

CONTRA COSTA COUNTY:

**A Model for
Managing Local
Corrections**

PREPARED BY:

James Austin, Ph.D.

Robin Allen

Roger Ocker

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720 Kearney St. Denver, CO 80220

P. 303-377-1556

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Executive Summary

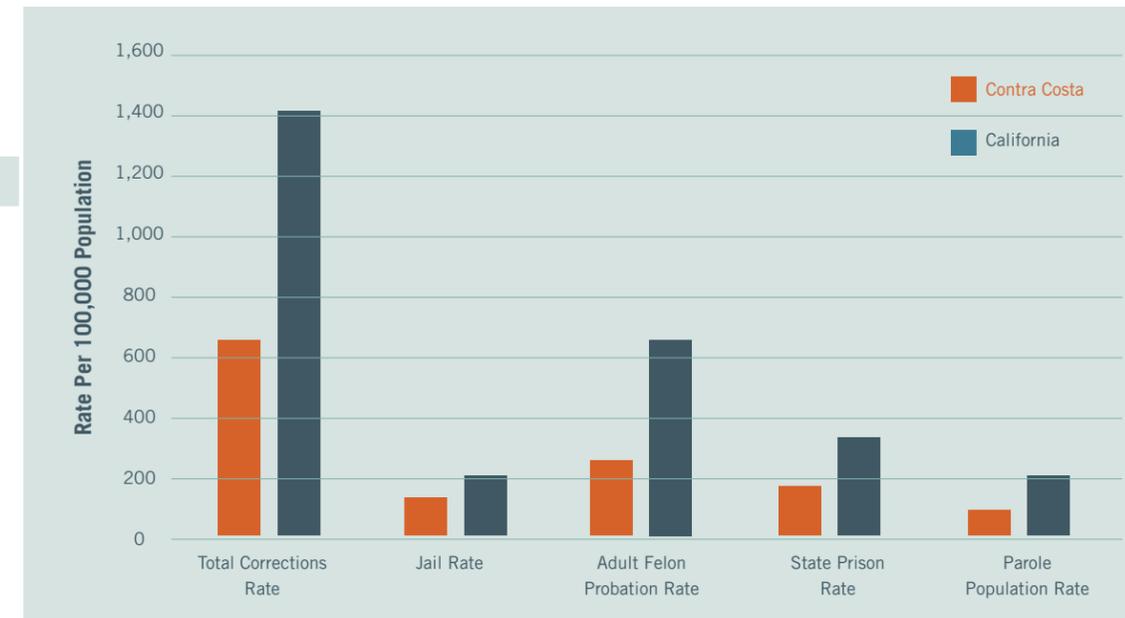
For years, California has been faced with lawsuits – and intrusive federal court orders – related to conditions caused by overcrowding in its state prison system. One state response was *Public Safety Realignment (AB 109)*, a law implemented in October 2011 that shifted responsibility of people convicted of certain non-violent, non-serious felonies from the state prison and parole system to county probation and jail systems.

Before and since Public Safety Realignment, an increasing number of California counties have faced litigation regarding overcrowding, including court-ordered population caps. In light of these pressures, it is important to note successful models for reducing jail populations, costs and recidivism rates.

Contra Costa, California's ninth most populous county, offers such a model, especially since **the County has crime and arrest rates similar to the rest of the state**. Specifically:

1. In Contra Costa County, individuals are incarcerated and placed on probation and parole at a rate that is one-half the rest of the state of California.
2. Before Public Safety Realignment, the County sent only 13% of people convicted of a felony to prison, versus the statewide average of 20%.
3. Over a three-year period, people on felony probation in the County had a recidivism rate of 20% – far lower than the 60% or higher rates statewide found in other studies.
4. Contra Costa County has the state's highest rate of split sentences (when a judge divides a sentence between a jail term and supervised probation). The County splits nine out of 10 sentences (far higher than the 28% state average), which has effectively neutralized the impact of AB 109 on its jail population.
5. Unlike other jurisdictions, Contra Costa County issues shorter probation terms. For example, neighboring Alameda County typically gives a five-year probation term for individuals convicted of a felony crime. In Contra Costa, most probation terms are within the 24-36 month range, matching a growing body of evidence that longer terms can not only be unnecessary (for public safety gains) but actually can have negative effects.

