet the program's goals.

Despite the challenges that arose at the onset of the grant period including COVID-19 and local wildfires, the CAFES program model proved to be effective in increasing diversion opportunities, increasing access to MH and SUD services, and improving systems and collaboration. CAFES can build on this momentum, continuing the community's shared commitment to collaborative impact, and their history of implementing EBP's that simultaneously protect public safety and improve community health and well-being. Specifically, CAFES can:

- Continue to implement and expand behavioral health diversion, linkage to services and restorative justice programming,
- Build on successes to fine-tune delivery of services and meet identified needs, deflecting and diverting individuals into community-based interventions and services,

- Continue to shift the community practice of serving only some systems-involved community members to providing more equitable access to justice and services for all,
- Focus on equity and early representation, allowing for access to public defenders soon after arrest to support reduced charges, decreased use of Pretrial detention to lower jail populations, better case outcomes, and diminished racial and wealth disparities,
- Expand the model to allow providers to go out into field (i.e., encampments) to serve those who are earlier in the justice system process,
- Continue expansion of the NHC program by providing more in-person conferences in South County as well and increasing the NHC program's capacity to provide more mono-lingual Spanish speaking conferences,
- Continue to centralize service delivery at the two Probation Success Centers (for those further in the system) and expedite service delivery through fieldwork, and
- Prioritize treatment and housing by dedicating more funding for those services and meet the need to increase transitional and bridge housing opportunities and support services (i.e., treatment and housing navigation).

The CAFES program built a solid foundation for continuing to advance intervention strategies for low-level, first-time offenders who are in need of MH and SUD supports and services. By improving existing systems and collaboration between a wide range of partners, increasing diversion pathways, and providing much-needed MH and SUDs services along with addressing many other basic needs and supports, hundreds of justice-involved individuals were supported in new ways. As a result of the CAFES program, justice-involved individuals, services providers, and the overall system grew their capacity to be more inclusive, more equitable, and more healing.

Although not a direct result of the CAFES program, there is movement to increase the local treatment service capacity including the expansion of the number of residential treatment beds. Shifts like these will benefit the continued work of this program. By receiving funding to continue this work as a part of the next cohort, there is the opportunity to address many of these recommendations in the coming years. The data from this cohort and the findings provided in this report have and will continue to be used to inform the next cohort's strategies and implementation efforts including expanding early engagement, deployment of services out in the community, and streamlining communication and connection processes.

Logic Model for CAFES

INPUTS	ACTIVITIES	SHORT TERM OUTCOMES	LONG-TERM OUTCOMES
County Probation Department District Attorney's Office (DAO) Sheriff's Office Superior Court Behavioral Health Department (BH) Conflict Resolution Center (CRC) New Life Community Services Encompass Sobriety Works Janus Goodwill Central Coast Applied Survey Research Prop 47 Local Advisory Committee (CCP & Workgroups)	<ul style="list-style-type: none"> Behavioral health screening & assessments by court clinician. Probation risk and needs assessments Probation case manager: general case mgmt. and system navigation Superior Court: Collaborative Courts program management Goodwill Central Coast: Employs Collaborative Court Case Manager/Coordinator DAO & CRC: Restorative Justice via Neighborhood Courts New Life: SUD treatment, case management, housing and employment navigation Encompass: discharge planning & housing navigation Encompass: community trainings for local CBOs and Criminal Justice Partners Sobriety Works: peer navigators Janus: Administration and coordination of treatment and housing funds Other CBOs: provide sober living environments and treatment programs 	<p>Screening & Referrals:</p> <ul style="list-style-type: none"> Reduction in time between arraignment and beginning of services (via court clinician) <p>Neighborhood Courts:</p> <ul style="list-style-type: none"> Establish RJ/NC procedures Community outreach and education Recruitment of RJ/NC volunteers Training of staff and volunteers Successful restitution and harm repair in Neighborhood Courts <p>Diversion & Treatment</p> <ul style="list-style-type: none"> Clients establish & complete MH/SUD treatment goals Completion of diversion terms (via a dismissal or "no file") <p>Case Management/Navigation</p> <ul style="list-style-type: none"> Clients linked to housing and employment resources <ul style="list-style-type: none"> Obtain stable housing Obtain employment County CBOs better informed in a range of treatment practices and modalities 	<p>CAFES Clients:</p> <ul style="list-style-type: none"> Reduced recidivism Fewer individuals sentenced to local/state prison <p>System-wide:</p> <ul style="list-style-type: none"> Fewer individuals with MH/SUD needs entering justice system Greater capacity of service providers to serve individuals with MH/SUD needs who are criminal justice system-involved or at risk for system involvement.

Changes to the Evaluation Plan

As the CAFES program moved into implementation, ASR worked with Probation to align the evaluation plan language with the data elements required by BSCC. Language and indicators were fine-tuned to better

capture the work of the program. In addition, as the program rolled out, ASR identified additional data points that would be key to include in the evaluation plan. Below is an explanation of how the evaluation plan evolved.

