

June 10, 2022

Jeff Goldman, Chief Probation Officer
Nevada County Probation
109 N. Pine St.
Nevada City, CA 95959

RE: Nevada County Community Corrections Partnership Strategic Planning

Dear Mr. Goldman:

In February, 2020, you requested a proposal from Justice System Partners (JSP) to provide technical assistance for developing a strategic plan for the Community Corrections Partnership (CCP) in Nevada County. We were asked to assist the County's CCP Executive Committee to conduct strategic planning activities and develop a draft strategic plan to guide the CCP over the next three to five years. As part of this process, we participated in several virtual meetings with you and your staff and conducted one onsite planning meeting which lasted one and one-half days. This report provides an overview of those meetings, includes materials developed for and used during this process, and provides a draft strategic plan developed in the onsite meeting on May 24 & 25th, 2022.

Materials:

The following materials are included as attachments to this technical assistance report:

- **Attachment A: Summary of Interviews and Survey dated April 29, 2022:**
Includes the participants who were interviewed and the areas of questions along with the themes identified grouped in strengths, challenges, and opportunities. Attachment A also includes the survey description and the questions and results of participants responses.
- **Attachment B: Materials from onsite planning meeting with CCP Executive Committee:**
Includes the meeting agenda, PowerPoint presentation and meeting notes.
- **Attachment C: Final Action Plan**

Background:

Nevada County is a county in the Sierra Nevada area of the State of California. As of the 2020 census, the population was 102,241. The California Community Corrections Incentives Act of 2009 ([SB 678](#)) established a Community Corrections Partnerships (CCP) in each county, which consists of several government and community stakeholders. Assembly Bill 109 (AB109) expanded the role of the CCP, through the establishment of an Executive Committee. The CCP Executive Committee (CCPEC), is chaired by the Chief Probation Officer, with additional members being; the Sheriff, District Attorney, Public Defender, local Chief of Police, Health and Human Services Agency Director and a Superior Court representative. The CCP provides planning, oversight, implementation, and assessment of realignment in Nevada County. Realignment objectives and goals will be accomplished through the expanded use of evidence-

based practices and programming that will promote positive behavioral change and outcome to reduce recidivism. The Executive Committee members include the following individuals:

- Jeff Goldman Chief Probation Officer and Chair
- Tonya Clark Court Operations at Superior Court of California, County of Nevada
- Ryan Gruver Nevada County Health and Human Services Director
- Keri Klein Nevada County Public Defender
- Jesse Wilson Nevada County District Attorney
- Shannan Moon Nevada County Sheriff
- Alex Gammelgard Chief, Grass Valley Police Department

Process Planning

Upon execution of the contract with Nevada County, JSP participated in several phone conversations with Mr. Goldman regarding planning for stakeholder interviews and how to obtain community information for the CCP Executive Committee consideration in developing the strategic plan. These conversations include multiple emails and virtual meetings from June 2021 through May 2022. The topics of these conversations centered around planning for stakeholder interviews and community surveys. In the spring of 2022, a draft summary of the interviews and survey results was the topic of several meetings with Mr. Goldman. In April and May of 2022, the onsite meeting agenda and logistics were the topics.

Interviews and Community Survey

Attachment A details the stakeholder interviews conducted and participants responses as well as the community online survey conducted to obtain community perspectives on the CCP function and priorities.

May 24th & 25th Executive CCP Session

On May 24th at 1:00 P.M., JSP met with the Nevada County CCP Executive Committee to begin a one and one-half day working session. In compliance with the Ralph M. Brown Act, Mr. Goldman described the one agenda item of developing a strategic plan for the CCP and opened the meeting up for public comment. One member of the public provided suggestions to the Committee.

During the meeting JSP conducted an activity in which members introduced themselves and provided one “hope” for the work session and one “personal value” that they bring to the session (Attachment B). These were then used as considerations for developing guiding principles for the organization.

Ground rules were then developed for the work session and are presented below:

1. Please listen generously.
2. One voice at a time.
3. Everyone has a voice.
4. Be fully present.
5. No limits to what is discussed.
6. Open to new ideas.

7. Respect each other and respect the diversity of opinions and ideas.
8. There are no wrong answers or silly questions.
9. Have fun.

JSP provided a brief presentation on what a strategic plan is and the components it should include (Attachment B). The committee discussed the mission of the CCP and revised the statement as reflected in the revised mission below:

The mission of the Nevada County Community Corrections Partnership is to collaboratively ensure a safe Nevada County by reducing and preventing crime through evidence-based, cost-effective policies and programs.

The presentation also included a review of the results of the stakeholder interviews in Nevada County as well as a summary of the results of the community survey (Attachment B). The Committee developed guiding principles for its work which are listed below:

We believe in:

- *Creativity and innovation*
- *Collaboration and mutual commitment to the group to improve the system in a fiscally responsible manner*
- *Being open , honest, sharing ideas and being respectful*
- *Continuously letting purpose drive strategy*

The second day was a full day work session which started with a review of the work from the previous day. Two activities were conducted with the Committee to identify potential goals to include in the strategic plan (See Attachment B). The Committee then brainstormed goals for the strategic plan and identified 22 potential goals for further discussion and collapsing. The results of these discussions are four identified goals listed below:

1. *The CCP will be data-driven in decision-making and evaluating outcomes.*
2. *Improve community engagement and participation in the CCP.*
3. *Ensure safe Nevada County by reducing and preventing crime.*
4. *Improve overall quality of life in Nevada County.*

JSP then lead a discussion on each of the goals to identify objectives that would move the CCP to accomplishing each goal. These objectives were then made S.M.A.R.T. by ensuring they were Specific, Measurable, Achievable, Realistic and Timebound (See Attachment C). The CCP will need to further identify action steps to accomplish each of these objectives, which can be accomplished by staff at each agency rather than the Executive Committee of the CCP. The day and one-half work session was concluded at approximately 4:30 P.M.

Impressions and Recommendations

The citizens of Nevada County are fortunate to have leaders of criminal justice agencies who work collaboratively and communicate regularly to improve the system. The Executive Team of the CCP express a willingness to come together and problem-solve, share information, and maintain a collaborative atmosphere despite resource limitations. The strong, long-term working relationships that exist between partners provide a positive problem-solving environment which is unique in this jurisdiction.

The stakeholder interviews and the community survey conducted in preparation for the in-person planning meeting provided important information JSP believes would assist the CCP in its effectiveness and achieving its newly developed goals and objectives. Consistently in both interviews and survey results is the perceived need to educate the community on the purpose and functions of the CCP in Nevada County. A portion of the community who does know the CCP is interested in what it does and how it makes decisions. Public participation has many benefits including improved understanding of community priorities and specific group concerns, the ability to build community support for projects or programs being developed and improve agency credibility in the community. Public participation can also have its disadvantages, including being time-consuming and potentially expensive. A negative experience of the process may lead participants to have negative perceptions of the outcome, and they may be less likely to participate in future processes. The CCP is believed to have experience this in its later meetings where fewer community members attended.

Another consideration expressed by both interviewees and survey results was the need to increase the behavioral and social services provided by and funded by the CCP. JSP heard consistently that homeless services, mental health services and substance abuse treatment should be expanded both in the jail and in the community. These issues will present funding decisions the CCP will have to discuss and come to agreement on during the next funding cycle. We hope that focusing on the goals and objectives the Executive Committee developed can assist in making those funding and program decisions.

It was a pleasure working with the Nevada County CCP and hope this process provides a roadmap and guidance over the next three to five years in the strategic work of the organization. Please feel free to contact us with questions and comments.

Sincerely,

Zach Dal Pra

Principal, Justice System Partners

Kevin R. Kuehner

Senior Associate, Justice System Partners

*Community Corrections
Partnership (CCP)*

Summary of Interviews and Survey

*Report to Nevada County, CA
DATE: April 29, 2022*

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Project Background

The State of California enacted historic criminal justice system changes in 2011 by passing what is commonly called Public Safety Realignment (i.e., AB 109 and AB 117). As a result, in the first six months of Realignment, over 38,000 individuals who would have been supervised by the State in prisons or on parole prior to these changes were instead being supervised and housed in jails by local county probation and sheriff departments. To respond to these changes, localities have created collaborative decision making bodies known as Community Corrections Partnerships (CCPs), chaired by the county Probation Chief. These bodies bring together county and other agencies to develop local fiscal and strategic policies, based on local needs and resources. CCPs assist jurisdictions by ensuring that justice agencies work together in the creation of county plans, and by supporting the delivery of practices that have been scientifically shown to improve public safety.

Justice System Partners (JSP) is working with Nevada County, California to conduct a comprehensive planning process with public safety system stakeholders that results in a strategic plan to guide the system's work. Several components of this planning process include engaging and incorporating input from Nevada County criminal justice system stakeholders, community members, and people with lived experience in the system. This report is a summary of the feedback received from the interviews and survey conducted.