Comparison between Contra Costa and California on Per Capita Correctional Populations -2010



The above results (i.e., low uses of incarceration, probation and parole) is due to:

1. Close coordination among the key criminal justice agencies on adopting cost-effective policies;
2. A public defender's office that provides effective representation to defendants at all court proceedings;
3. A strong probation department respected for providing quality supervision; and
4. Contracted medical, mental health and support treatment services to augment probation supervision.

Contra Costa's approaches and their results create a roadmap with clear policy implications:

1. Jurisdictions can potentially manage their criminal justice resources better by coordinating their activities and making sentencing decisions that are proportional to the crimes committed.
2. Probation in particular can be produce better results by relying on shorter, more effective terms of supervision and targeted treatment services. Many of these proposed treatment services are readily available from existing agencies and organizations (including this effective Contra Costa model in the Bay Area).

How Contra Costa Minimizes its Correctional Footprint

This historic culture within the Contra Costa County criminal justice community was already producing extremely low rates of correctional populations prior to the implementation of AB 109. Table 1 shows the pre-October 2011 correctional populations for Contra Costa County versus the state's rates.

As the table shows, Contra Costa's rates of incarceration and community supervision are more than one-half that of the state's rates (total correctional control rate of 682 per 100,000 residents versus the state rate of 1,423 per 100,000). The most striking statistic is the low rate of probationers per 100,000 population. This is particularly compelling because the County sends a lower rate of people to state prison for felonies than other counties, which would normally suggest a *higher* probation rate, per capita.

These remarkable rates have been achieved even though the County maintains a comparable crime rate (including its violent crime rate) to other counties in the state of California. Further, the rate of adult felony arrests approximates the state rate, so the reasons for the County's low use of correctional resources cannot be linked to law enforcement practices. It is more likely that these low rates can be attributed to other practices or policies within the County's court and correctional system. Determining what those practices and policies are both pre- and post-Realignment is the subject of this report.

The potential policy implications of these statistics are apparent – and powerful. If other counties replicated Contra Costa's model, the state could experience reduced prison, jail and probation rates (perhaps as much as about half the rates they are today). Such reductions could end federal court intervention and possibly prevent the threat of lawsuits and new legislation regarding incarceration overcrowding.

Introduction

Public Safety Realignment has been named by the California Department of Corrections and Rehabilitation (CDCR) *as the cornerstone of California's solution to reduce overcrowding, costs and recidivism.*¹ Governor Jerry Brown signed the major legislation, AB 109, in 2011 to reduce the number of low-level state prisoners cycling in and out of state prison for relatively short periods of imprisonment. This legislation was inspired by a federal mandate ordering California to reduce its prison population by approximately 30,000 offenders over a two-year period.

Governor Brown and the state legislature decided the best way to handle the mandate was to shift some of the responsibility from the state to its counties. AB 109 allows non-violent, non-serious and non-sex (N3) offenders to serve their sentences in county jails. This legislation was designed to reallocate approximately 30,000 offenders from state prisons to their respective county jail systems.

Many counties around the state are being subjected to challenges such as overcrowding in jails, and rehabilitation and treatment of current and formerly incarcerated individuals who were previously under the jurisdiction of CDCR. To assist the counties with this new responsibility, AB 109 provides new funding (allocated across counties): approximately \$350 million in year one, \$850 million in the second year, and approximately \$1 billion or more annually thereafter. (In November 2012, the passage of Proposition 30 created a constitutional amendment to protect this funding.)

While many counties have struggled to manage the new influx of inmate population, Contra Costa County appears to be exceeding expectations with the newfound responsibility. This study examines why, analyzing the County's approaches and data to detail how Contra Costa has been able to manage the challenges of AB 109.

Part of the County's success can be linked to traditions within its criminal justice system: relying on a cooperative relationship among key justice agencies (courts, public defender, probation department, district attorney and sheriff), and relying on local community corrections and alternatives to incarceration to produce the lowest rates of incarceration, probation and parole supervision in the state.

¹ The Cornerstone of California's Solution to Reduce Overcrowding, Costs, and Recidivism, CDCR, <http://www.cdcr.ca.gov/Realignment/>. (Describes Realignment as "the cornerstone of California's solution for reducing the number of inmates in the state's 33 prison to 137.5 percent of design capacity by June 27, 2013, as ordered by the Three-Judge Court and affirmed by the U.S. Supreme Court").