Process Measures	
LANGUAGE FROM THE INITIAL EVALUATION PLAN	CHANGES TO THE EVALUATION PLAN
CAFES System Referral and Authorization Procedures	
1. Number of NC volunteers and sites	Changed to: Number of NHC sites, by location
2. Number of NC volunteers trained	Added: Number of NHC <u>volunteers</u> trained, by: <ul style="list-style-type: none"> • Location • Age • Primary language • Zip code Added: Number of NHC <u>participants</u> , by: <ul style="list-style-type: none"> • Age • Primary language • Zip code
3. Number of people <u>referred</u> to CAFES, by <ul style="list-style-type: none"> • Referral source • Eligible offense • MH needs • SUD Need • Criminal history • Demographics (age, gender, race) 	Changed to: Number of people <u>authorized</u> to CAFES, by: <ul style="list-style-type: none"> • Referral source • Primary offense • Eligibility criteria • Age • Race/ethnicity • Gender
4. Number of clients screened & assessed (by assessor, by MH & SUDS assessment/screening)	Change to: Number of clients screened and assessed. Added: <u>Number of occurrences</u> of clients screened and assessed, by: <ul style="list-style-type: none"> • Assessor • MH/SUD/Diversion assessment/screening
Referrals and Entry in Programs/Services	
5. Number of clients assigned court diversion	Changed to: Number of clients assigned court diversion, <u>by type</u>
6. Number receiving case management & support services (e.g., employment, housing, civil/legal, education, food)	Changed to: Number <u>of clients</u> receiving case management & support services Added: Number of occurrences of case management and support services, <u>by type</u>
7. Number referred and enrolled in MH treatment	Changed to: Number of clients referred in treatment, <u>by type</u>

Process Measures	
LANGUAGE FROM THE INITIAL EVALUATION PLAN	CHANGES TO THE EVALUATION PLAN
Number referred and enrolled in SUDS treatment	
8. Days enrolled in MH treatment (residential & outpatient) Days enrolled in SUDS treatment (residential & outpatient)	Changed to: <u>Average</u> number of days enrolled in treatment, <u>by type</u>
Community/CBO Trainings	
1. Number of trainings, by type	Added: Number of training participants
2. Number of clients in trainings	Changed to: Number of <u>partner agencies participating</u> in trainings

OUTCOME MEASURES	
LANGUAGE FROM THE INITIAL EVALUATION PLAN	CHANGES TO THE EVALUATION PLAN
Short Term	
1. Percentage who successfully completed Neighborhood Courts	Changed to: Percentage <u>of participants</u> who successfully completed NHC Added: Types of agreements/activities that participants are assigned in order to complete the NHC program Added: Percentage of NHC volunteers with increased understanding due to panelist training Added: Percentage of NHC volunteers with improved capacity to implement Restorative Justice practices due to panelist training
2. Percentage who completed court-ordered diversion requirements	Changed to: Percentage <u>of clients</u> who successfully completed court diversion, <u>by type</u>
3. Percentage who completed MH treatment. (local definition to be established in CAFES data dictionary, early 2020) Percentage who completed SUD treatment. (local definition to be established in CAFES data dictionary, early 2020)	Changed to: Percentage <u>of clients</u> who completed treatment, <u>by type</u>

Grantee Highlight

See the accompanying PDF for the one-page grantee highlight, including a brief program summary and a program highlight (screen shot below).

COORDINATED ACCESS FOR EMPOWERING SUCCESS (CAFES) PROJECT

Santa Cruz County's CAFES project engaged project partners in prevention and diversion activities to reduce recidivism and engagement in the justice system, while improving the health and well-being of adults who committed low-level crimes. Led by the Probation Department, the CAFES project was based on a multi-agency continuum of care model that included the Superior Court, the District Attorney's Office, County Behavioral Health, and multiple community-based organizations (CBOs).

The project model was designed to address specific gaps in services for people who were first-time offenders or are ineligible for county behavioral health services. By dedicating upstream support early in the judicial process, CAFES intended to reduce further downstream engagement in the justice system. CAFES clients were referred to the project by attorneys, judges, probation staff, collaborative court staff, local CBOs, and self-referral. Clients were eligible to participate in restorative justice programs, receive mental health treatment, substance use treatment, case management, and housing support.

PROJECT GOALS:

- **GOAL 1: Increase Diversion Opportunities**
- **GOAL 2: Reduce Recidivism and Improve Individual and Community Health and Wellbeing**
- **GOAL 3: Improve Existing Systems and Collaborative Efforts for those in the Criminal Justice System.**

Ultimately, the goal of CAFES was to reduce the number of people who entered the justice system by providing necessary treatment and support before they committed a serious offense rather than after.

On what has been the most meaningful part of volunteering:

"Helping people know that they are more than their mistakes."

- NHC Volunteer Panelist

"I learned what impact my actions can have on the community members and people around me."

- NHC Participant

"I have found that the NHC Program can be a vital and necessary part of a more effective, encompassing and valued judicial system for a community."

- NHC Volunteer Panelist

PROGRAM SPOTLIGHT:

Neighborhood Courts Successes & Community Impact

The CAFES project supported the establishment of a Neighborhood Courts (NHC) program in 2019, making it Santa Cruz County's first pre-plea/pre-filing diversion program for low-level, first-time offenders. The [District Attorney's Office](#), and local nonprofit, the [Conflict Resolution Center](#), worked in partnership to develop and implement the NHC program. Volunteer panelists were recruited and trained to support the process and act as protectors for the broader community and those harmed. As part of the NHC process, participants worked with volunteer panelists and staff to develop agreements that were part of the restitution for their offense to try to repair the harm they may have caused as a result of their actions. Participants were given two months to complete their agreements. Program representatives worked with participants regarding additional voluntary services to support their success. Upon completion, participants were referred to the Clean Slate Program to explore record clearance options.

Program Successes: During the grant period the NHC program recruited and trained 34 community volunteers and held 110 conferences (virtually or in-person). By the end of the grant period, 77% of participants successfully completed the program, 18% of participants were still in the process of completing their agreements, and 5% (or 5 participants) chose not to continue in the program.

Impact on Community Volunteers: Post-conference surveys and focus groups conducted at the end of the grant period revealed a great sense of community connection, appreciation for this new path in the local criminal justice system, and hope for long-term sustainability and growth of the program.

