

# YEAR SEVEN STATUS UPDATE

Public Safety Realignment in Alameda County

July 1, 2017 – June 30, 2018



Wendy Still, MAS, Chief Probation Officer and Community Corrections Partnership Executive Committee Chair

Alameda County Probation Department

Prepared by: Neola Crosby



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# I. EXECUTIVE SUMMARY

**Overview** - Alameda County's Public Safety Realignment Year Seven Status Report covers the period from July 1, 2017 – June 30, 2018. This Report will highlight Alameda County's allocations, expenditures, recidivism rate, population, services and client outcomes.

## **Community Corrections Partnership Executive Committee (CCPEC)**

The Community Corrections Partnership Executive Committee (CCPEC) was established as a result of the passage of the AB 109 Public Safety Realignment Act (Realignment). The CCPEC has oversight for the implementation of Realignment in Alameda County, including the submission of funding and budgetary recommendations to the Alameda County Board of Supervisors.

### **CCPEC MEMBERS**

Wendy Still, Chief Probation Officer and CCPEC Chair

Judge Wynne Carvill, Superior Court

Colleen Chawla, Director, Health Care Service Agency

Rich Lucia, Undersheriff

Nancy O'Malley, District Attorney

David Spiller, Chief of Police, Pleasanton

Jeff Tudor, Chief of Police, San Leandro

Brendon Woods, Public Defender

## **CCPEC Workgroups**

The CCPEC established four Workgroups with the following goals:

- **Data and Information Management Workgroup:** Design and develop a comprehensive, integrated data management system that allows tracking of individuals, outcomes, and costs.
- **Fiscal and Procurement Workgroup:** Develop an annual Realignment allocation plan and procedures for effective and efficient procurement.
- **Process and Evaluation Workgroup:** Define and develop the plan for, implementation, and evaluation of, Realignment activities in Alameda County.
- **Programs and Services Workgroup:** Ensure availability of, and access to, effective/results-oriented services for Realignment populations from the continuum of charging through successful reentry.

## **Alameda County Community Advisory Board (CAB)**

In December 2013, the Alameda County Board of Supervisors established the Community Advisory Board (CAB) to ensure a "community voice" on matters relating to Realignment and reentry in Alameda County. The CAB is a 15-member board, appointed by the Board of Supervisors, with three representatives from each of the five supervisorial districts; at least one of the three members must be formerly incarcerated. The CCPEC approved Operating Guidelines<sup>1</sup> for the CAB on April 22, 2014.

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<sup>1</sup> <http://www.acgov.org/probation/documents/CABOperatingGuidelines.pdf>

## Realignment Funding

Alameda County received the following Public Safety Realignment funding for Fiscal Year FY 17/18:

<b>Final Growth Allocation</b>	\$45,787,995
<b>Growth</b>	\$2,422,666
<b>Total Allocation</b>	\$48,210,661

The Alameda County Board of Supervisors approved the designation of fifty percent of the prior fiscal year's AB 109 Public Safety Realignment base allocation to community-based organizations (CBOs) that provide services to the realigned population. **For FY 16/17, the base allocation was \$42,856,842, resulting in \$21,428,421 to be allocated to CBOs for FY 17/18.**

Following are the detailed amounts allocated to community-based organizations for Year Seven:

### Community Services

<b>CATEGORY</b>	<b>AMOUNT</b>
ACBH Mental Health and Substance Use Disorder Services	\$2,900,000
Clinics for Reentry Legal Barrier Removal	\$250,000
Evidence-Based Practices Capacity Building Workshops	\$500,000
Expanding Access and Supporting Success in Higher Education	\$1,000,000
Family Reunification	\$1,000,000
Female and Male Residential Multi-Service Center (30 beds, \$180/day)	\$2,000,000
Housing	\$3,375,000
Leadership/Entrepreneurial Programs	\$1,000,000
Mild/Moderate Mental Health Services	\$2,500,000
Opioid and Alcohol Use Prevention Programs	\$500,000
Pay for Success	\$585,000
Prison Pre-Release Planning and Case Management	\$1,000,000
Probation Client Support	\$247,619
Reentry Client Access Communication and Service Portal	\$300,000
Reentry Link to the 2-1-1 Data System	\$30,000
Transition Day Reporting Center	\$4,000,000
Transportation	\$240,802
<b>Total</b>	<b>\$21,428,421</b>