Summary of Interviews

To identify the strengths, weaknesses, and areas of opportunity for the Community Corrections Partnership (CCP) in Nevada County, and to gain perspective on growth prospects, JSP interviewed local stakeholders. Interviews were held with a broad range of Nevada County stakeholders to inform the strategic recommendations for strengthening the CCP practices in the county. Among those interviewed were Nevada County elected officials and representatives from the Nevada County Courts, Nevada County District Attorney's Office, Grass Valley Police Department, Nevada County Sheriff's Office, Nevada County Public Defender's Office, and the Nevada County Probation Office. Additionally, representatives from service providers and other community policy initiatives were also interviewed. Interviewees were identified by the Chief Probation Officer in Nevada County as individuals with particular insight on the criminal legal system and community needs in Nevada County. Interviewees were invited to participate in individual conversations via email. A complete list of interview participants follows.

Individuals Interviewed

Thank you to the individuals listed below for participating in an interview with JSP. Their participation, input, and perspective will be critical in developing and prioritizing areas for CCP consideration in developing a strategic plan that will help further efforts toward improving the criminal justice system in Nevada County.

ATTACHMENT A

- Phoebe Bell, Behavioral Health Director, Nevada County
- Tonya Clark, Court Operations Director, Nevada County Superior Court
- John Duff, Executive Director, Common Goals
- Jason Galkin, Court Administrator, Nevada County Superior Court
- Alex Gammelgard, Police Chief, Grass Valley, CA
- Jeff Goldman, Probation Chief, Nevada County
- Ryan Gruver, Director, Health and Human Services, Nevada County
- Pauli Halstead, Citizen, Nevada County
- Keri Klein, Public Defender, Nevada County
- Alison Lehman, Chief Executive Officer, Nevada County
- Rachel Roos, Director of Social Services, Nevada County
- Steven Sinclair, Probation Program Manager, Nevada County
- Scott Smith, AB 109 Graduate, Nevada County
- Heather Vance, Program Director, Turning Point
- Carol Viola, Program Manager, Project Heart
- Jesse Wilson, District Attorney, Nevada County
- Judge Linda Sloven
- Judge Robert Tice-Raskin
- Captain Mike Walsh, Sheriff's Office

Interview Protocol

Interviews were held via Zoom video call and lasted 30 to 45 minutes. JSP staff facilitated all interviews between November 22, 2021 and February 17, 2022. A total of 19 interviews were held representing a range of community interests, including behavioral health, and criminal justice system representatives. An interview protocol was developed to ensure consistency in data gathered from interview participants. Interviewees were asked a series of questions regarding:

- their understanding of the purpose of the CCP;
- areas in which the CCP excels;
- areas where its performance could be improved;
- how participants could enhance the coordination of services in the system;
- what their organization needs from the system in order to do a better job;
- what they think will be the most important issue facing Nevada County over the next several years;
- their views on the overarching strengths and weaknesses in the system;
- what would facilitate the implementation of evidence-based practices in Nevada County; and
- what they would like the CCP to do that they are not currently doing.

Interviews were transcribed and notes from each interview were catalogued. Themes that emerged from interview responses were tracked in a matrix that recorded the number of individuals who spoke to each theme along with a summary of their responses.

Interview Themes

Themes that emerged from interviews were organized by JSP staff into strengths, challenges, and opportunities. Strengths identified by interviewees related to the themes of collaboration, good working relationships, and behavioral health. Challenges interviewees reported are organized under themes including commitment, communication and education, community involvement, lack of resources, and the need to expand the services that are funded. Other opportunities identified by interviewees include increasing the performance data that is available from the CCP as well as shifting from a financial focus to an outcome focus. Additionally, improving the planning and process of the CCP, and more emphasis on addressing racial and ethnic disparities and diversity, equity and inclusion were noted. A summary of each theme follows, organized by strengths, challenges, and opportunities identified.

Strengths of Nevada County CCP

Interview participants volunteered several key areas in Nevada County that they saw as significant strengths that support improving the CCP and future efforts. The identified strengths are listed here by topic, including collaboration, working relationships, resources and behavioral health.

Collaboration and Working Relationships – The vast majority of those interviewed indicated that the agency partners work well together, and they have good relationships. The stakeholders are collaborative, communicate and are involved in the process. It was felt by those interviewed that this is due to Nevada County being a small community, it is easy to have strong relationships and opportunity to be flexible. The CCP helps facilitate the relationships, provides a forum if there are issues, and people work together to develop and balance the budget. Interviewees noted the relationships also allow conversation to occur between stakeholders to provide the best outcomes for those involved in the system.

Resource Rich – Some interviewees reported that the county has resources and as a result they can be creative and innovative in using those.

Behavioral Health - There was feedback that the CCP has a good sense of behavioral health issues and providers are willing to change to address the specific needs of the community or patients.

Challenges of Nevada County CCP

Interviewees identified a number of challenges for the Community Corrections Partnership. These challenges and areas to improve are listed below.

Funding structure – Interviewees reported a structure that provides higher budgets for jail operations, incarceration, and law enforcement. Feedback from those interviewed revealed not all justice stakeholders are aligned with the CCP and system thinkers are needed at the table. Respondents noted there is a lack of understanding of what each other does and the challenges of each agency. One interviewee advised that the role and limitations of the court and funding challenges must be recognized. Interviewees indicated there should be less money allocated for custody functions and additional funding to providers for programming, as well as being spread to the rest of the community for other services such as homeless, housing issues.

Commitment - Interviewees noted the CCP could do a better job of system and agency level collaboration and integration recognizing common goals. It was reported because of partners “staying in their lane”, there have been missed opportunities. Attendance can be spotty and lead agency decision makers are not always present. One respondent stated it would be ideal if there was joint ownership, alignment, and shared objectives. It was noted there was a lot of energy when the CCP was initially formed but now it is static. Therefore, there is a need to focus on priorities. It was noted true partnerships amongst all CCP members are needed with authentic engagement and not just “rubber stamping” items. Another person stated it is more than just relationships and members must “lean in and dive deeper”. Interviewees advised some judicial representation and investment would be beneficial. Additionally, it was reported regular meetings with stakeholders (law enforcement partners, courts, probation, and health providers) outside of the CCP meetings are needed.

Communication and Education - Interviewees reported honest communication among stakeholders could be better. It was indicated one reason for a lack of honest communication is that partners are worried about the public and do not feel comfortable speaking up. The CCP could facilitate a discussion about buy-in and commitment from the membership. Interviewees explained that the CCP could do a better job of articulating the work and successes not just internally but externally. They indicated credibility with the public could be increased with greater communication, transparency, and education about the role of the CCP. Training involving a mix of stakeholders and not just law enforcement was suggested. It was also suggested training and education of providers and investigators in evidence-based practices was needed. One respondent said they receive calls from the community about people re-arrested on pretrial release and wondered what could be done differently to inform the public and questioned who is responsible for the issue. Another interviewee reported law enforcement and patrol officers could use training and education regarding the benefits of treatment.

Community Involvement – Interviewees indicated there should be ways to get broader community involvement and input into what the CCP does. It was felt that community members could be rotated, and participation improved.

Expand services – Interviewees reported they would be interested in more resources, broader and improved use of services in other agencies, expanded embedded services and more creative options. Additionally, it was noted investment should be made in more community-based services to keep people out of jail as well as services for those in the jail. For instance, mental health evaluations in the jail, coordination of jail release services, programming in the jail, better mechanism to share screening information for those booked and released, psychiatric care in the jail, policies to address behavioral health issues, and reentry programming were all suggested.

Several interviewees discussed the growing volume and need to address those with mental illness and co-occurring disorders recognizing the fact that law enforcement response takes time. One respondent stressed mobile crisis intervention is a big need and can impact the whole community. The use of the CCP to augment treatment and behavioral health was mentioned to address the explosion of fentanyl and other substance use disorders. Rethinking the crisis system and opportunities to deflect to other resources instead of 911 or law enforcement was raised. A better process and potential diversion for those not competent to stand trial and for those with significant

ATTACHMENT A

mental illness was suggested.

Another area of focus many interviewees raised was the need to address homelessness, housing need options, and those that are homeless that also have co-occurring substance issues. It was also reported the response to homelessness is taking up law enforcement time.

One individual reported the vocational system for those returning from prison should be reformed. For instance, vocational classes are provided in prison but minimal assistance to help with getting a job is given once released.

Opportunities of Nevada County CCP

Data and Outcomes – Interviewees reported they would be interested in seeing and sharing data, reports, dashboards on performance, probation outcomes and if what they are spending money on is effective. It was even suggested the CCP fund an analyst, so data is not completed in a silo. They indicated goals are currently being driven with a financial focus versus an outcome focus.

Planning and Process – Interviewees noted the CCP should think broader across jurisdictional groups. For instance, it was mentioned that partners should be open to new ideas, learn from other jurisdictions, be creative, innovative, system and forward thinking, and change the status quo. It was reported there is an emphasis on financial matters and reporting out but there should be a nexus to program outcomes, shared outcomes, and leaning in for joint programming. One interviewee suggested direction be provided to each agency as to their role and how they could help. One interviewee mentioned some partners at the table only have a financial interest which limits perspectives. Another interviewee said stakeholders should be willing to have tough conversations about the budget and how allocations are set.