Table 1. Contra Costa Versus State of California Crime and Corrections Per Capita Rates

Attribute	Contra Costa	Statewide
County Population – 2010	1,079,160	38,826,898
Crime Rate – 2010 (per 100,000 people)	3,262	2,970
Violent Crime Rate – 2010 (per 100,000 people)	401	422
Felony Arrest Rate – 2011 (per 100,000 people)	916	970
Prison Disposition Rate – 2009	13%	20%
Total Corrections Rate (per 100,000 Population) – 2010	682	1,423
Jail Rate	148	199
Adult Felon Probation Rate	270	659
State Incarceration Rate	163	351
Parole Population Rate	101	214

Sources: California Attorney General, California Department of Corrections and Rehabilitation, and Board of State and Community Corrections

This study attempts to understand and identify the policies that have resulted in Contra Costa County's remarkable achievements. Interviews were conducted with key representatives of the Superior Court, District Attorney's Office, Sheriff Department, Public Defender's Office and Probation Department. Additionally, statistical data was gathered to assess the number and type of people being placed on probation and their three-year recidivism rates. Other existing data was assembled that permitted comparisons between Contra Costa County and other jurisdictions, with much of the data collection beginning with the year 2010, one year prior to the passage of AB 109.

Based on these interviews and statistical data, we found that the main reasons Contra Costa County boasts such strikingly low incarceration and community corrections rates (compared to the rest of the state) are as follows:

1. Historically Strong Collaboration Among Key Criminal Justice Agencies

While Contra Costa is not a small county (containing over 1 million residents), it is small enough that the local justice agencies are able to maintain a close and collaborative relationship. The key agencies (Courts, District Attorney, Public Defender, Sheriff's Department and Probation Department) have traditionally convened on a regular basis to review current trends and outstanding issues.

As an example, soon after AB 109 was passed, the agencies met to review what would be the best approaches, based on evidence, to managing the influx of new county jail inmates. As part of AB 109, each county was required by statute to form a Community Corrections Partnership (CCP). The function of the CCP was to submit spending plans to the state that would outline how the AB 109 funds would be allocated. Within Contra Costa County, such a committee existed previously that facilitated the adoption of a plan of action on how to best implement AB 109.

The Contra Costa CCP was formed as the executive voting committee that presented a formal plan and ultimately a budget to the Board of Supervisors. The Contra Costa CCP consisted of the following seven voting members:

1. Chair - Chief Probation Officer
2. Sheriff
3. Public Defender
4. District Attorney
5. Behavioral Health representative (e.g., mental health, homeless, alcohol and other drug services)
6. City Police Chief (currently the Richmond Police Chief)
7. Court Administration official

DEFINITION: What is a "split sentence"?

Public Safety Realignment allows judges to impose a "split sentence" for non-violent, non-serious, non-sex felonies. Split sentences require a portion of the convicted individual's sentence is spent in county jail with the remainder spent under mandatory supervision by the Probation Department. Probation can ensure that supervision serves as a phase of structured reentry for individuals returning to society, including, where necessary, correctional programs, treatment and/or community services.

Based on the decisions made in the early meetings of the key agencies, there was a consensus that maximizing the use of "split sentencing" (see definition box) and contracted treatment services would be the desired strategy for the following reasons:

- a. Split sentencing would allow the criminal justice system to better manage and service people sentenced under AB 109 as it allowed for a period of supervision that otherwise would not have existed.
- b. Research showed that the length of incarceration was not related to recidivism, so shorter incarceration would not have an impact on crime rates particularly for the short sentences issued under AB 109.
- c. The County has maintained a well-respected Probation Department that would provide credible services and supervision to its clients (described in greater detail below).
- d. The County has maintained a strong Public Defender's Office that would provide a robust defense for its clients and argue for plea agreements that would favor a split sentence.
- e. The assessment of the individuals being sentenced to local jails under Realignment showed that many required substance abuse treatment, medical care, residency and employment services.

For these reasons, the County allocated about 60% of its Realignment funds to programs and services (probation, public defender, health services and contracted programs) designed to assist people convicted of crimes.

The Sheriff's Department and Probation Department collaborate closely to facilitate the reentry of AB 109 inmates from incarceration to probation. A recent article highlighted how such cooperation takes place.