Following are the expenditures for the governmental partners for Year Seven:

### Governmental Partner Allocations

❖ District Attorney	\$ 1,250,000	❖ Public Defender	\$ 2,113,988*
❖ Probation Department	\$ 3,250,000	❖ Sheriff's Office	\$19,623,660*

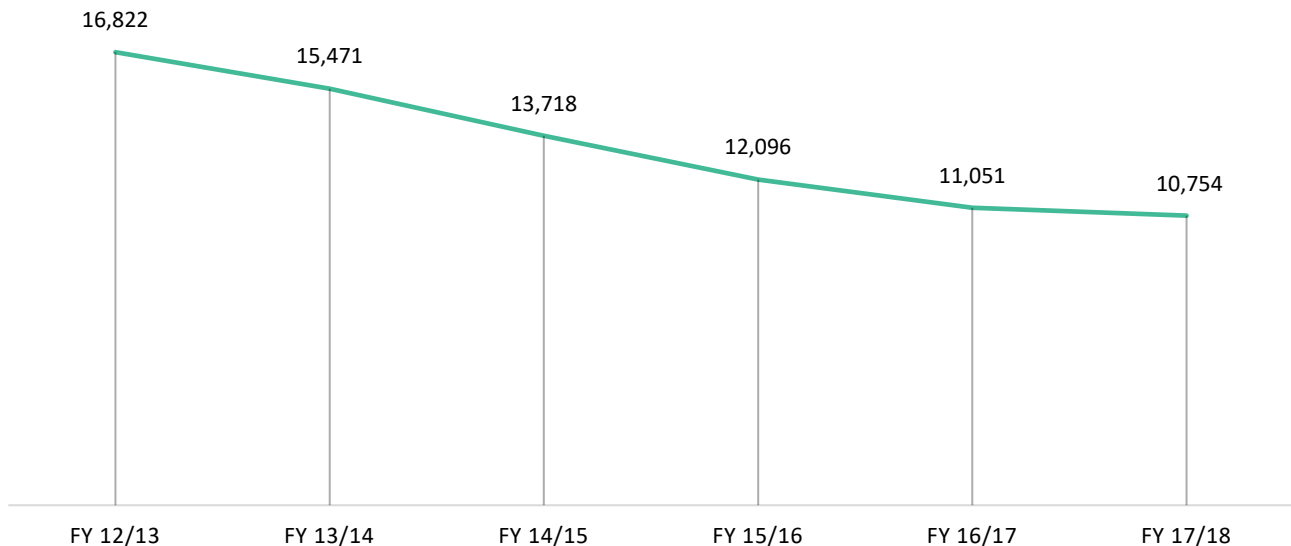
### \*Actual Expenditures

**Total: \$26,237,638**

**SUMMARY:** Alameda County met its target for allocating 50% of the base allocation for CBOs. The remaining amount to be allocated to the governmental partners was \$24,359,574 (\$45,787,995 - \$21,428,421) and was exceeded by \$1,878,064 or 7%, indicating that governmental partners had to utilize non-realignment funding to provide the level of services delivered to realigned clients.

### Population

Total Probation Supervision Population - Total number of unique clients supervised by Probation, at any point during the fiscal year, including Post-Release Community Supervision (PRCS), Mandatory Supervision (MS), and Formal Probation.