It was suggested that an agenda that focuses on strategies, problems, and solutions would be beneficial. It was felt this would prompt the group to be more productive, collaborative and address the gaps. One interviewee stated discussions should be had more broadly around the drivers of crime and to identify and collaborate regarding the areas of need.

It was noted, the CCP could be more of a problem-solving body and provide broader and system goals for all stakeholders that will result in lower recidivism. The importance of implementation and focus on depth, consistency and quality was mentioned. One respondent stated it would be better if the system was collaborative, and craft programs that allow discretion. It was suggested the CCP could use process maps, logic models, and sequential intercepts to examine decision points. It was felt the process didn't need to be complicated if it is not a need of the community. Many felt that strategic planning was needed and were glad this process started. Interviewees reported it was important to have a system of shared vision, partnership, alignment, and agreement on how to define public safety.

It was also suggested an outside facilitator be involved to neutralize hierarchy of other partner agencies.

Racial Disparities and Diversity, Equity and Inclusion (DEI) – It was noted the system needs to do more to address racial disparities. One interviewee advised diversity, equity and inclusion was not being looked at. Meaningful DEI and safety for people of color in Nevada County was suggested as areas for discussion.

Conclusion

Interviewees provided JSP with a robust understanding of perspectives and beliefs about the criminal legal system and community needs in Nevada County. Candid and honest feedback regarding the strengths, challenges, and opportunities described in this summary is critical for the CCP to help them with their strategic plan to guide the system's work. All the stakeholders interviewed will be impacted directly or indirectly by the strategic plan; thus, engaging their perspectives in this process is critical to the success of the plan development.

Summary of Survey Results

To provide the CCP in Nevada County the perspectives of community members throughout the county, The survey was created to collect the community’s feedback, thoughts, and perspectives on what the CPP can do to improve its performance. Input was sought to involve citizens in long-range planning and budget decisions. The survey was made available online via SurveyMonkey from late January 2022 through March 2022, and distributed through various outlets (i.e. county website, email, social media, etc.).

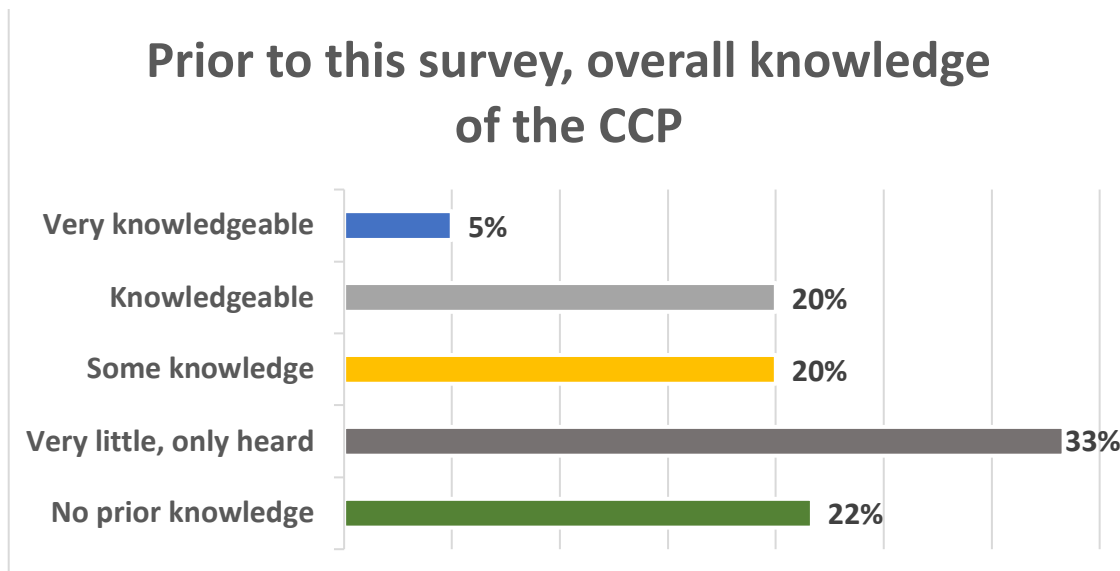
The survey questions encompassed the following areas:

- Knowledge of the CCP
- Satisfaction with agencies and services in Nevada County
- The importance of services provided
- Suggested allocations for CCP funding
- The most important issues facing the criminal justice system
- Zip codes of survey respondents
- Age, race and gender of respondents
- Length of time living in Nevada County

Sixty community members in Nevada County responded to the survey. The results of the 11-question survey completed via SurveyMonkey is summarized below:

1. Overall, most respondents have no prior knowledge or very little prior knowledge of the CCP 33% and 22% respectfully, 20% had some knowledge, 20% were knowledgeable, and 5% were very knowledgeable (Figure 1).

Figure 1: Prior to the survey, overall knowledge of the CCP

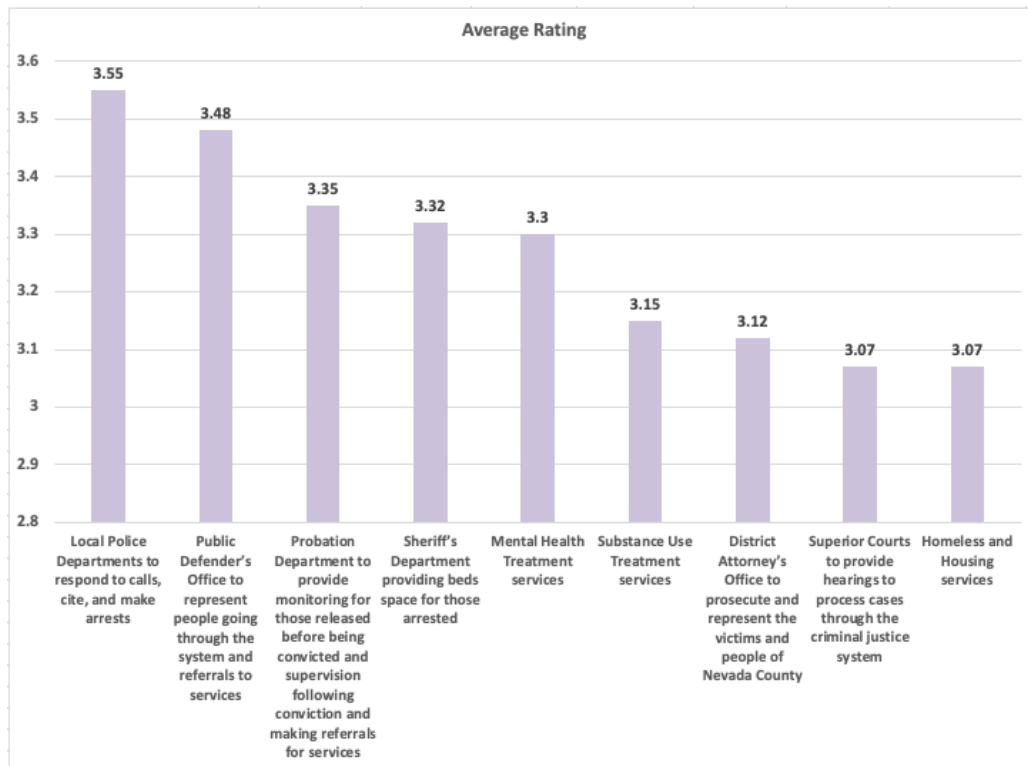


2. Respondents were asked to rate their satisfaction with agencies and services in Nevada County. Most respondents were either satisfied or neutral in their responses (Figure 2) and the top items with the highest satisfaction ratings were local police departments to respond to calls, cite, and make arrests (63%), the Public Defender’s Office representing people going through the system and referrals to services (55%), and mental health treatment services (58%). Areas with the least satisfaction include homeless and housing services (32%), substance abuse treatment services (32%), the District Attorney’s office to prosecute and represent victims and people of Nevada County (27%), and superior courts providing hearings to process cases through the criminal justice system (25%). The average ratings of satisfaction with agencies and services are displayed in figure 3.

Figure 2: Satisfaction with agencies and services

Please rate your satisfaction of the following agencies and services in Nevada County. How satisfied are you with the...					
	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
Sheriff's Department providing beds space for those arrested	11.67%	31.67%	40.00%	10.00%	6.67%
Superior Courts to provide hearings to process cases through the criminal justice system	3.33%	35.00%	36.67%	15.00%	10.00%
Probation Department to provide monitoring for those released before being convicted and supervision following conviction and making referrals for services	15.00%	36.67%	25.00%	15.00%	8.33%
District Attorney's Office to prosecute and represent the victims and people of Nevada County	5.00%	36.67%	31.67%	18.33%	8.33%
Local Police Departments to respond to calls, cite, and make arrests	15.00%	48.33%	18.33%	13.33%	5.00%
Public Defender's Office to represent people going through the system and referrals to services	15.00%	40.00%	30.00%	8.33%	6.67%
Substance Use Treatment services	10.00%	38.33%	20.00%	20.00%	11.67%
Mental Health Treatment services	15.00%	43.33%	11.67%	16.67%	13.33%
Homeless and Housing services	8.33%	38.33%	21.67%	15.00%	16.67%

Figure 3: Average ratings of satisfaction with agencies and services.