NHC program had been featured in several publications:

- [Santa Cruz Neighborhood Courts program aims to expand in year two](#), Santa Cruz Sentinel, October 26, 2021
- [Santa Cruz Neighborhood Courts diverts 93 cases in two years](#), Santa Cruz Sentinel, November 14, 2022

Appendix A. Acronyms Reference Guide

- AA – Alcoholics Anonymous
- ASR – Applied Survey Research
- BH – County Behavioral Health Department (under the Health Services Agency)
- BSCC – Board of State and Community Corrections
- CAFES - Coordinated Access for Empowering Success
- CBO – Community-based organization
- CC – Collaborative Courts (in the CAFES Workplan CC stands for Court Clinician)
- CCCM – Collaborative Court Case Manager
- CCM – Center Case Manager
- CCP – Santa Cruz County Community Corrections Partners
- CCPM – Collaborative Court Program Manager
- CPM – Center Program Manager
- CRC – Conflict Resolution Center
- CRM – Community Resiliency Model
- CT – Community Trainer
- CZU – Cal Fire designation for its San Mateo–Santa Cruz Unit
- DA – District Attorney
- DAO – District Attorney’s Office
- DP – Discharge Planner
- EBP – Evidence-based practices
- EN – Employment Navigator
- HN – Housing Navigators
- HSA – Health Services Agency
- IT – Information technology
- MH – Mental health
- MHFA – Mental Health First Aid
- NA – Narcotics Anonymous
- NHC – Neighborhood Courts
- PACT – Community Partnership for Accountability, Connection and Treatment
- PN – Peer Navigators
- RJ – Restorative Justice
- RJC – Restorative Justice Coordinator
- ROI – Release of information
- SLE – Sober living environments
- SUD/SUDS – Substance Use Disorder

Appendix B. CAFES Baseline Key Informant Interview Findings

As reported in the Two-Year Evaluation Report, between September and December 2020 ASR completed twenty-five (25) baseline interviews with CAFES leadership and line staff to document baseline status of coordination, referrals, and treatment options for the intended population. The interviews also discussed COVID-19 responses, and the short-term and potentially long-term program shifts that were made as a result.

THEMES	
Barriers to services or constraints for CAFES clients six (6) months into COVID-19	<p>Among providers who had not started seeing clients when COVID-19 started:</p> <ul style="list-style-type: none"> • Gaps in technology access and/or use among clients • Client outreach challenges • Lack of funding (for housing, residential treatment, SLEs) <p>Among providers already seeing clients when COVID-19 started:</p> <ul style="list-style-type: none"> • Multiple crises at once • Lack of funding (for housing, residential treatment, SLEs) • Lack of trust/loss of personal connection between client and provider <p>All</p> <ul style="list-style-type: none"> • Limitations on resources/services available to clients • Hiring delays
Impact of COVID-19 on program implementation	<ul style="list-style-type: none"> • Shift to virtual interactions and telehealth • Slowed screening/referral processes • Slowed/limited access to potential clients • Less frequent contact with clients
Changes in how CAFES clients are being served as a result of COVID-19	<ul style="list-style-type: none"> • Shift to virtual interactions and telehealth • Limitations on resources/services available to clients upon reentry to community
Aside from COVID-19, circumstances that have limited or slowed CAFES program implementation	<ul style="list-style-type: none"> • Hiring delays • Budget cuts/shifts in funding • Fires
Unexpected systems or structural changes related to CAFES work	<ul style="list-style-type: none"> • Staff adjusting to working remotely • Shift in how and when providers interface with clients/less frequent contact with clients
Additional questions/comments	<ul style="list-style-type: none"> • Need for better/more frequent communication between partners and leadership

SELECT QUOTES FROM BASELINE KEY INFORMANT INTERVIEWS

SUCCESSSES	CHALLENGES
<ul style="list-style-type: none"> • <i>"The Probation Service Center serves as a way that they can contact us. We are dealing with a large homeless population that is not equipped to have case management via phone or telehealth. They can be hard to locate and connect with. This is our most vulnerable population, and this program is a good fit."</i> • <i>"It is very cool to offer telehealth services to clients. Being able to meet them where they are and when they are available and ready."</i> • <i>"It is better – assessments are better. Access is better because referrals and assessments are done over the phone – a barrier has been removed. I hope this process stays after COVID-19 because it works better for my caseload."</i> • <i>"New ways of communicating that have been very helpful. Texting is a part of the communications now – allows for quick responses which is very productive."</i> • <i>"Sentencing of clients in the legal system are more favorable if they have a referral and/or have been assessed and placed into some level of treatment. This produces clients that are more successful. They also have a higher chance of staying on track with the SUD and/or MH goals."</i> 	<ul style="list-style-type: none"> • <i>"Not having housing makes it harder to get buy-in for participation."</i> • <i>"Because of the shift to virtual, CAFES is exclusive to people who have a phone and know how to use it; people who have a connection and access."</i> • <i>"Connection, trust building, and human interactions are challenging with no in person meetings available."</i> • <i>"Because the grant has so many moving parts, communication is hard, difficult to get everyone on the same page (probation officers, peer navigators, and other frontline staff may have different understanding about grant limitations)."</i> • <i>"Some things are lost because communicating is in a limited manner, this job requires you to be collaborative and multidisciplinary. I interact with less staff, resulting in more misinformation or lack of information which becomes challenging."</i>