**SUMMARY:** There has been a steady decline in the number of probation clients supervised by the Alameda County Probation Department, resulting from many factors, including the passage of Proposition 47, enacted in November 2014. However, the decrease has been partially offset by the passage of AB 109, adding PRCS and Mandatory Supervision clients. Additionally, the Probation Department's caseloads average 80-100:1 for high-risk, general supervision clients and 50:1 for clients on specialized cases. All the caseloads within the Probation Department far exceed standards set forth by the American Probation and Parole Association (APPA). Research indicates that meeting caseload standards helps reduce recidivism (re-arrests and technical violations). Note: **The Probation Department is currently in the process of hiring more Deputy Probation Officers (DPOs), which will reduce the caseload sizes to be more in alignment with the APPA standards.**

## Recidivism

In November 2014, the Board of State and Community Corrections (BSCC) released a definition of recidivism to be used statewide, to standardize the reporting and measurement of recidivism. The definition is as follows:

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

Utilizing this definition, Alameda County's recidivism rate is as follows:

	2015	2016	2017
<b>New Conviction Rates</b>	20.3%	32.5%	30.4%
<b>Number of Unique Clients</b>	762	1,219	1,107

The rates above represent new grants of probation granted in 2012, 2013 and 2014, respectively. Within a three-year period from the grant of probation date, this data reflects the unique number of clients who experienced new convictions.

In addition to tracking recidivism for new convictions, Alameda County also tracks violations of probation, which can be filed by either the District Attorney or the Probation Department, along with petitions to revoke probation.

	2015	2016	2017
<b>Violations and Petitions to Revoke Probation</b>	26.3%	17.6%	18.4%
<b>Number of Unique Clients</b>	986	659	617


**SUMMARY:** Alameda County is more apt to file violations of probation, in lieu of new convictions, at a greater rate than many other counties; as a result, Alameda County also tracks recidivism based upon violations and petitions to revoke probation, as well as new convictions for clients supervised or previously supervised by the Probation Department.

## Client Outcome Highlights

**Education:** Contracted educational services became effective January 1, 2017. Educational outcomes for Year Seven (July 2017 – June 2018) are as follows:

Referred	Assessed	High School/GED Enrollment	High School/ GED Completion	College Enrollment
114	70	51	4	14

**Employment:** Contracted Employment Outcomes - Building Opportunities for Self-Sufficiency (July 2017 – June 2018)



Referred	Enrolled / Assessed	Subsidized Employment	Unsubsidized Employment	30-Day Job Retention	90-Day Job Retention	180-Day Job Retention
551	405	279	172	108	73	30
	74% of all referred clients enrolled into employment services	69% of all clients enrolled attained transitional work/subsidized employment	42% of all clients enrolled obtained unsubsidized job placement	63% of all clients placed in unsubsidized job placement reached 30 days of job retention	68% of all clients that reached the 30-day benchmark progressed to 90 days of job retention	41% of all clients that reached the 90-day benchmark progressed to 180 days of job retention

\* Numbers represent unduplicated clients

**Housing:** During Year Seven, the Realignment Housing Program’s agencies served 410 clients. During the program year, 219 clients exited the program and, of those, 84% obtained either permanent (54%) or temporary (30%) housing.

**Peer Mentoring Services (For Us By Us):** During Year Seven, four agencies (**Men of Valor, Tri-Cities Community Development Center, California Youth Outreach and Building Opportunities for Self-Sufficiency**) were awarded funding to accomplish the following goals:

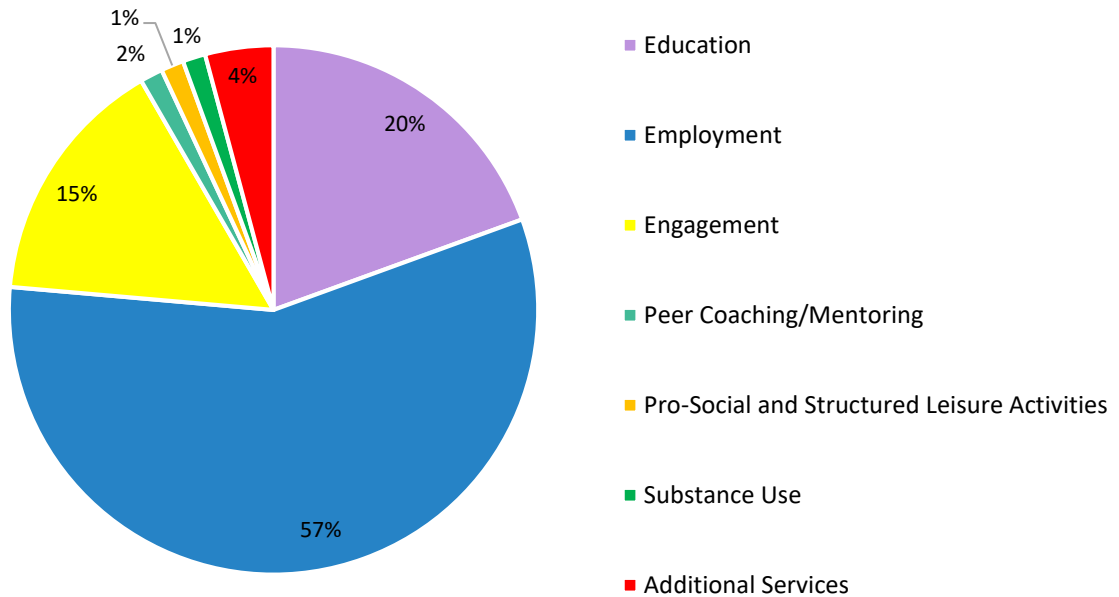
- Reconnect disengaged, realigned clients by utilizing formerly incarcerated peer navigators and coaches to reengage clients and link them to stabilization services, such as: education, employment, and substance abuse interventions.
- Increase the number of community leadership opportunities in which employed formerly incarcerated staff are visibly and actively engaged; and
- Promote leadership development among the realigned community through training, peer navigation/coaching, and positive community engagement and civic responsibility.

## Peer Mentoring Services Outcomes (August 2017- June 2018)

Referrals: 72

Reengagement Services, include the following:

- Education - 19% (14)
- Employment - 57% (41)
- Engagement - 15% (11)
- Peer Coaching/Mentoring - 1% (1)
- Pro-Social and Structured Leisure Activities - 1% (1)
- Substance Abuse - 1% (1); and
- Additional Services 4% (3)



**Substance Use Services:** During Year Seven, 373 clients received an array of substance use disorder (SUD) treatment services and 58% of those referred to treatment were admitted into treatment for services.

**SUMMARY:** Overall, Alameda County has experienced increases in the number of clients receiving services and improved client outcomes during Year Seven of Realignment. Refer to the full report to review additional service outcomes and information.



## II. GUIDING PRINCIPLES

*The CCPEC is committed to AB 109's stated intent of increasing public safety by reducing recidivism of the adult client through reinvestment in community-based corrections programs and utilization of evidence-based strategies that increase public safety while holding the client accountable.*<sup>2</sup>

This Year Seven Public Safety Realignment Status Update (FY 17/18) continues the CCPEC's commitment to individual accountability and the use of research-indicated efforts to reduce recidivism for adult clients realigned from State to County responsibility. This commitment is the foundation for Alameda County's Initial Implementation Plan (2011), Year Two Plan (FY 12/13) and subsequent Realignment Status Updates between FY 13/14 and FY 16/17.

The Year Seven Status Update continues the CCPEC's emphasis on interagency and public/private collaboration to provide effective in-custody and community-based services, treatments, and programs to realigned individuals (Post-Release Community Supervision; Individuals charged and/or sentenced with an 1170(h)-eligible offense; and Parole Violators) to address programming needs at every stage of the correctional continuum — in custody, prior to release from custody, during community supervision, and after termination of supervision. Additionally, the CCPEC will continue to assess any new needs or policy changes in order to update and improve coordination, collaboration, and systems integration.