Probation Chief Phil Kader credits the relative success of the Probation Department in part to the access that the Sheriff's Department has provided to "clients" while they are still incarcerated.

At West County Detention facility in Richmond, probation officers are able to meet privately with inmates in small rooms, which are otherwise used for attorney-client conversations. Officers then determine which transitional programs are most appropriate for their clients (e.g., job training, drug treatment or help finding housing).

Additionally, West County Detention facility is programs-based, says Sheriff Department Lt. Brian Vanderlind, the facility commander. Most of the inmates here take advantage of the various educational opportunities provided.

2. Respected and Effective Probation Department

Over several administrations, the Contra Costa County Probation Department has received overwhelming support and respect from its criminal justice partners. Interviews with staff from the courts, District Attorney, Sheriff's Department and Public Defender's Office revealed the shared belief that the Probation Department exhibits a solid level of professionalism in providing supervision and services to people placed on probation. This reputation helps facilitate the court's willingness to place people on probation rather than send them to state prison (whereas other jurisdictions might not view this as problematic).

This level of confidence in probation supervision is evidenced in the following statistics:

1. Low Prison Disposition Rate

As shown in Table 1, the felony court disposition rate (which reflects the percentage of felony cases resulting in a prison term for felony convictions) was 13% in 2010, as opposed to the 20% statewide rate. This is one of the lowest rates among the major California and Bay Area counties.

2. High Rate of Split Sentencing

The Probation Department's reputation is reason for the County's collective decision to mitigate the impact of AB 109 by using split sentences in virtually all cases. As of March 2013, the split sentencing rate for Contra Costa was 89% as opposed to the state rate of 28%. There are only two other counties with rates in the 80% plus range (Stanislaus and San Benito). The rate for Contra Costa has now increased to 94%.

3. Short Probation Terms

Unlike other jurisdictions, the justice system in Contra Costa County issues probation terms that are significantly shorter. For example, neighboring Alameda County typically gives a five-year probation term for individuals convicted of a felony crime. In Contra Costa County, most probation terms are 24-36 months.

How Contra Costa Maximizes Discretionary Authority in AB 109

It is important to consider the explanations for why some counties have adapted reasonably well to Realignment and others have not. Split sentencing is one such practice. Split sentencing permits, in addition to jail time, additional correctional measures such as probation, programs and/or community services. These measures are often more rehabilitative for non-serious, non-violent and non-sexual offenders than jail time alone.

Split sentencing also allows for continued supervision and support upon an offender's release from jail, whereas incarceration without split sentencing includes no supervision. Depending on the terms of a split sentence and the resources available to provide post-release supervision, some form of post-release supervision could be beneficial.

In assessing the impact of AB 109 legislation on the jail population, Contra Costa County's jail population has remained constant as compared to the overall state rate, which increased by 11% (Table 2). The number of people held in jail while awaiting trial declined slightly in the County, with the numbers decreasing by approximately 130 inmates to offset the increase in new AB 109 inmates.

Of the counties listed in Table 2, the greatest differences is in Los Angeles County, which had grown by about 4,000 inmates after AB 109 was implemented. Today, there are over 6,000 AB 109 inmates in the Los Angeles County jail system. Not surprisingly, it also has one of the lowest rates of split sentencing in the state (6%), while Contra Costa has one of the highest rates (about 90%).

Table 2. Contra Costa Versus State of California Pre- and Post-AB 109 Jail Populations

County	July – September 2011			April – June 2013			% Change	% Split Sentences
	Non-Sentenced	Sentenced	Total	Non-Sentenced	Sentenced	Total		
State	50,396	20,897	71,293	51,400	30,619	82,019	11%	36%
Contra Costa	1,231	209	1,440	1,138	327	1,465	0%	89%
Los Angeles	10,377	4,373	14,749	10,313	7,944	18,257	24%	6%
San Francisco	1,177	248	1,424	1,233	261	1,494	5%	50%
Santa Clara	2,498	1,045	3,543	2,749	1,236	3,985	12%	22%
Solano	608	152	760	664	288	952	25%	11%
Sonoma	499	452	951	489	611	1,100	16%	63%

Sources: Board of State and Community Corrections, Chief Probation Officers of California, and Contra Costa Probation Department.