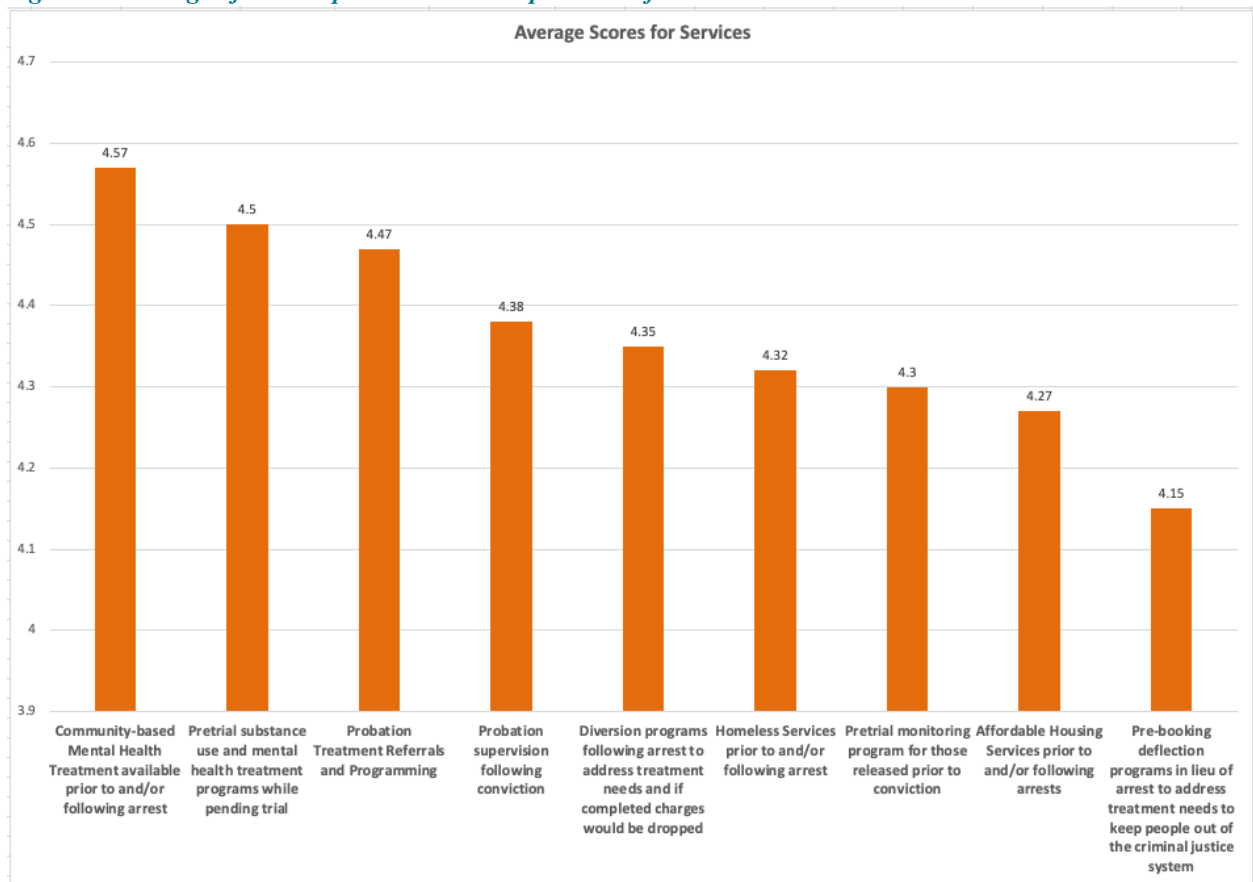


- Respondents were asked to rate the importance of providing services to people involved in the criminal justice system in Nevada County. Most respondents felt community-based mental health treatment services prior to and/or following arrest was very important (80%) and pretrial substance use and mental health treatment programs while pending trial was very important (70%) (figure 4). The average of how respondents rated the importance of all services are displayed in figure 5.

Figure 4: Please rate the importance of providing the following services to people involved in the criminal justice system in Nevada County. How important are the following services?

	Very Important	Important	Neutral	Somewhat Unimportant	Not Important
Pre-booking deflection programs in lieu of arrest to address treatment needs to keep people out of the criminal justice system	50.00%	28.33%	13.33%	3.33%	5.00%
Diversion programs following arrest to address treatment needs and if completed charges would be dropped	53.33%	36.67%	5.00%	1.67%	3.33%
Pretrial monitoring program for those released prior to conviction	50.00%	40.00%	3.33%	3.33%	3.33%
Pretrial substance use and mental health treatment programs while pending trial	70.00%	20.00%	3.33%	3.33%	3.33%
Probation supervision following conviction	60.00%	26.67%	8.33%	1.67%	3.33%
Probation Treatment Referrals and Programming	63.33%	26.67%	6.67%	0.00%	3.33%
Affordable Housing Services prior to and/or following arrests	60.00%	20.00%	10.00%	6.67%	3.33%
Community-based Mental Health Treatment available prior to and/or following arrest	80.00%	10.00%	1.67%	3.33%	5.00%
Homeless Services prior to and/or following arrest	63.33%	20.00%	8.33%	1.67%	6.67%

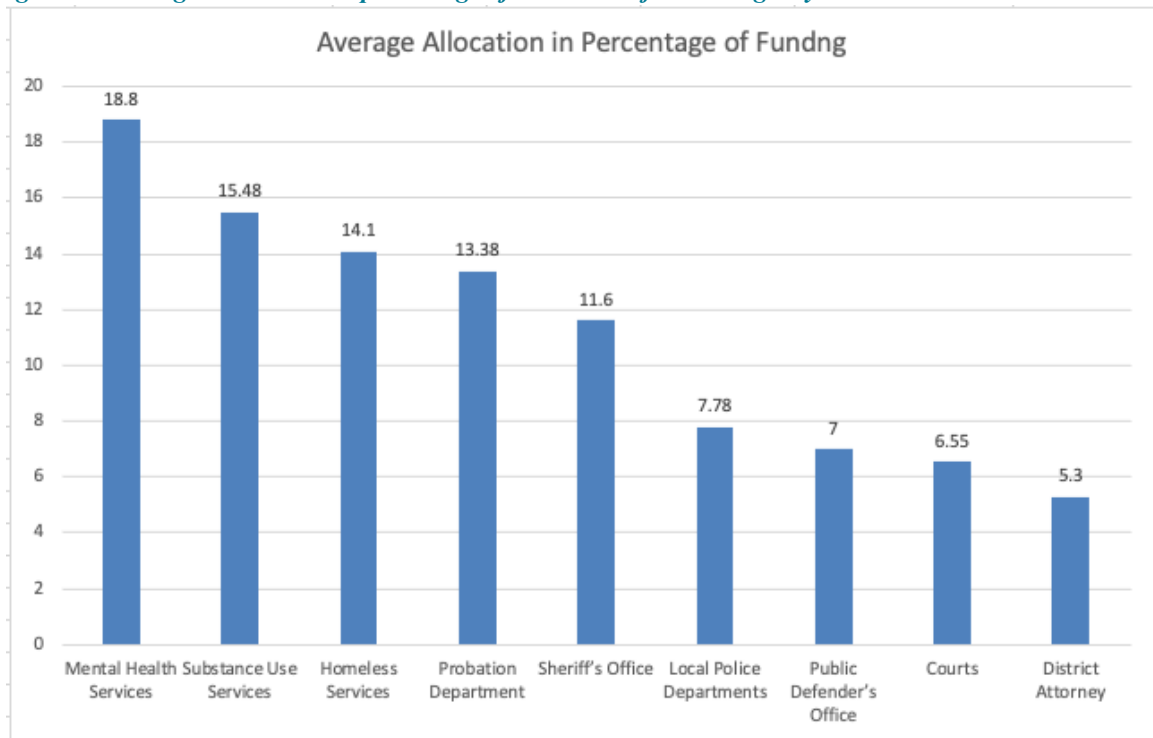
Figure 5: Average of how respondents rated importance of services.



4. Respondents were provided a summary of the purpose of the CCP and responsibility for developing and recommending an implementation plan with funding specific to the policy reforms in AB 109. They were then asked to provide suggested allocations to distribute the funding for each agency/service. Figure 6 displays the average of suggested allocations by respondents for each agency/service.