Additionally, this Year Seven Status Update continues the CCPEC's commitment to gathering data and carefully assessing its processes, programs, and outcomes related to Realignment. From the outset, it has been the CCPEC's intention to "track the services and outcomes of each individual in the realigned population and to assess the efficacy of the programs those individuals are referred to." Additionally, the CCPEC is committed to tracking and assessing "the recidivism and re-incarceration rates of new populations to be served under Realignment."<sup>3</sup>

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<sup>2</sup> CCPEC Initial Implementation Plan, Guiding Principles, November 2011, page 3

<sup>3</sup> op. cit. Alameda Plan, page 11

The major goals adopted for Year Two continued to guide subsequent years of Realignment. Approved by the Board of Supervisors in November 2012, these goals are:

***Protect the public through transparent and accountable administration and service:*** Activities include staffing and programming in both custody and community settings designed to promote and sustain client’s rehabilitation.

***Ensure effective and supportive transitions from detention to the community:*** Activities include emphasizing and enhancing transition services designed to provide a continuum between in-custody services and support, and their community-based counterparts.

***Develop innovative and therapeutic support for clients focused on health, housing, and improving access to family sustaining employment:*** Activities include, among others, maximizing partnerships with community-based service providers to deliver behavioral health care, housing, employment services, and other transition services known to help reduce client’s recidivism.

This Year Seven Status Update describes how the CCPEC seeks to sustain and enhance the vitality of ongoing collaboration and communication. Continued collaboration between and among community members, community-based service providers, and public agency personnel is essential to accomplishing these goals.



# III. POPULATION

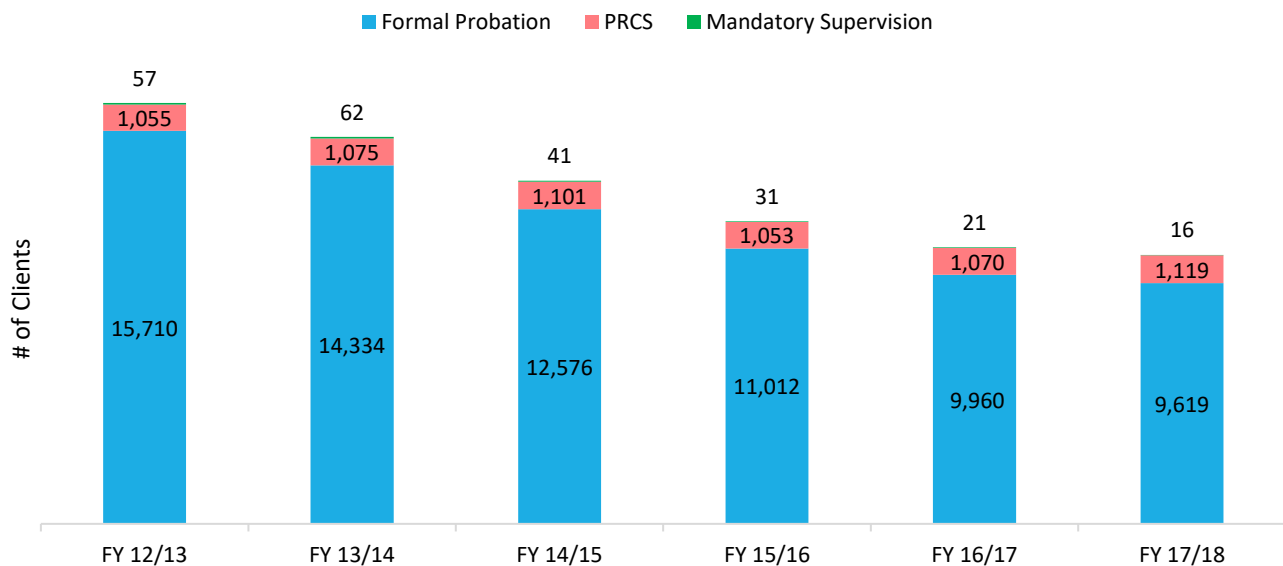
In March 2013, the Alameda County CCPEC adopted the following definition of the Realigned population:

- Individuals charged and/or sentenced to an AB 109 eligible offense
- Individuals sentenced under PC 1170(h)
  - Jail only
  - Mandatory Supervision
- Parole violations
- PRCS population

However, this report focuses on the clients supervised by the Alameda County Probation Department, which includes the following classification types: Formal Probation, PRCS, and Mandatory Supervision. The total number of clients served by the Probation Department in Year Seven (FY 17/18) of Realignment was **10,754**. Recent years have seen a decline in the number of individuals on felony probation in Alameda County, which is driven by a decline in the number of individuals on formal probation grants, specifically. Proposition 47 (passed in 2014), terminations from probation supervision, along with the Probation Department’s quality control efforts, have all contributed to the decrease of clients active to probation.

Aside from the decrease in the formal probation population, the number of PRCS clients and Mandatory Supervision clients has fluctuated marginally over the last few years, with a steady decline of the Mandatory Supervision population over the last four years. Many Alameda County’s Mandatory Supervision clients are clients that transfer in from other counties across the state, meaning that differences in these numbers are highly contingent upon changing practices outside of Alameda County.

Clients Active on Probation at Any Time in the Fiscal Year



	FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
<b>Totals</b>	16,822	15,471	13,718	12,096	11,051	10,754

## Population Demographics

The following charts provide demographic information for the population supervised by the Probation Department in Alameda County. **This data is a cross-sectional snapshot reflecting clients active to Probation on June 30, 2018.**

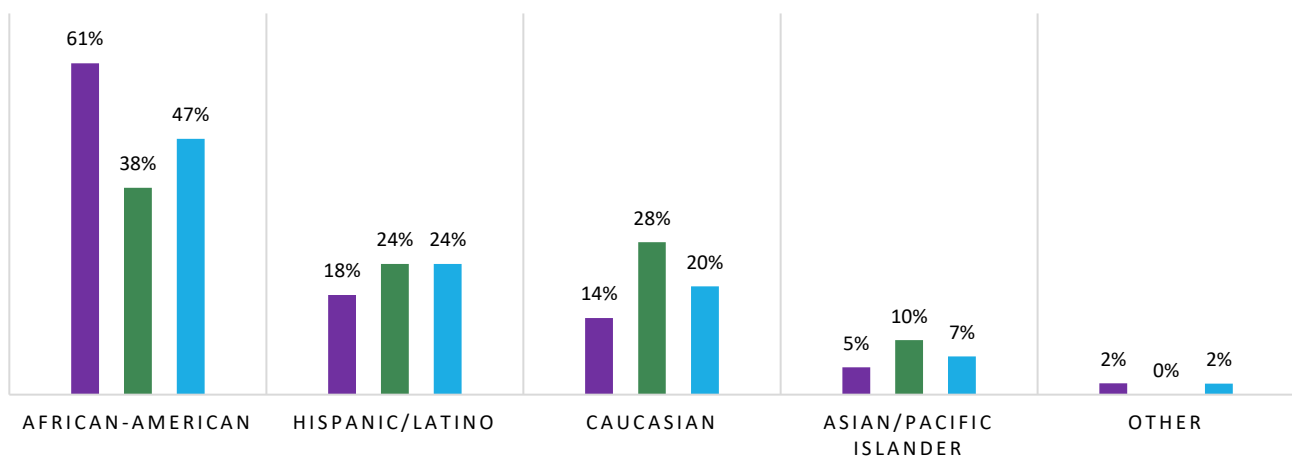
AGE					
Age	Felony	MS	PRCS	Total	% of Total
18-24	1,190	0	67	1,257	14.5%
25-29	1,537	1	109	1,647	19.0%
30-34	1,273	7	115	1,395	16.1%
35-39	1,151	7	115	1,273	14.7%
40-44	827	7	62	896	10.3%
45-49	715	2	61	778	9.0%
50-54	523	3	59	585	6.7%
55+	764	2	73	839	9.7%
<b>Total</b>	<b>7,980</b>	<b>29</b>	<b>661</b>	<b>8,670</b>	<b>100%</b>