Appendix C. CAFES Partner Agency Final Survey & KII Summary

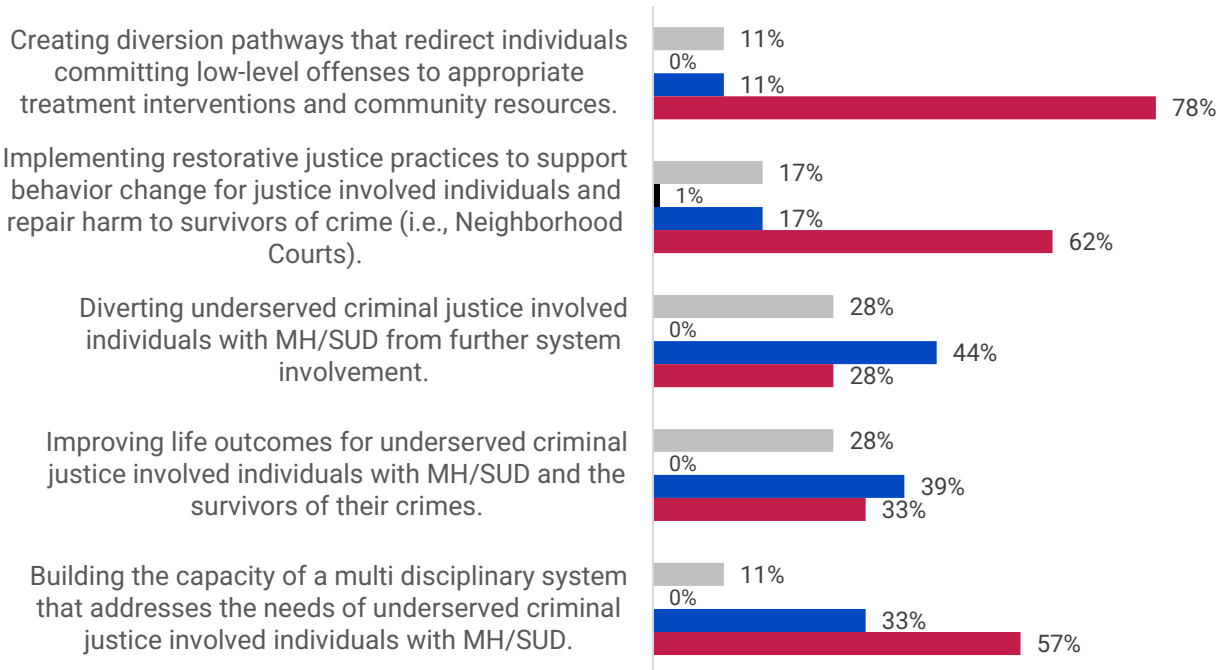
At the conclusion of the grant period, a final survey was conducted with 18 program staff and leadership from seven program partners to document accomplishments, challenges, and shifts in agency capacity. In addition, ten key informant interviews (KIIs) with 16 leaders at program partner agencies were conducted to further explore and drill down into these issues.



OVERALL PROGRAM SUCCESS

Please indicate how successful you think the CAFES Program was in achieving its objectives: (survey)

■ Unsure ■ Somewhat Unsuccessful ■ Somewhat Successful ■ Very Successful



n=18

Due to rounding, percentages may not add up to 100%.

Note: Zero (0) survey respondents selected "Not successful".

ACCOMPLISHMENTS AND CHALLENGES

Survey and KII participants provided information on the accomplishments and challenges that were experienced in the rollout of the CAFES program. This information was compiled and themed. The table below captures the top themes.

ACCOMPLISHMENTS	CHALLENGES
<ul style="list-style-type: none"> • Increasing access to services <ul style="list-style-type: none"> ○ Providing system navigation or a consistent place/point of contact ○ Connecting clients to services ○ Providing inclusive services ○ Expanding existing services • Improved partnerships/coordination among partners <ul style="list-style-type: none"> ○ Expedited/expanded referral process ○ Building trust and increasing collaboration among partners ○ Breaking down silos between partners/Creating new partnerships ○ Increased data sharing • Positive outcomes for clients <ul style="list-style-type: none"> ○ Diversion from criminal justice system ○ better sentencing outcomes/avoiding further system engagement 	<ul style="list-style-type: none"> • Lack of resources <ul style="list-style-type: none"> ○ Lack of local SUD/MH services ○ Lack of housing ○ Lack of residential treatment beds • Partnering/Coordination <ul style="list-style-type: none"> ○ Defining roles and coordination processes ○ Communication challenges ○ Increasing partner knowledge of program and services available • Staffing Issues <ul style="list-style-type: none"> ○ Recruiting and hiring qualified individuals ○ Workloads too big ○ Turnover • COVID-19 Impacts <ul style="list-style-type: none"> ○ Impacts on access to services ○ Slowed program start-up ○ Impacts on health and well-being ○ Switching to remote

COMMUNITY OUTREACH AND FEEDBACK



Please describe any community outreach activities your agency did during the duration of the CAFES Program regarding your CAFES funded services. (open-ended survey question)

Did not do community outreach activities/Only did outreach with other partners/service providers (four out of 13 responses)

For those that did do community outreach, they reported doing it in the following ways (top three themes):

- Meeting with community organizations
- Connect with defense bar
- Community meetings/town hall events/tabling at community events



Please describe any feedback you have received from the community about your CAFES service. (open-ended survey question)

- It has assisted those who would not have received services otherwise/bridged gaps in services and resources
- Feedback from courts/jail/attorneys: appreciative of diversion pathways
- Feedback from training participants: Trainings were effective, pertinent, and beneficial

IMPACT



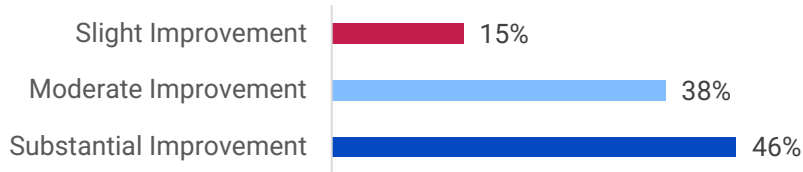
Has your agency experienced increased collaboration and/or partnerships as a result of your agency's participation in the CAFES/Prop47 Program? (survey)



n=13



How much has participation in the CAFES Program improved your agency's capacity to address the mental health (MH) and substance use disorder (SUD) needs of your clients? (survey)



n=13

Due to rounding, percentages may not add up to 100%.