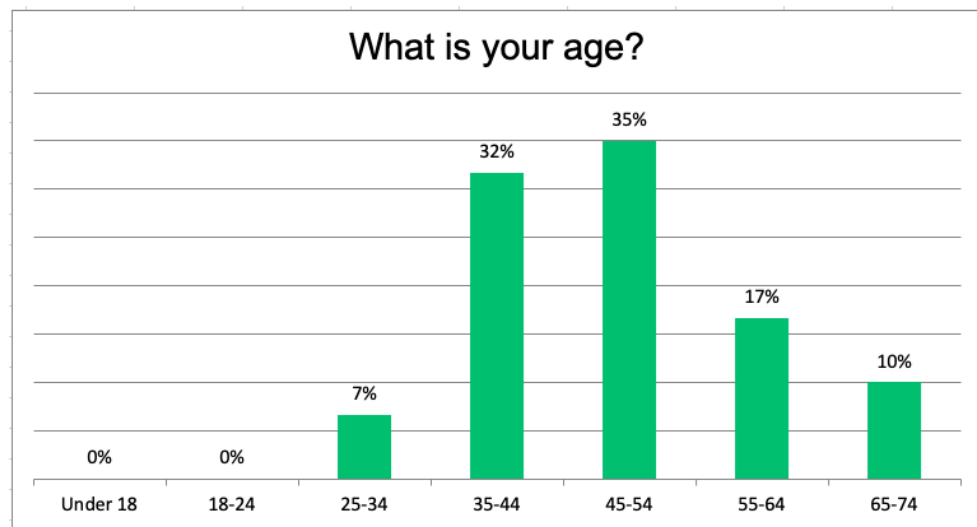
The three top rated areas for CCP funding allocations are services for mental health, substance use and homeless services.

Figure 6: Average allocations in percentage of CCP Fund for each agency/service.



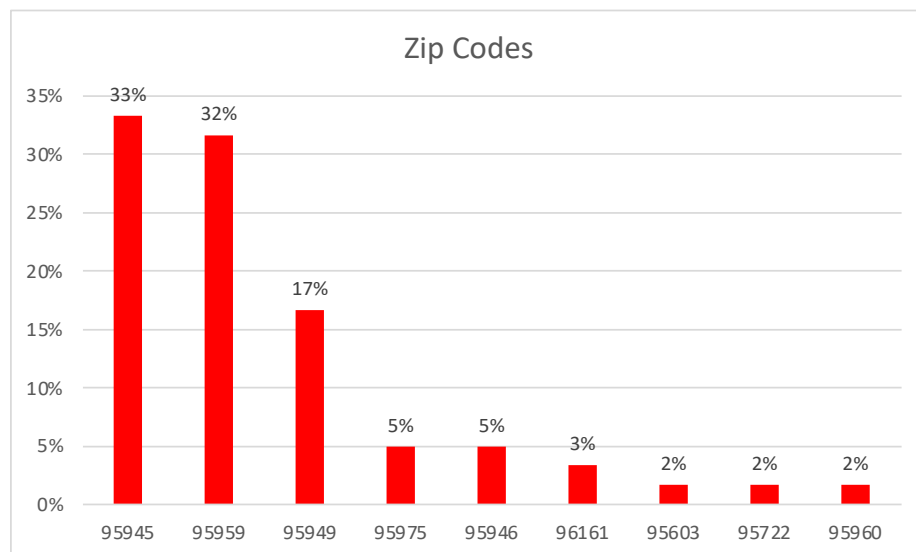
5. The survey allowed respondents to provide narrative answers for what they thought will be the most important issues facing the criminal justice system in Nevada County over the next several years. The most common theme of important issues noted addressing housing/homelessness, mental health and substance use services. A full list of the comments received for this question is in attachment of this report.
6. Of those that responded to the survey, most were between the ages of 45-55 (35%) and 35-44 (32%), followed by those between the age of 55-64 (17%) and 65-74 (10%). A small percentage were between the age of 25-34 (7%) (Figure 7).

Figure 7: Age of the survey respondents



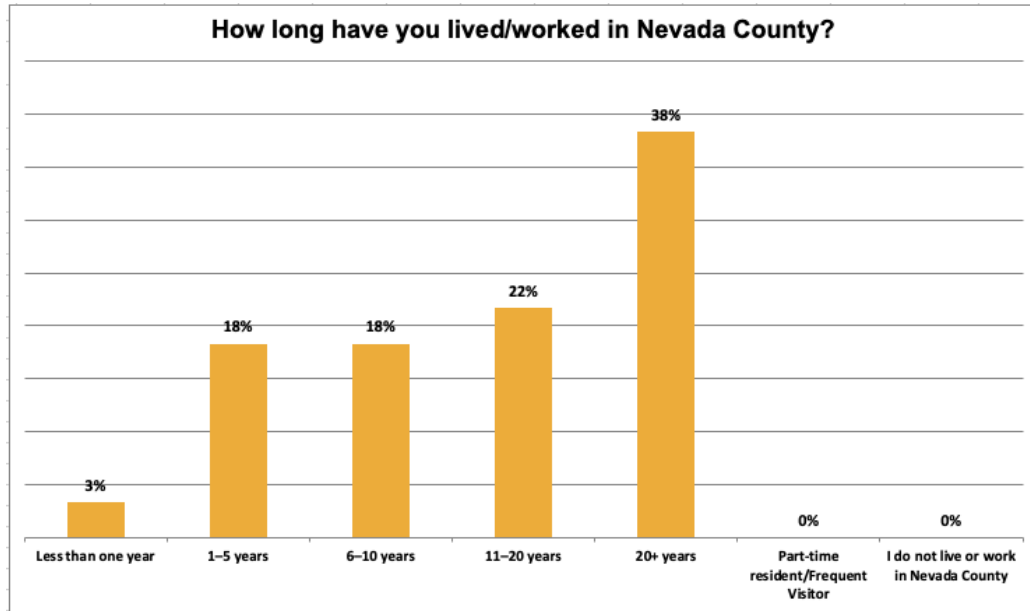
- The majority of those that completed the survey came from zip codes 95945 (33%) and 95959 (32%) (Figure 8).

Figure 8: Zip Codes of survey respondents.



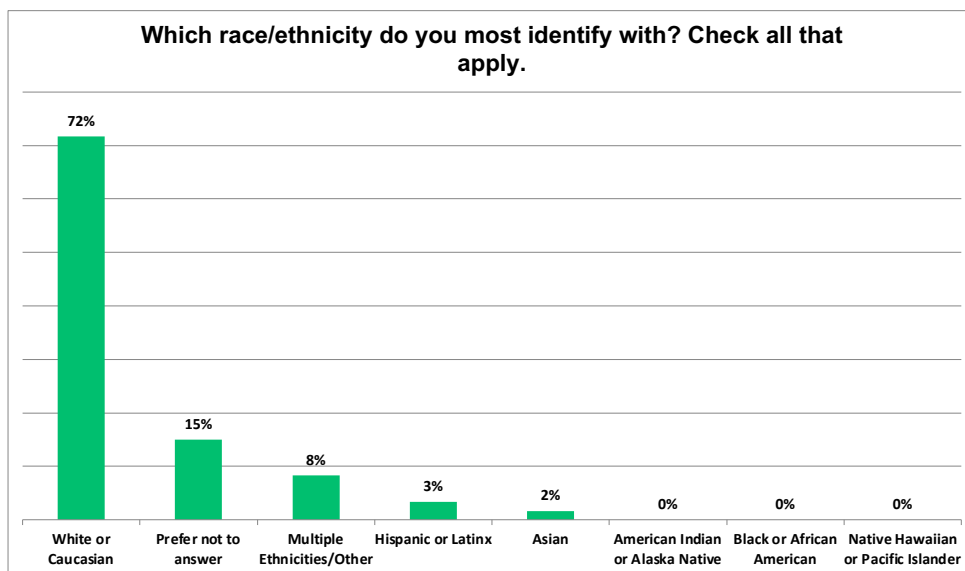
- The largest group of respondents have lived/worked in Nevada County for 20+years (38%) and almost equal representation for 11-20 years (22%), 6-10 years (18%), and 1-5 years (18%). A small percentage (3%) have lived/worked in Nevada County less than one year and no respondents live/work outside of the county or are part-time residents/frequent visitors (Figure 9).

Figure 9: Length respondents have lived/worked in Nevada County



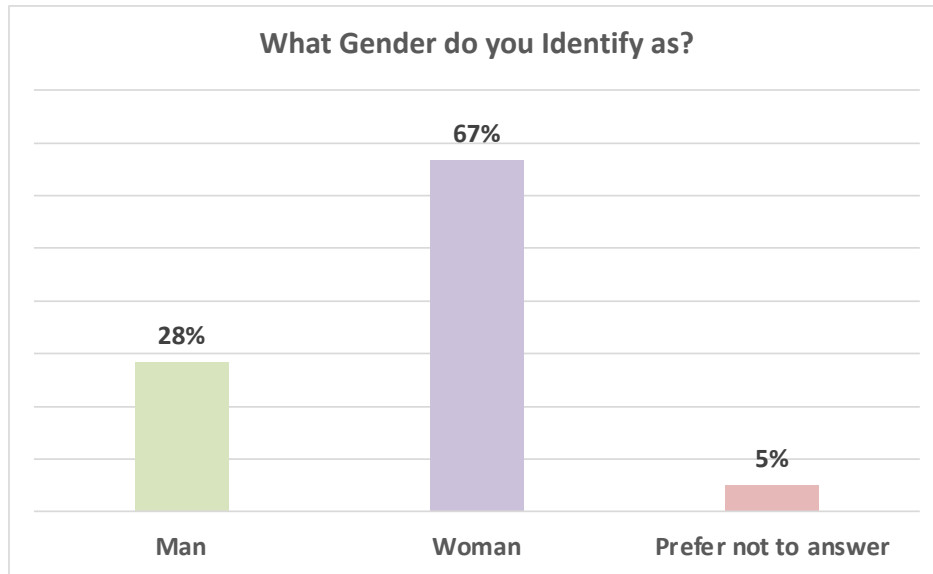
9, The majority of individuals that responded to the survey identified their race/ethnicity as white or caucasian (72%). A small percentage preferred not to answer (15%) and some indicated multiple ethnicities (8%) (Figure 10).