\*\*6 individuals do not have birthdates listed in data

Gender, by Population, Active 6/30/18					
Gender	Felony	MS	PRCS	Total	%
Male	6,643	21	629	7,293	84%
Female	1,343	8	32	1,383	16%
<b>Total</b>	<b>7,986</b>	<b>29</b>	<b>661</b>	<b>8,676</b>	<b>100%</b>

## ETHNICITY

■ PRCS ■ Mandatory Supervision ■ Felony Probation



The majority (84%) of clients supervised by Probation are men and a third are between the ages of 18 and 29 years of age (33%). African-American and Hispanic clients represent the majority of clients, consistent with national community supervision trends.

## IV. RECIDIVISM

Reducing recidivism continues to be at the forefront of the work within the County. The resources and efforts dedicated to rehabilitate and reintegrate the realigned population serve to improve outcomes for our clients, their families and our communities. Recidivism rates are one indication of the County's success in serving this population.

Since the enactment of AB 109, recidivism has been defined in different ways by different stakeholders and counties throughout the State of California. In response, the Board of State and Community Corrections (BSCC), in an effort to standardize the measurement of recidivism, released a statewide definition of recidivism in November 2014, as follows:

**BSCC Adult Recidivism Definition:** *“Recidivism is defined as conviction of a new felony or misdemeanor committed within three years of release from custody or committed within three years of placement on supervision for a previous criminal conviction.”*

This report provides Alameda County's recidivism rate, using the BSCC definition, which will serve as the County's baseline for future reports. **Because Alameda County tends to file violations of probation, in lieu of new convictions, at a greater rate than many other counties, it is informative for Alameda County to track recidivism based upon violations of probation, as well as new convictions for clients supervised or previously supervised by the Probation Department.** In 2014, there were a total of 3,350 new grants of probation. It is important to note that the figures below are only for violations and new offenses committed within Alameda County. Therefore, the recidivism rates presented may under-represent criminal activity among the probation population.

### Recidivism for FY 2017:

TYPE	RATE	# OF CLIENTS
▪ New Convictions	30%	1,017
▪ Violations and Petitions to Revoke Probation	18%	617

Total Grants in 2014: 3,350

In addition to determining the rate of violations and petitions to revoke probation, it is noteworthy to review the total number of violations, from the date when probation supervision was granted in 2014 (using the BSCC recidivism definition), individuals violated as follows:

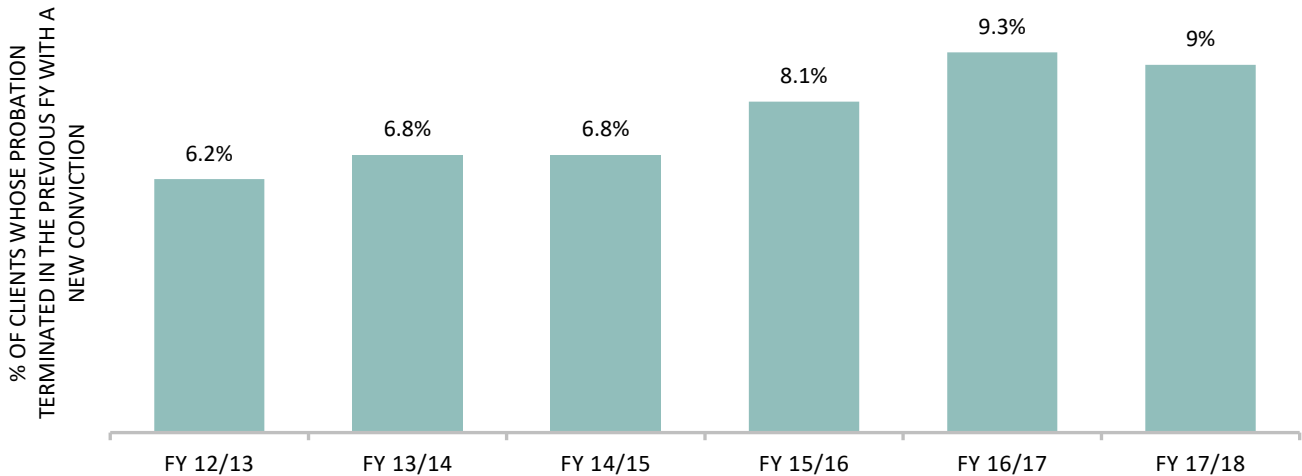
Clients with Grant Start Dates in 2014 who had at least one probation violation and no convictions within 3 years of grant date		
When did earliest violation occur?	# of clients	% of those with a violation
Within 1 year of grant date	377	61%
Within 2 years of grant date	150	24%
Within 3 years of grant date	90	15%
Total	617	100%