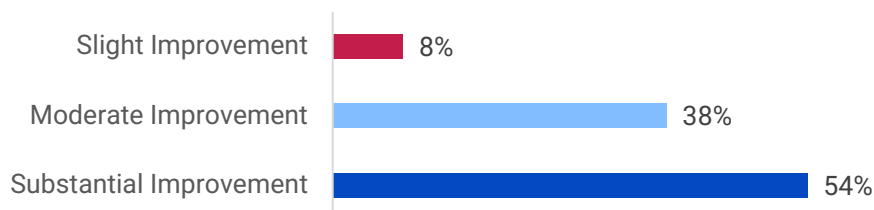


How has participation in the CAFES program improved your agency's capacity to address the mental health (MH) and substance use disorder (SUD) needs of your clients? (KII)

- Expanded services to be more inclusive and serve more people
 - Assist clients who would have otherwise fallen through the cracks; those without access to MediCal or AB109 funding
 - Doing assessments in custody to connect people with services sooner
 - Creating staffing positions that address access barriers like transportations to services, and system navigation
 - SUDs providers expanding capacities to address MH needs
- Effective staff training/development
 - Larger capacity for training (e.g. online training) which allowed for other staff/volunteers to attend
 - Training helped staff/volunteers learn more about MH and SUD to serve clients better
 - Increased understanding of challenges that clients face
 - Skill building in de-escalation and addressing other face-to-face challenges with clients



How much has participation in the CAFES Program enhanced your agency's capacity to improve the outcomes for people committing low-level, non-violent offenses? (survey)



n=13



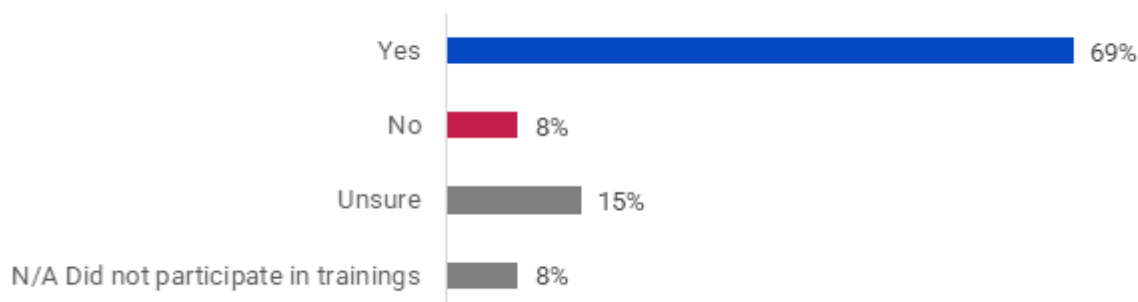
Overall, did the CAFES program contribute to better outcomes for people with MH and SUD needs committing low-level, non-violent offenses? Please explain. (KII)

One hundred percent (100%) of KII participants responded that the CAFES program did contribute to better outcomes for people with MH and SUD needs committing low-level, non-violent offenses. Below are additional explanatory comments:

- Provided a consistent place and/or point of contact for clients to be supported/connected to care/resources
 - Agencies that provide a safe space to go for support or to start building community
 - Discharge Planners
 - Peer Navigators
- Expanded services to be more inclusive and serve more people
 - Services for people earlier in system engagement/low-level offenses
 - People with SUD or mild to moderate MH disorders
 - People not connected to Probation
- Perceived decrease in recidivism
 - Those who were being served services weren't being arrested again
 - People who have SUD/MH are being provided treatment/services instead of being sent to jail
- Positive community impact
 - Community is given access for services/resources (addressing treatment, housing and employment needs)
 - When recidivism and homelessness decreases, it gives more hope to a community
- NHC/CC diverted people from criminal justice system
 - People were given a second chance and their records aren't entered into the system, as a result, it impacts an individual's livelihood in a positive way



As a result of the trainings offered by Encompass, were you better able to serve your clients?
(survey)



n=13



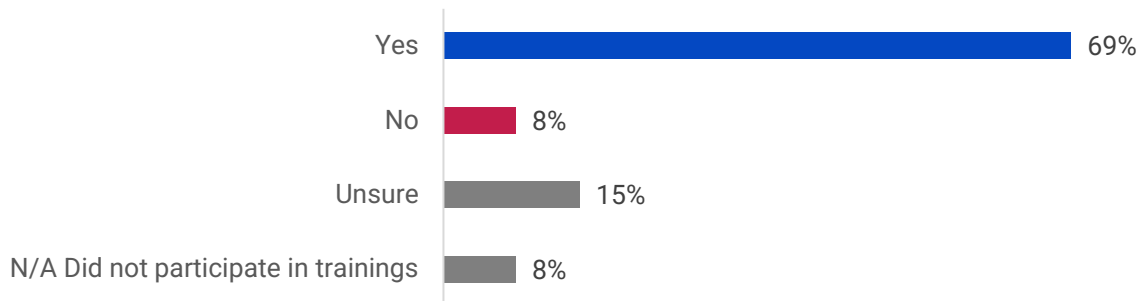
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- Positive community impact
 - Community is given access for services/resources (addressing treatment, housing and employment needs)
 - When recidivism and homelessness decreases, it gives more hope to a community
- NHC/CC diverted people from CJ system
 - People were given a second chance and their records aren't entered into the system, as a result, it impacts an individual's livelihood in a positive way