Table 3. Contra Costa Versus State of California Split Sentence Rates – Through March 2013

Number and Type of AB 109 Sentences			
County	Total Local Jail	Split Sentences	% Split Sentence
Statewide	31,994	11,610	36%
Contra Costa	335	298	89%
Los Angeles	12,310	718	6%
San Francisco	365	183	50%
Santa Clara	1,602	344	22%
Solano	466	49	11%
Sonoma	284	178	63%

Source: Chief Probation Officers of California

In Contra Costa County, the Public Defender, Sheriff, District Attorney and Courts are supporters of split sentences – though for different reasons. The District Attorney supports splits because they allow for a long period of community supervision under the watchful eyes of the Probation Department. The Public Defender supports the practice because it significantly reduces the amount of time their client is incarcerated. (It should be noted that the Public Defenders are well positioned to take cases to expensive trials, resulting in longer periods of pretrial confinement if the District Attorney will not agree to a split sentence.) For sheriffs, split sentences can significantly reduce the potential for jail crowding. Additionally, courts often view the use of split sentencing not only as proportional to the crime but also as a cost-effective correctional measure. Since virtually all of these sentences are plea negotiated, the cases are quickly disposed of by the courts. In most cases, the split sentence is the preferred option.

Table 4. Comparison Between Study Sample and Total Felony Probation Placements in Contra Costa County – 2009

SAMPLE		ENTIRE COHORT			
Characteristic	N	%	Characteristic	N	%
Base	487	100.0%	Base	1,864	100.0%
Sex			Sex		
Female	85	17.5%	Female	382	20.5%
Male	390	80.1%	Male	1,407	75.5%
Unknown	12	2.5%	Unknown	75	4.0%
Race			Race		
Black	163	33.5%	Black	682	36.6%
White	192	39.4%	White	615	33.0%
Hispanic	84	17.2%	Hispanic	344	18.5%
Other	48	9.9%	Other	223	12.0%
Age at Probation End			Age at Probation End		
25 or younger	84	17.2%	25 or younger	307	16.5%
26-35	164	33.7%	26-35	627	33.6%
36-50	167	34.3%	36-50	634	34.0%
Over 50	69	14.2%	Over 50	295	15.8%
Unknown	3	0.6%	Unknown	1	0.1%
Primary Offense			Primary Offense		
Other violent	94	19.3%	Other violent	340	18.2%
Sex crime	35	7.2%	Sex crime	176	9.4%
Assault	37	7.6%	Assault	182	9.8%
Robbery	78	16.0%	Robbery	267	14.3%
Drug sale	101	20.7%	Drug sale	369	19.8%
Drug possession	62	12.7%	Drug possession	201	10.8%
Burglary	26	5.3%	Burglary	101	5.4%
Theft	10	2.1%	Theft	36	1.9%
Other property	25	5.1%	Other property	109	5.8%
Weapon	15	3.1%	Weapon	58	3.1%
DUI	4	0.8%	DUI	25	1.3%

Although we do not have data for the entire 2009 probation placement cohort, the random sample did include other information of interest. Specifically, the average fine imposed by the court was \$313, with the typical fine being \$200. In 89 cases (about 20% of the total sample), restitution was ordered with the average amount being \$2,451. Although part of the greater Bay Area, only 10% of the sample had addresses outside of Contra Costa County. The major cities of residence were Richmond (75), Antioch (60), Concord (60), Pittsburg (36) and San Pablo (25).

How Contra Costa has Achieved Low Recidivism Rates

To further assess the effects of Contra Costa’s criminal justice policies, we conducted a three-year recidivism study of felony level probationers, using 2009 as the basis to select cases for evaluation. In 2009, there were 1,818 adults placed on probation in Contra Costa County. The Probation Department provided a computerized listing of the subjects, including relevant background attributes. Within that population, 487 subjects were randomly selected for purposes of manually tracking their post-probation arrest history. Each subject’s California criminal record was located and examined, and all arrests and charges were then recorded. (These arrests included all events that were recorded in the state of California, not just Contra Costa County.)

To verify that the random sample was representative of the entire population of people placed on probation in the county, a comparison was done of the two groups (Table 4). In Table 4, one can see that the sample is virtually identical to the entire number of people placed on probation in 2009. In terms of key attributes, it is noteworthy that about 50% of the cohort’s primary charge at sentencing was for a violent crime. The next largest category is drugs (either possession or sale). Like most probationer profiles in California, large proportions of the population are male, non-white and 35 years or younger (although a large number are 35-50).