Figure 10: Race/ethnicity of respondents



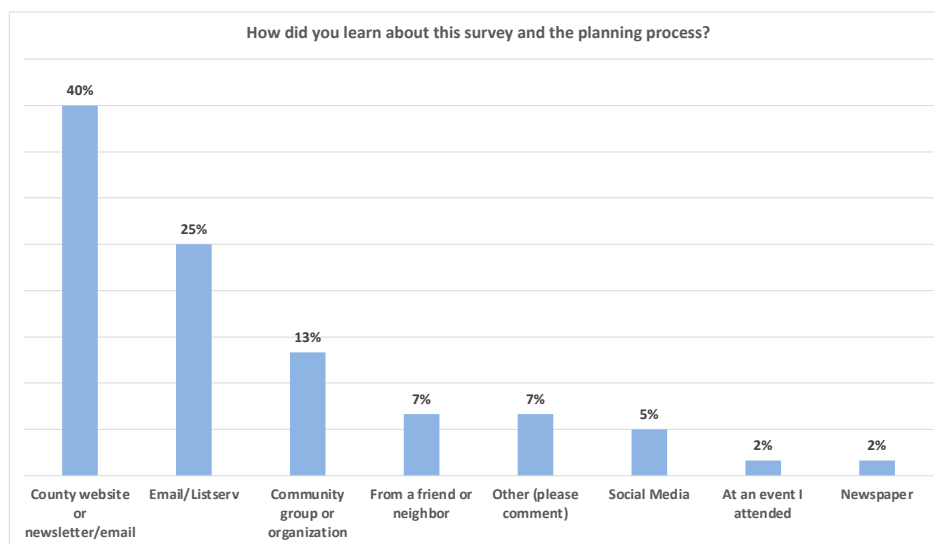
10. The majority of respondents to the survey were woman (67%) vs. men (28%) (figure 11).

Figure 11: Gender of respondents.



11. Most respondents learned about the survey and planning process from the county website or newsletter/email (40%), and email/list serv (25%). Others learned from a community group or organization (13%), friend or neighbor (7%), other (7%), social media (5%), event (2%), and newspaper (2%) (figure 12).

Figure 12: How Respondents learned about the survey and planning process



Survey Themes

- Community members who responded to the survey had very little or no knowledge of the CCP, suggesting developing an outreach program via multiple communication vehicles to engage the community.
- Although community members are satisfied with police and public defender and probation services, they are less satisfied with treatment, homeless services, prosecutorial and victim representation from the District Attorney's Office, and court case processing.
- Community members see community-based mental health and substance use treatment services as very important but included areas of least satisfaction.
- Community members want CCP funding used for mental health, substance use, homeless services, and probation services. Probation could be seen as an extension of those services.
- Respondents to the survey were primarily from the Grass Valley and Nevada City area.

Considerations from Interviews and Survey Results

Through interviews and survey of public safety stakeholders, community members and people with lived experience, the Nevada County CPP is positioned to use and incorporate this information in the development of their strategic plan. The CCP can build upon their strengths and capitalize on opportunities to develop local fiscal and strategic policies, based on local needs and resources. Highlighted below are a few areas that were consistently raised by stakeholders and community members as topics the CCP could consider in developing a strategic plan for the next three to five years.

- The community of Nevada County is not aware of or knowledgeable of the CCP and its role in system. Developing an education and outreach program for community members could increase the support and participation in the CCP.
- Both the interviews of stakeholders and the survey results of community members show a consistent desire to increase the funding and services for mental health, substance use and homeless and housing programs.
- Stakeholders requested additional data on the performance of the system in Nevada County and asked for more focus on outcomes rather than a financial focus.

Attachment

5. What do you think will be the most important issues facing the criminal justice system in Nevada County over the next several years?

No supervision being done by probation- violations not being reported or enforced. judges not holding individuals accountable
Homelessness/ housing insecurity, mental health issues, and substance use issues can lead to crime. It is critical that we address the broader systemic issues like these first so we can come from a prevention-minded evidence based best practices methodology. Housing solves homelessness. Building affordable/ accessible housing for all of those in need creates community stability. Housing security and stability leads to healing and time/ space to pay attention to one's deeper issues such as mental health and substance use disorders which can be generational issues. To stem the tide, we must create achievable housing and access to services for people of all ages.
Lack of affordable housing and lack of access to mental health and substance use services.
Homelessness, mental illness, sud treatment, lack of resources for public defense.
Housing first.
Substance abuse, mental health, homelessness, lack of affordable housing, small tax base.
We need strong leadership holding repeat offenders accountable. If this means rehab or mental health services or other means to support them.
Re Entry into the community and affordable housing.
Reoffending-due to mental illness and/or SUD.
Mental health.
A poorly designed mental health system coupled with using the wrong entities to address problems outside their operational capabilities. There is no holistic approach to community corrections, rather competing interests among interrelated systems.
Mental health related crimes.
Homelessness.
Methamphetamine related crime.
Difficulties with rehabilitation following chronic stimulant use.
Homelessness, Substance Use, Mental Health.
Homelessness and substance abuse/ cooccurring disorders.
Supported housing, intensive case management, connection to support and/or treatment in jail and upon release, substance use treatment.
Timely hearings.
Mental Health, Substance Abuse and Police Officer staffing.
Proper training of law enforcement officers and dispatchers, alternative non-law enforcement service to respond to not requiring an armed officer.
Not enough space if it doesn't do more prevention, treatments that work which may be outside of what is considered best practices today, housing of our unhoused, and understanding that the brain doesn't complete development until age 25 is all considered and practiced.
Releasing unprepared felons into the community with no housing options so they simply return

ATTACHMENT A

to living on the streets and committing crimes.
I feel the quasi-legal status of weed attracts elements from other areas where it is illegal, resulting in more local crime.
Dual diagnosis, not enough services available financially, housing, transportation.
Funding.
Constantly changing laws, reduction of probation terms, increase in drug use/addiction.
Funding.
Pretrial and the minimizing of certain criminal charges.
The need for more diversion services to keep substance users out of jail and prison. Affordable housing is almost non existent for parolees coming out of custody.
Our county does a piss poor job of taking care of mentally ill folks in custody. 65% of current inmates in Wayne Brown are formally diagnosed as having a co-occurring disorder but services to treat these folks is unavailable. There is ONE therapist in the jail and she is too busy to tie her shoe let alone help inmates. NCSO is under the mistaken belief that just because they contract with Wellpath inmates are receiving help but that is not the case.
The major hurdle you guys are facing is that more and more inmates are being released, California is a super liberal state and so you will continue to see "let them out" policies and laws being passed. We also know that the majority of these folks being released are low level idiots who really just need mentoring and a whole lot of guidance. They need life skills, financial guidance, SUD treatment, and new friends who don't smoke crack in their spare time.
It's imperative that you offer more (or any for that matter) services in jail and transition services for folks being released. You guys are seriously failing in helping folks who are in custody transition to the outside, especially those with mental health issues. You also need to stop relying on shitty non-profits who have no idea what they are doing. Offering some shitty service is not better than offering no services at all. In fact, a few of these nonprofits are more detrimental than helpful and it's Nevada County's responsibility to monitor these nonprofits; especially those organizations that you have contracts with.
Untrained and uneducated deputies are a significant liability to the public trust. Training and education need to be of paramount importance for all law enforcement officers, especially firearms and conflict de-escalation training.
The Judge's need to be tougher on crime. The courts need to get more serious about mental health issues. Stop releasing people who are extremely mentally ill into the community. It just begins a failed circle of new crime, and community members who don't understand the mentally ill like they think they do. We need more resources to care for the mentally ill and it needs to be taken more seriously.
Homelessness due to lack of affordable housing.
Illegal pot grows, cartel is moving in.
Persistent mental health issues, affordable housing, substance abuse, crumbling courthouse infrastructure.
lack of services for high risk or low income residents, lack of community buy-in, lack of awareness, lack of diverse population contribution.
High crime- more victims.
Substance abuse is a major cause as to why people commit crimes. I would like to see Nevada County continue to work with County agencies and local non-profits to provide pre-release, at

ATTACHMENT A

the gate services, and post services to men and women while incarcerated and three years post release.
Funding, lack of collaboration, poor policy/law changes.
Housing, Jobs, Mental Health, Substance Abuse.
Mental health and drug abuse.
Lack of employment with actual living wages, causing homelessness, addiction concerns, and increased crimes as desperation grows.
Crimes committed so that people can provide basic needs for themselves.
Lack of penalties for criminals.
Mental Health.
Competency restoration.
Homelessness and substance abuse- dealing w/ non-violent offenders and providing services.
Mental Health Challenges.
how to best address the underlying, untreated issues that lead to criminal activity, such as substance use, homelessness/housing insecurity.
How to deal with mentally ill offenders.
Increased need for mental health services, housing and the aging population. The older folks who fall between the cracks of organic medical issues and mental health.
A paradigm shift in our county away from treating homelessness/substance abuse/mental health challenges as personal failings to be addressed by incarceration toward community awareness of complicated systemic problems including poverty/public school funding/disparities in access to education, health care, clean air and water/trauma/racism, etc. as the underlying causes that need to be funded and resolved in order to decrease criminal activity.
Workload of the District Attorney's office and the Probation Department.
Political unrest.
Increased crime do to drugs, mental illness, and homelessness.
not enough penalties, too many extreme offenders being let out
The impact of substance abuse on mental health and chronic homelessness.
homelessness, mental health and addiction.
The revolving door of jail and prison. The local law enforcement cannot keep up, they arrest suspects and then they are released back to the streets to soon.
Mental health challenges.