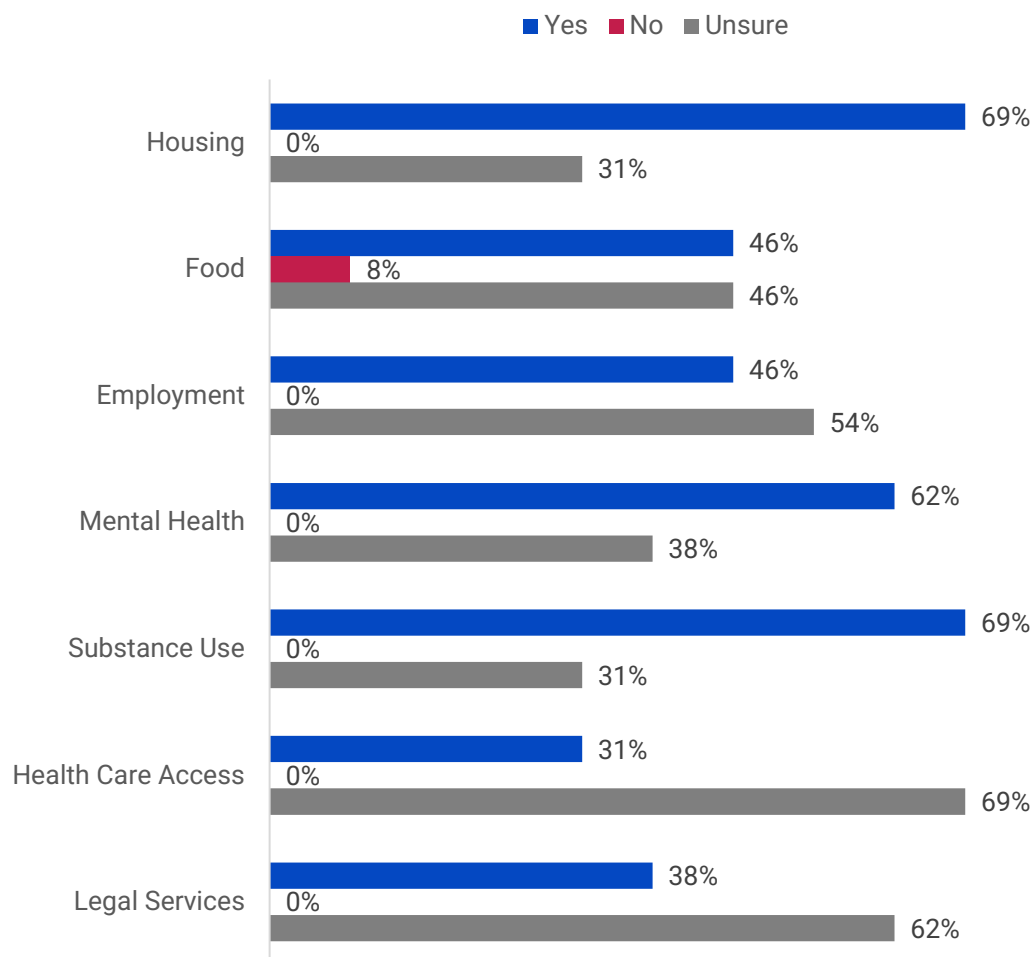
As a result of the trainings offered by Encompass, were you better able to serve your clients?
(survey)



n=13



Have you seen positive changes for clients related to the following needs as a result of CAFES services or program referrals? (survey)

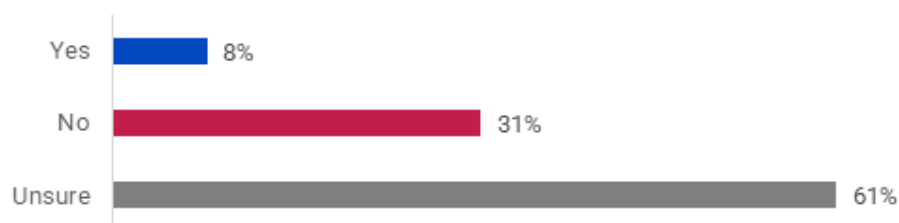


n=13

SUSTAINABILITY, LEARNINGS AND POLICY SHIFTS



Are all of your current CAFES-funded services being funded as part of the next phase of CAFES? (survey)



n=13



If some or all of your current CAFES-funded activities are not being funded in the next phase (2022-2025) of CAFES, please indicate what will happen to those services (open-ended survey question; n=3):

- The CC Clinician position will be funded through July 2023 with non-CAFES funding. We are unsure if it will continue to be funded beyond that date.
- The goal is for Neighborhood Courts to continue irrespective of P47 funding. However, Prop 47 via probation does fund the ability to have a community partner to train in restorative justice. Additionally, the new set of funding will assist with funding staff to help grow the program.
- With other, non-CAFES funding, some current CAFES-funded services will continue.



What lessons or learnings should be carried forward into Cohort III? (KII)

- Continuing/expanding partnerships/collaboration
 - Better communication/transparency among partners
 - Create opportunities for partners to connect and share information
- Invest in staffing
 - Improve staff pay/compensation
 - Invest into staff training
 - Continue/increase funding for staffing
- Improve/expand client services to be more inclusive
 - Ensure victims/person's harmed receive services
 - Improve housing/transportation services
 - Serve on nights/weekends
 - Services to those earlier in system engagement