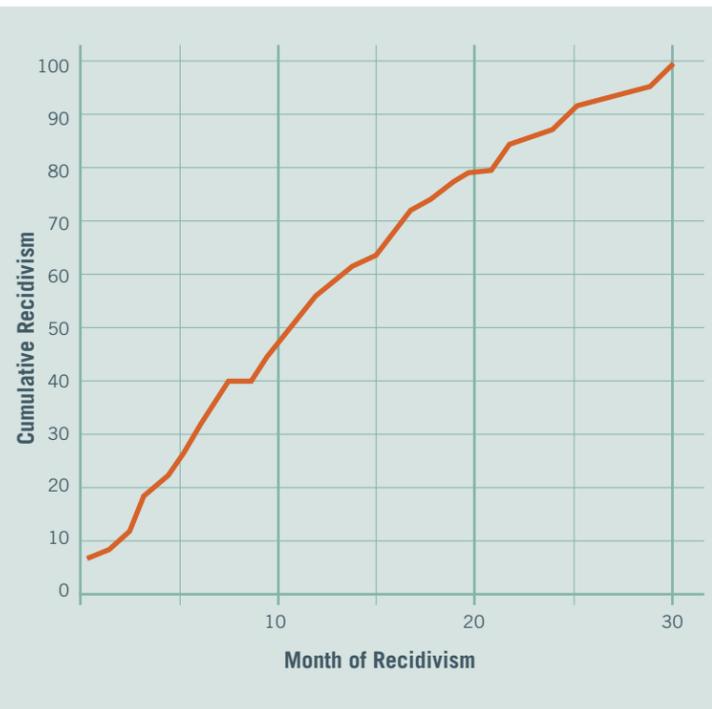
On the recidivism measure, only 21% of the random sample was re-arrested for a new crime during the three-year follow-up period. There are no national or state level recidivism studies of probationers for accurate comparative purposes. The last one that was completed in California was completed by RAND in the 1980s.² That study found that 63% of the probationers were re-arrested at least once over a two-year follow-up period. Although this rate was below a matched sample of released prisoners (72%), it does give some indication of high felony probation recidivism rates in California.

Of the people who are re-arrested, the new arrest charges are mostly for non-violent and drug crimes (Table 5). A total of 167 charges were associated with the 103 probationers who were re-arrested. About one-third were for misdemeanor crimes. Another one-third were for violent crimes, with the largest number being robbery and a variety of non-specific simple assault and/or interfering with law enforcement officers during the arrest. Most of these arrests (over 60%) occur within the first year of probation supervision (Figure 1).

Table 5. Re-Arrest Charges

Re-arrest charges	FELONY		MISDEMEANOR	
	N	%	N	%
Assault	8	6%	3	7%
Robbery	6	5%	0	0%
Other violent	24	19%	6	14%
Drug possession	17	14%	11	26%
Drug sale	7	6%	1	2%
Burglary	12	10%	0	0%
Theft	10	8%	0	0%
Other property	15	12%	0	0%
Weapon	9	7%	8	19%
DUI	5	4%	7	16%
Other non-violent	11	9%	7	16%
Total	124	100%	43	100%

Figure 1. Cumulative % of Cases that Recidivated By Month On Supervision



Related to the time to arrest is the probation term that is imposed by the County's judges and the relationship between the length of the probation term and the recidivism rate. As shown in Table 6, Contra Costa's judges issue a significant number of sentences that are in the 24-month or lower range. These shorter probation terms explain, in part, the low number of probationers per capita as was noted earlier. More interesting is the relationship between length of probation and recidivism rates. As shown in the table, **probationers with the shorter terms have lower recidivism rates.** Coupled with the finding that most re-arrests occur within 12 months, the policy of shorter probation terms appears well founded.³

² Petersilia, Joan; Peterson, Joyce; Turner, Susan. Prison versus Probation in California: Implications for Crime and Offender Recidivism, The Rand Corporation, July 1986.

³ The small size of the recidivism sample does not allow for a robust assessment of why some probationers received probation terms of 24 months and less versus 36 months and more. Preliminary analysis shows that a disproportionate number of males convicted of certain violent crimes receive longer probation terms. But on other key variables, there was little association between shorter and longer probation terms.