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Nevada County CCP

Strategic Planning



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ATTACHMENT B

Nevada County CCP Agenda

Day 1- 1:00 P.M. (Half Day) of Special Meeting

- A. Getting started
 - a. Introductions
 - i. “Who is in the room” activity.
 - b. Ground Rules
 - c. What is a strategic plan?

- B. Review Situation Analysis
 - a. Review of Interview Themes – What did we learn?
 - b. Review of Community survey – What do they want?
 - c. Statutory Requirements of CCP – What must you do?

- C. Develop agreed upon guiding principles
 - a. Focus on purpose of CCP
 - b. Use Interview Themes



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Nevada County CCP Agenda

Day 2 - 8:30 A.M. of Special Meeting

- A. Develop Goals
 - a. Review homework “Wouldn’t it be fantastic if …” (15 min)
 - i. Small group discussions
 - b. Celebrating success activity (20 min)
 - i. Small group, then report to whole
 - c. Brainstorm Goals (45 Min)
 - d. Agreement on Goals (30 min)
 - i. Voting activity (15 min)

Lunch

Day 2 - 1:30 P.M. of Special Meeting

- A. Develop SMART Objectives from Goals
 - a. Group activity
 - B. Identify Critical Success Factors and Barriers
 - C. Review and Close
-



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Who’s In The Room?

On your sticky note write down:

- HOPES: “one or two words that describe what brought you to this event, or one or two words on what are you hoping to gain by participating.”
 - VALUES: “One value that you have that you bring with you to this shared space.”
-



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Meeting Ground Rules

1. Please listen generously.
2. One voice at a time.
3. Everyone has a voice.
4. Be fully present.
5. No limits to what is discussed.
6. Open to new ideas.
7. Respect each other and respect the diversity of opinions and ideas.
8. There are no wrong answers or silly questions.
9. Have fun.



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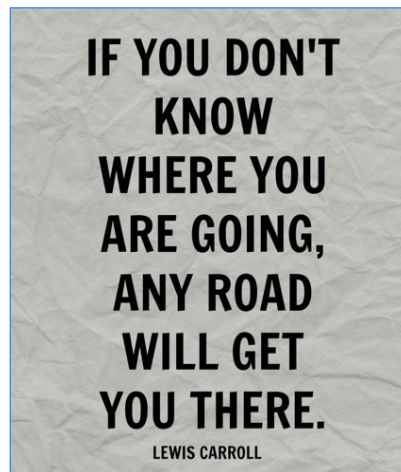
What is Strategic Planning?

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What is Strategy?

- How an organization meets its needs and objectives
- Strategy helps to:
 - Establish priorities
 - Choose actions
 - Create a plan
 - Allocate resources
 - Be proactive



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What is a strategic plan?



- A document that says why an organization exists, what it aims to do, and how it will do it
- It helps to focus the organization's goals and priorities



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Strategic planning does not...

- Predict the future
- Replace good leadership and judgment
- Follow a smooth, straightforward process

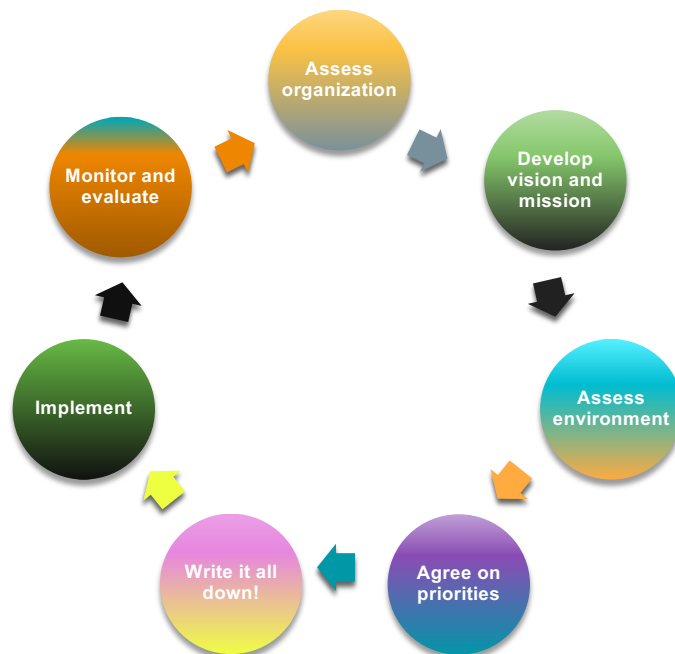
A strategic plan is a living document — you can adapt it as needed!



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Steps:



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Keys to effective strategic planning



- Focus only on the most important issues
- Be willing to question
- Produce a document



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GOALS & OBJECTIVES



How does it all fit together?

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Goals and Objectives

Goal

- A greater purpose
- A long-term outcome
- May not be easy to measure

[Example: Support Nevada County residents to make healthy lifestyle choices that reduce their risk of cancer.]

Objective

- A specific, short-term action that will contribute to achieving a goal
- Must be measurable

[Example: Create a website with accurate and current information about cancer risk factors.]



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SMART Objectives

Specific – Who? What? Where? How?

Measurable – How many? How can this be measured?

Achievable – Is it possible?

Realistic – Is it possible given our time and resources available?

Timebound – When?

Each objective should be written in precise terms that leave no room for misinterpretation.

[Example: Within 12 months, we will team with the local health center to recruit at least 20 men and women for colorectal cancer screening.]



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2011 Public Safety Realignment:

- Produce a document
- Develop an action plan and implement
- Monitor and evaluate
- Share progress
- Review and revise
- Share



Your new strategic plan will help to guide you in the difficult decisions you have to make as a CCP—it will help you to identify the activities that best fit with your vision, mission, goals, and objectives.



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2011 Public Safety Realignment:

- ***The mission and goal of the Nevada County Community Corrections Partnership is to comply with the Public Safety Realignment Act by adopting evidence-based, cost-effective policies and practices that reduce recidivism, improve offender outcomes and promote public safety.***

2011



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2011 Public Safety Realignment:

- *The mission of the Nevada County Community Corrections Partnership is to collaboratively ensure a safe Nevada county by reducing and preventing crime through evidence based, cost-effective policies and programs.*

Revised May 25, 2022



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Summary of Interviews and Survey

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Report



Community Corrections Partnership (CCP)

Summary of Interviews and Survey

Report to Nevada County, CA
DATE: April 29, 2022



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Interviews:

- Phoebe Bell, Behavioral Health Director, Nevada County
- Tonya Clark, Court Operations Director, Nevada County Superior Court
- John Duff, Executive Director, Common Goals
- Jason Galkin, Court Administrator, Nevada County Superior Court
- Alex Gammelgard, Police Chief, Grass Valley, CA
- Jeff Goldman, Probation Chief, Nevada County
- Ryan Gruver, Director, Health and Human Services, Nevada County
- Pauli Halstead, Citizen, Nevada County
- Keri Klein, Public Defender, Nevada County
- Alison Lehman, Chief Executive Officer, Nevada County
- Rachel Roos, Director of Social Services, Nevada County
- Steven Sinclair, Probation Program Manager, Nevada County
- Scott Smith, AB 109 Graduate, Nevada County
- Heather Vance, Program Director, Turning Point
- Carol Viola, Program Manager, Project Heart
- Jesse Wilson, District Attorney, Nevada County
- Judge Linda Sloven
- Judge Robert Tice-Raskin
- Captain Mike Walsh, Sheriff's Office



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Themes

Strengths:

- Collaboration and Working Relationships
- Resource Rich
- Behavioral Health



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Themes

Challenges:

- Funding Structure
- Commitment
- Communication and Education
- Community Involvement
- Expand Services



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Themes

Opportunities:

- Data and Outcomes
- Planning and Process
- Racial Disparities and Diversity, Equity and Inclusion



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Survey Results:

- 60 Community members in Nevada County
- 11 Questions via SurveyMonkey
 1. Prior to this survey, please rate overall knowledge of the CCP in Nevada County
 2. Rate satisfaction of the agencies and services in Nevada County
 3. Rate the importance of providing the following services to people involved in the criminal justice system in Nevada County
 4. Provide suggested allocations in distributing funding by indicating the percentage of the funds for each agency/service
 5. What do you think will be the most important issues facing the criminal justice system in Nevada County over the next several years
 6. Age
 7. Zip code
 8. Length lived/worked in Nevada County
 9. Race/Ethnicity
 10. Gender
 11. How did you learn about this survey and the planning process



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Themes

- Community members who responded to the survey had very little or no knowledge of the CCP, suggesting developing an outreach program via multiple communication vehicles to engage the community.
- Although community members are satisfied with police and public defender and probation services, they are less satisfied with treatment, homeless services, prosecutorial and victim representation from the District Attorney's Office, and court case processing.
- Community members see community-based mental health and substance use treatment services as very important but included areas of least satisfaction.
- Community members want CCP funding used for mental health, substance use, homeless services, and probation services. Probation could be seen as an extension of those services.
- Respondents to the survey were primarily from the Grass Valley and Nevada City area.