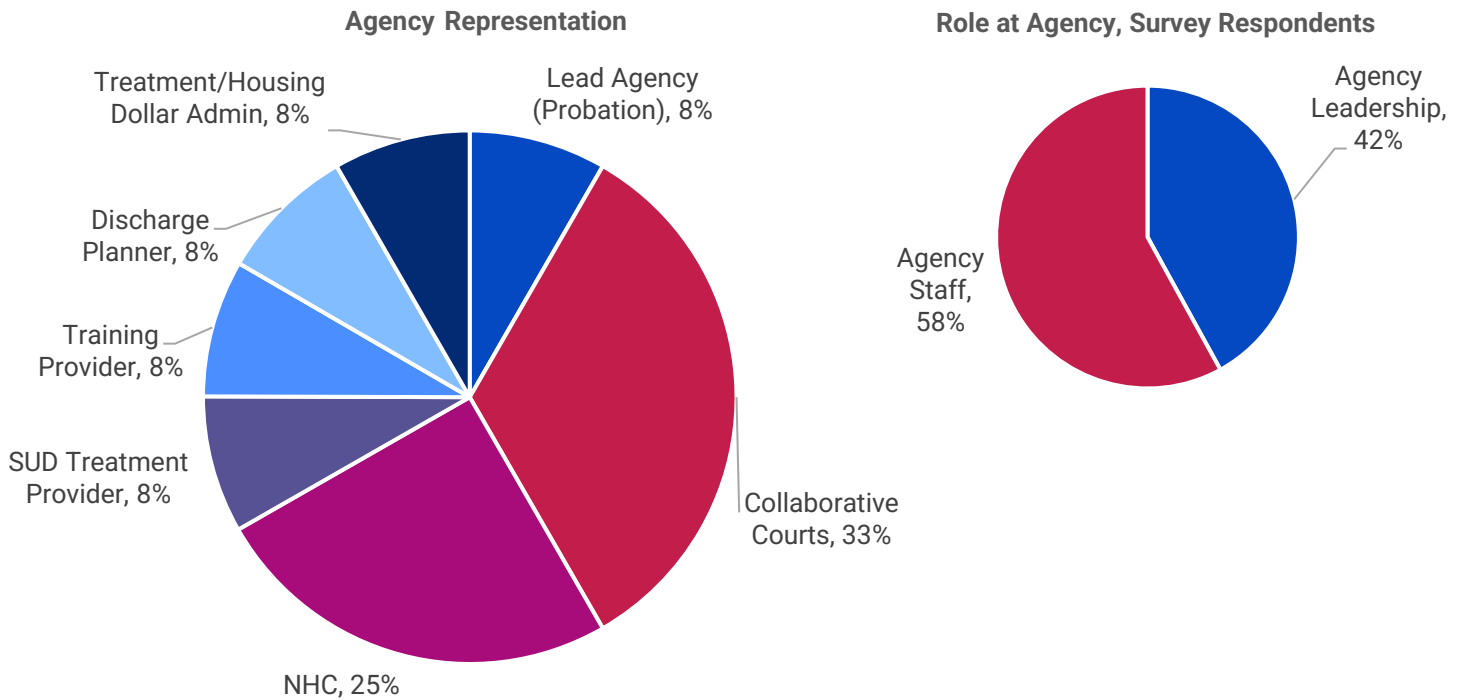


Describe any policy shifts, or new policies, that were implemented as a result of the CAFES program. (system-wide and/or internal to your agency) (KII)

- Improved practices/workflows/processes for better, more inclusive client services
 - Connecting with partners to bring best services/breaking down silos
 - Streamlining coordination of services among system partners/providers
 - Coming together to share differing approaches
 - Regular meetings to discuss clients and operational issues
 - Bringing in equity into our goals and objectives
- Providing clinical interventions for low-level or SUD offenses
 - Utilizing Pretrial services/MH Diversion
 - Providing SUDs and MH treatment
- Staff training/development/capacity building/utilizing a common language
 - Training volunteers and staff members to be trauma-informed, use proper pro-nouns, speak/connect with different groups of people, the impact of disparities
 - Cross training across different organizations

SURVEY AND KII PARTICIPATION INFORMATION

SURVEY



n=12

Due to rounding, percentages may not add up to 100%.

KEY INFORMANT INTERVIEWS

AGENCY		NUMBER OF PARTICIPANTS
1	Probation Department	2
2	Collaborative Courts & Goodwill	2
3	Court Clinician	1
4	District Attorney's Office	2
5	Conflict Resolution Center	2
6	New Life	1
7	Sobriety Works	1
8	Encompass (Training)	3
9	Encompass (MH Treatment)	1
10	Janus	1
Total Interviewees:		16

Appendix D. CAFES Neighborhood Courts Panelist Focus Group Summary

HOW DID YOU HEAR ABOUT THE PROGRAM? WHAT WERE YOUR MAIN REASONS IN CHOOSING TO PARTICIPATE?

How?

- Newspaper/News media **44%**
- Presentation by DAO at a community meeting **12%**
- Google Search **12%**

Reasons?

- Interested in criminal justice reform/restorative justice **69%**
- Believe in the benefits of the program **69%**
- Wanted to be of service to community **38%**

n=16

Multiple response option so percentages do not equal 100%

WHAT HAS BEEN THE MOST MEANINGFUL PART OF VOLUNTEERING WITH NEIGHBORHOOD COURTS?

Main Themes:

- Making an impact/ability to have an impact **81%**
- Being part of an alternative path in the justice system **50%**
- Interactions with the participants **32%**
- Space for different perspectives **25%**
- Connecting with other volunteers **19%**

SELECT COMMENTS:

Honestly for me it's been the empowerment aspect of it. Feeling like I occupy a position that is part of a new thing that we are trying to co-create together. I believe every person who comes to NHC has something important to contribute from their life and they choose to come here because we all care about justice, about restorative justice, and think it could be done in a different way, a better way.

That we have this ability to contribute meaningfully, and respectfully and honestly share our opinions about things and have an impact on people in this egalitarian space.

I really enjoyed how conferences had a goal to get to a fair agreement with people. It's a fun process working with two other panelists and the participant and getting there.