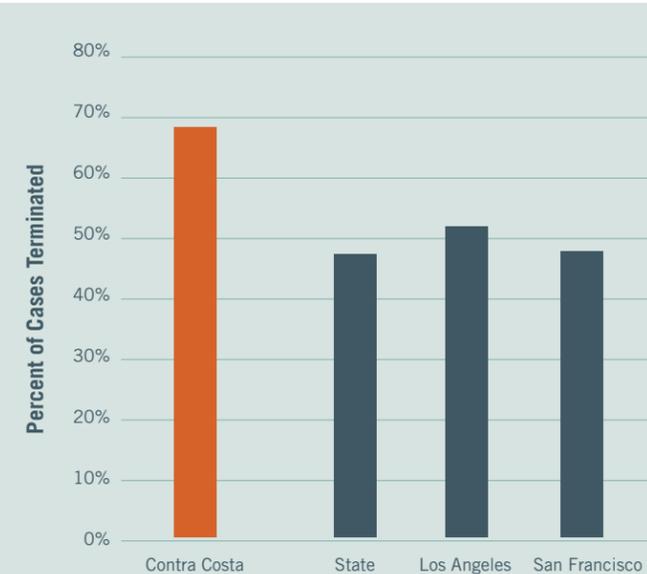
Explaining why the re-arrest rate is so low is beyond the scope of this study. But, we do know that the Probation Department relies heavily on a risk/needs assessment system known as CAIS (Correctional Assessment and Intervention System) that has been developed and validated by the National Council on Crime and Delinquency. Further, the Department relies upon contracted services to deliver treatment to those in the greatest need.

Table 6. Recidivism Rates by Length of Probation Term

Probation Sentence (Months)	Number Recidivated	Total Cases	3-Year Recidivism Rate
12	3	20	15%
24	41	218	19%
36	50	204	25%
48	4	15	27%
60	5	29	17%
Total	103	486	21%

Contra Costa's High Probation Termination Rates

Figure 2. Percentage of Probations Terminated in 2012 by County



The final, unique attribute of probation in Contra Costa County is its relatively high probation termination rate. This rate reflects the number of probationers who complete their probation terms and are not revoked. It may include people who have violated the terms of the probation in the past but have managed to have no further obligations with the court.

In Contra Costa County, there is an interesting practice where probationers who are nearing the end of the probation term but have violated the terms of probation will still have their probation status terminated. In some instances, an individual is incarcerated in county jail for a short period of time and then has their probation term ended. In essence, the court is conveying the message that it has tried to assist a probationer in completing probation successfully but has been unable to do so. Yet, the court is unwilling to extend probation any further, and violations may not warrant further supervision and treatment costs on the part of the Probation Department.