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Considerations

- The community of Nevada County is not aware of or knowledgeable of the CCP and its role in system. Developing an education and outreach program for community members could increase the support and participation in the CCP.
- Both the interviews of stakeholders and the survey results of community members show a consistent desire to increase the funding and services for mental health, substance use and homeless and housing programs.
- Stakeholders requested additional data on the performance of the system in Nevada County and asked for more focus on outcomes rather than a financial focus.



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Guiding Principles:

We believe in:

- Creativity and innovation
- Collaboration and mutual commitment to the group to improve the system in a fiscally responsible manner.
- Being open, honest, share ideas, and respectful.
- Continuously letting purpose drive strategy.



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QUESTIONS?

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Nevada County CCP
Strategic Planning - Special Meeting

Hopes and Values Exercise

May 24, 2022

Hopes	Values
Work more Collaboratively with CCP.	Respect experience of each member. I bring ability/flexibility willingness to work.
Shared Vision.	Compassion.
Learn about innovative ideas from presenters (Zach and Kevin).	Flexibility.
We become more cohesive group that meets more about what we can do to better connect incarcerated individuals to services when they come out of jail.	Commitment to consistent and efficient inter-agency communication (law enforcement, probation courts, service providers, DA, and PD).
Unity.	I feel I have the ability to relate to all sides.
That we have tough conversations about where we are going.	Understanding of local impacts to peoples feeling of safety and service.
We find a path forward toward new/meaningful solutions/actions.	Integrity.

Nevada County CCP
Strategic Planning - Special Meeting

Brainstorming Goals Exercise

May 24-25, 2022

Brainstorming Exercise: Goals
1. Provide programs that match the needs of the community
2. Ensure we are capturing sharing and analyzing data in order to identify gaps / strategies and evaluate programs.
3. Improve quality of life in Nevada County.
4. Target individual post arrest to enhance quality of life.
5. Focus set of goals with a focus schedule to address those goals.
6. Educate public about the CCP.
7. Assure service and treatment are provided for individuals as seamlessly as possible regardless of custody status.
8. Create a least 1 preventative program.
9. Collect meaningful data to track successes or outcomes.
10. Ensure safe Nevada County by reducing and preventing crime.
11. Safely reduce the number of incarcerated individuals with mental illness.
12. Create and develop group messaging platform.
13. Create standing set of CCP metrics by which we can measure outcomes.
14. Reduce recidivism.
15. Reduce recidivism: identify and invest in programs that reduce recidivism, broadly defined.
16. Build offender competency and support re-entry.
17. CCP data driven in decision making.
18. Identify gaps and interventions that can prevent people from entering our system and apply for grants, invest, change processes and advocate with partners.
19. Prevent generational criminality and poverty through early intervention and provision of services.
20. Increase support of prevention programs for youth, focusing on services targeting key indicators of future criminality.
21. Implementation of programs that target recidivism and include measurables.
22. Improve community engagement and participation of the CCP.

Nevada County CCP Strategic Plan

SMART Objectives from Goals

May 25, 2022

Goal #1 CCP will be data driven in decision making and evaluating outcomes

	Specific	Measurable	Achievable	Realistic	Timebound
Objective #A CCP will determine what data reports are needed to make informed decisions by 9-15-22.	X	X	X	X	X
Objective #B Create a representative data workgroup who will identify data elements to fulfill the report requests by 1 st Q 2023.	X	X	X	X	X
Objective #C CCP will explore funding and staffing of a data analyst by February 2023.	X	X	X	X	X
Objective #D CCP will develop a template report format for data reports by September 15, 2022.	X	X	X	X	X
Objective #E Data workgroup will have a standing agenda item to present and discuss reports beginning 2 nd Quarter 2023.	X	X	X	X	X

Goal #2. Improve community engagement and participation in the CCP

	Specific	Measurable	Achievable	Realistic	Timebound
Objective #A Develop a written process to create and disseminate information from CCP to the community by January 2023.	X	X	X	X	X
Objective #B Share successful outcomes and stories through dissemination process by April 2023.	X	X	X	X	X
Objective #C Develop outreach method and invite community-based organizations to participate in CCP meetings by September 15, 2022.	X	X	X	X	X
Objective #D Develop and produce at least one community education session by December 31, 2022.	X	X	X	X	X

Goal #3 Ensure safe Nevada County by reducing and preventing crime

	Specific	Measurable	Achievable	Realistic	Timebound
Objective #A Update existing inventory of programs identifying which are EBP at June 2022 CCP meeting.	X	X	X	X	X
Objective #B Develop process to identify outcomes of interventions used for people involved in the criminal legal system by February 2023.	X	X	X	X	X
Objective #C Create a law enforcement workgroup to explore information sharing and collaboration opportunities by December 31, 2022.	X	X	X	X	X

Objective #D CCP will support the Justice Mental Health Collaborative through representation, providing data and resources beginning June 2022.	X	X	X	X	X
Objective #E Explore the feasibility and need for implementing a primary care diversion by September 20, 2022. Criminal Court meeting.	X	X	X	X	X
Objective #F Improve the CCP's understanding of the disparities that exist in the Nevada County by producing Diversity, Equity and Inclusion report by December 31, 2023.	X	X	X	X	X

Goal #4 Improve overall quality of life in Nevada County

	Specific	Measurable	Achievable	Realistic	Timebound
Objective #A Gather and analyze data to better understand the homeless population involved in the system by June 2023.	X	X	X	X	X
Objective #B Utilize data report to develop strategies to address areas and support existing service providers to build capacity by December 31, 2023.	X	X	X	X	X

Nevada County CCP Strategic Plan

CCP Mission:

The mission of the Nevada County Community Corrections Partnership is to collaboratively ensure a safe Nevada county by reducing and preventing crime through evidence based, cost-effective policies and programs.

Guiding Principles:

We believe in:

- Creativity and innovation
- Collaboration and mutual commitment to the group to improve the system in a fiscally responsible manner.
- Being open, honest, share ideas, and respectful.
- Continuously letting purpose drive strategy.

Goal	Objective	Task/Activity	Team Responsible	Timeline
Goal #1: CCP will be data driven in decision making and evaluating outcomes.	A. CCP will determine what data reports are needed to make informed decisions by 9/15/2022			
	B. Create a representative data workgroup who will identify data elements to fulfill the report requests by 1 st Q 2023			
	C. CCP will explore funding and staffing of a data analyst by February 2023.			
	D. CCP will develop a template report			

	format for data reports by September 15, 2022.			
	E. Data workgroup will have a standing agenda item to present and discuss reports beginning 2 nd Quarter 2023.			
Goal #2: Improve community engagement and participation in the CCP.	A. Develop a written process to create and disseminate information from CCP to the community by January 2023.			
	B. Share successful outcomes and stories through dissemination process by April 2023.			
	C. Develop outreach method and invite community-based organizations to participate in CCP meetings by September 15, 2022.			
	D. Develop and produce at least one community education session by December 31, 2022.			

<p>Goal #3: Ensure safe Nevada County by reducing and preventing crime.</p>	<p>A. Update existing inventory of programs identifying which are EBP at June 2022 CCP meeting.</p>			
	<p>B. Develop process to identify outcomes of interventions used for people involved in the criminal legal system by February 2023.</p>			
	<p>C. Create a law enforcement workgroup to explore information sharing and collaboration opportunities by December 31, 2022.</p>			
	<p>D. CCP will support the Justice Mental Health Collaborative through representation, providing data and resources beginning June 2022.</p>			
	<p>E. Explore the feasibility and need for implementing a primary care diversion by September 20, 2022. Criminal Court meeting.</p>			

	F. Improve the CCP's understanding of the disparities that exist in the Nevada County by producing Diversity, Equity and Inclusion report by December 31, 2023.			
Goal #4: Improve overall quality of life in Nevada County.	A. Gather and analyze data to better understand the homeless population involved in the system by June 2023.			
	B. Utilize data report to develop strategies to address areas and support existing service providers to build capacity by December 31, 2023.			