To me it seems like one of the main purposes of the program is to market restorative justice as a viable option to the existing justice system for those that are unsure, which is why there are rules about what types of cases can be taken on. I hope that people see this program's success and it can expand into other areas.

Just to see the remorse and the desire to change and the inspiration that this program gives young offenders to sort of do better. The gratitude that they express at the end of the panel is just really...they really care about it. It really makes a difference in their lives, so I think that's probably one of the biggest aspects for me.

Helping people know that they are more than their mistakes.

n=16 respondents offering 18 responses

Multiple response option so percentages do not equal 100%

IS THERE AN EXPERIENCE (OR EXPERIENCES) THAT STANDS OUT TO YOU FROM YOUR TIME WITH NEIGHBORHOOD COURTS?

Overall, focus group participants shared examples of being moved/impacted through their participation, and seeing the impact on participants.

SELECT COMMENTS:

I guess what stands out for me is that we get to know the person – NHC does this better than the regular courts – there isn't usually anything about who the people are and what's happened to them. There's nothing about the person, the situation, what got them there – anything like that. If you're trying to fix something you can't know where you're going until you know where you are, and where you are depends on where you've been. That's what the first half of the conference usually is.

Seeing the participants transform, sort of, you know. I think probably the interesting thing is the agreement phase and the idea that they try to come up with interesting things to right the wrong, so to speak, or make a contribution. And that they are more than willing to jump in and do whatever. We almost have to scale back a little bit because sometimes it feels like they're agreeing to more than they can handle in such a short period of time. But that's heartwarming that they want to make it right. That's probably where I found the most amazing things happen.

One of the conferences that was pretty early on for me was just hair raising in the amount of weight, the amount of harm that could have come to the participant if we hadn't been there. He was a very young man who had done a silly little...[offense]...It came out in the whole situation that he and his whole family were undocumented. He wanted to apply for DACA status, he was going to [college], he was just a really good-hearted sweet young man who lived with his family, really loved his little brothers. If he had a misdemeanor, he and his whole family could have been deported. It would have completely crushed his educational process, crushed his DACA application. We have to have something in place to stop that kind of unmitigated harm to an individual, a family, a community from happening. That was a case that kept me awake hours afterwards because I was thinking about what could have happened if we hadn't been there. And I was just so happy that we were.

When a young woman told the panel that she had been treated as a "bad kid" in her school years and that this experience was the first-time people listened to her instead of labeling her.

n=16

HOW HAS YOUR PERSPECTIVE (OR PERSPECTIVES) RELATED TO CRIME AND/OR PEOPLE WHO COMMIT CRIMES CHANGED AS A RESULT OF YOUR PARTICIPATION IN NEIGHBORHOOD COURTS?

SELECT COMMENTS:

It always surprises me when you go from reading the police report or the summary and you have an image in your head about what this person is going to be like or what happened in that scenario, and by the time you meet the person it's almost always not anything like that. There's so much more to the story.

It's always surprising to hear the different perspective. There are details that police think are important and then there are details that the participants think are important and those things don't always mesh.

I think what NHC does is it brings it back to more of a personal interaction rather than formal bureaucracy. For most of humanity, that's what we did, just talk it out. Have a conversation and work things out. Rather than calling cops and getting them involved. It brings the humanness back into it.

I have a revised perspective for the word "crime" itself, as related to misdemeanors. It is unfortunate that some misdemeanors have to be labeled as "crimes", and not just an offense.

I guess for me, I hadn't really thought too seriously about the difference between misdemeanors and felonies. People committing misdemeanors who are willing to take responsibility really deserve and need the break that we can give them through our program. At least for everyone I've seen – even with people who I felt at the beginning weren't really taking responsibility. By the end of the process, they did take responsibility for what they did and were willing to work with us on a plan. For me I'd just felt like they don't really need to be punished, they don't need to go through the criminal justice system, they don't need to be in jail or any of those things. There are other ways of working with people who make mistakes. I just feel so much positive toward the people who've we've worked with.

When I started this I kind of assumed that most of the participants would be young men. It's been interesting to see the range of individuals who come through our program. They're not only young they're also old or middle-aged. They're not only men. We've had cases where we have a middle-aged or older women. Some of the young men are college students who just did something really stupid. There's another situation where they could be really harmed by having a record. They just need to have some conversation, education, realization, and some taking responsibility. I sometimes also see myself in the participants. When I was young, I did a lot of things [drugs/alcohol] and I definitely had a temper that has gotten me into trouble, and I've done things that I'm not proud of. I think all of us have done things that were stupid, some of us when we were young and stupid and some just yesterday. It's kind of humbling, there for grace go I.

I used to be judgmental of people. Through NC and our training, I have learned to see things from more than one angle. I'm much more empathetic and better in touch with my biases.

I feel much more empathetic. I also see that a restorative approach could be used effectively with a wide range of crimes.

I realize that there is more than one side to a story and that most of the participants carry a lot of shame regarding their charge.

Recently we've been bringing in what society has experienced – the harm – and the participants were not aware of it. Maybe because they are young or whatever, and they say "Oh, I never thought of that. That's an impact my action had". I'm hoping the agreements we make have an impact for those that are harmed so that this won't happen again to them.

n=14

DO YOU HAVE ANY THOUGHTS OR IDEAS ON HOW THE PROGRAM CAN IMPROVE IN THE FUTURE?

- Finding a role for NHC when the participant does not take responsibility
- Expand beyond first offenders
- More conferences, more in-person conferences
- Engage a case manager to support participants in accessing services/resources
- Trainings that are less technical
- Ensure continued funding
- Expand to include more offenses and maybe even some felonies
- Offer trainings in-person and on-line and at varying times of day
- Engage more Spanish speaking volunteers
- Less Alcohol Beverage Control (ABC) cases
- Apply this model to other areas (police and/or jails)

n=16