Contra Costa's Low Jail Incarceration Rates

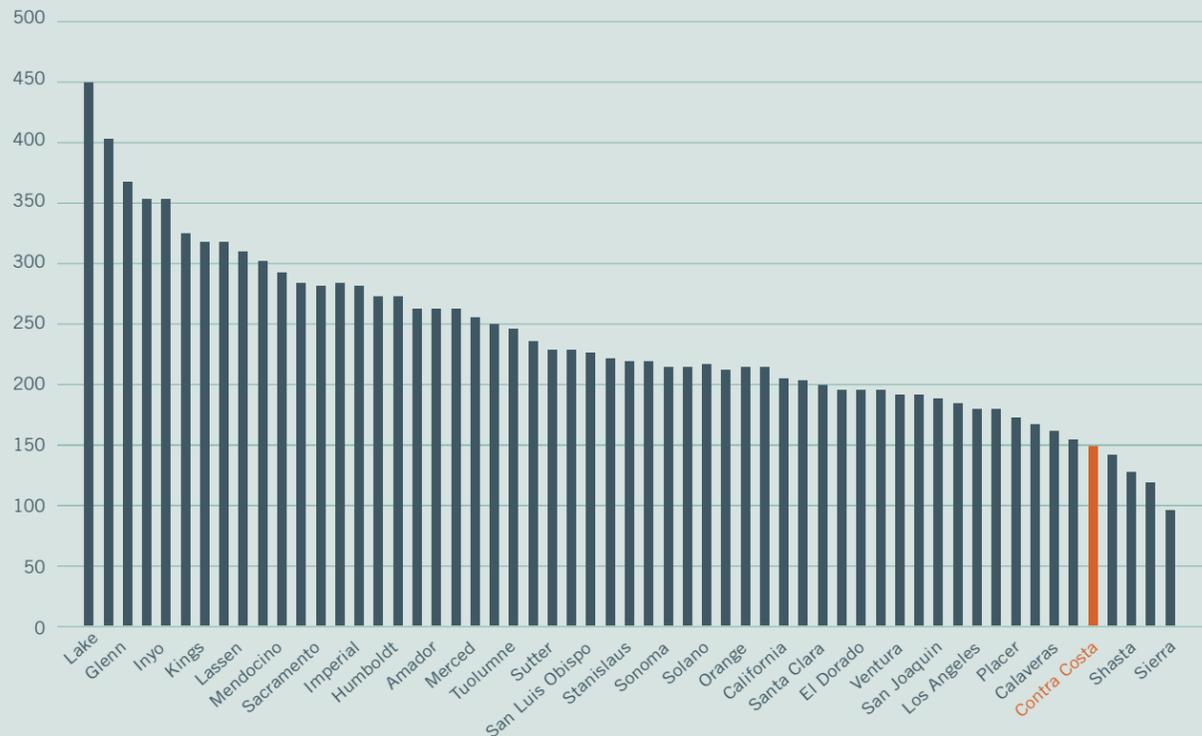
The final indicator of the County's low correctional footprint is its low jail incarceration rate. As shown in Figure 3, the County's jail incarceration rate (highlighted in orange) prior to AB 109 was already among the lowest in the state. As noted above, since AB 109's passage, that low rate has been maintained. A closer look at the jail population shows that, prior to AB 109 legislation, 85% of the Contra Costa jail population was in pretrial status as opposed to the statewide average of 71%. This disparity is partially attributed to the Sheriff's Custody Alternative facility that operates the following three programs:

Work Alternative Program: A program where inmates provide labor in exchange for sentenced days.

Home Detention Program: Inmates wear electronic home detention ankle bracelets to monitor their daily whereabouts. This permits an inmate to be a productive member of society by maintaining employment and family responsibilities while serving time.

County Parole: Inmates are granted parole specifications in lieu of incarceration and may be remanded to County detention facilities for violations as determined by a parole hearing board.

Figure 3. California County Jail Incarceration Rates - 2010 (per 100,000 people)



Currently, approximately 300 people are assigned to this alternative facility (which is not a traditional jail and therefore not counted in the state jail statistics). Other noteworthy statistics:

1. Jail bookings in Contra Costa have declined by nearly 6,000 since 2002. This decline is similar to other California jail systems, as crime rates have declined.
2. The average length of stay (LOS) is now 25 days.
3. The current jail population holds less than 100 inmates who are either an AB 109 commitment or a parole hold (3056 Hold). (The number of 3056 parole holds is declining and will continue to decline as the number of cases being released from the CDCR declines.)

Table 7. Key Contra Costa Jail Statistics

Jail Population – Sept 2013	1,572
% Pretrial	85%
Bookings	
2012	23,037
2002	28,810
Average LOS	25 days
Custody Alternative Population	300
AB 109 Jail Inmate Population	
Parole Violators (3056)	41
Sentenced AB 109	45

Source: Contra Costa Sheriff's Department

Policy Implications

This case study of Contra Costa County has shown that various policies and practices can be combined to have dramatic impact on the size of a jurisdiction's correctional system – and its successful reduction of recidivism rates. Perhaps the most striking attribute of Contra Costa County is the ability of key criminal justice agencies to work together in a very productive manner. Each agency has an important and independent role relative to public safety and justice, and each agency seems to appreciate their distinct function. But their collaboration has produced remarkable results in terms of incarceration and community supervision rates.

The following policies exemplified by Contra Costa County could be adopted by other counties to realize similar benefits:

1. Shorter probation terms (24 months versus 36 or 60 month terms)
2. Greater reliance on contracted services for mental health, medical, substance abuse, employment and housing services
3. Defense counsel representation at each critical court decision point
4. Effective risk assessment to determine what level of supervision and services is required
5. Increased use of split sentencing of AB 109 offenders (consistent with risk assessment and effective community supervision and services)

As other counties replicate the policies and implementation practices of Contra Costa County, we expect that the number of people incarcerated and under community supervision will be far smaller number than it is today, which reduces both costs to the county and state as well as increasing public safety throughout California.