Clients with Grant Start Dates in 2014 who had at least one conviction within 3 years of grant date		
When did earliest conviction occur?	# of clients	% of those with conviction
Within 1 year of grant date	508	50%
Within 2 years of grant date	350	34%
Within 3 years of grant date	159	16%
Total	1017	100%

Most violations and convictions occur within one year from being placed on probation supervision. Recidivism significantly reduces after the first year of supervision.

Although it is important to understand what happens to our clients while on probation, it is perhaps even more important to understand the lasting effects on probation clients. Thus, it becomes important to also view recidivism considering the number of prior probation clients who have received a new conviction after their probation supervision ended. By looking at the number of clients whose supervision ended in one fiscal year and seeing whether they were registered for a new conviction in the subsequent fiscal year, provides insight into how well the Probation Department and its partners prepare clients for longer-term success after probation.

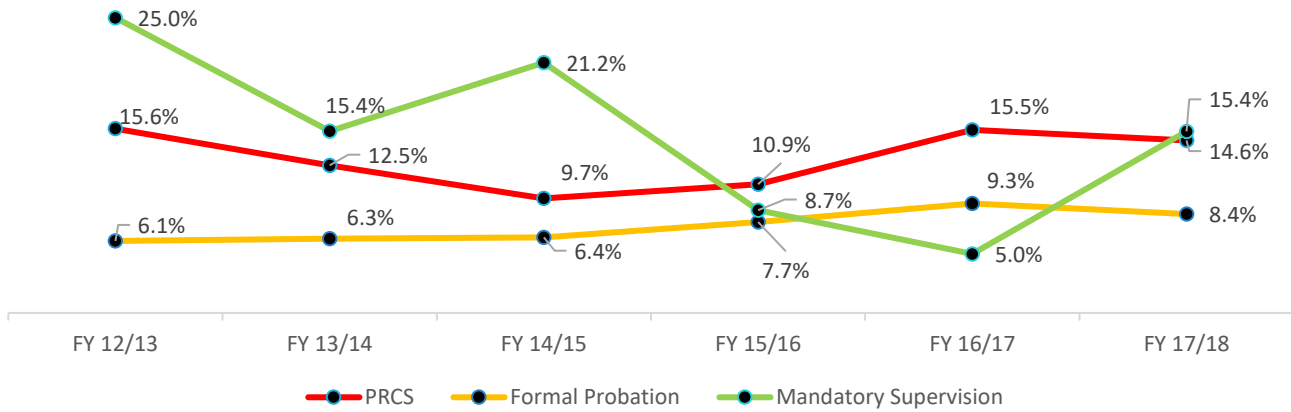
### New Conviction One Year After Termination of Probation



Note: Alameda County convictions, only

The chart reflects the totals for all three types of probation clients – PRCS, Mandatory Supervision and Formal Probation. There was a slight decrease in the number of clients whose cases closed during FY 16/17 and subsequently experienced a new conviction during FY 17/18.

## New Conviction One Year After Termination of Probation



Note: Based on Alameda County data

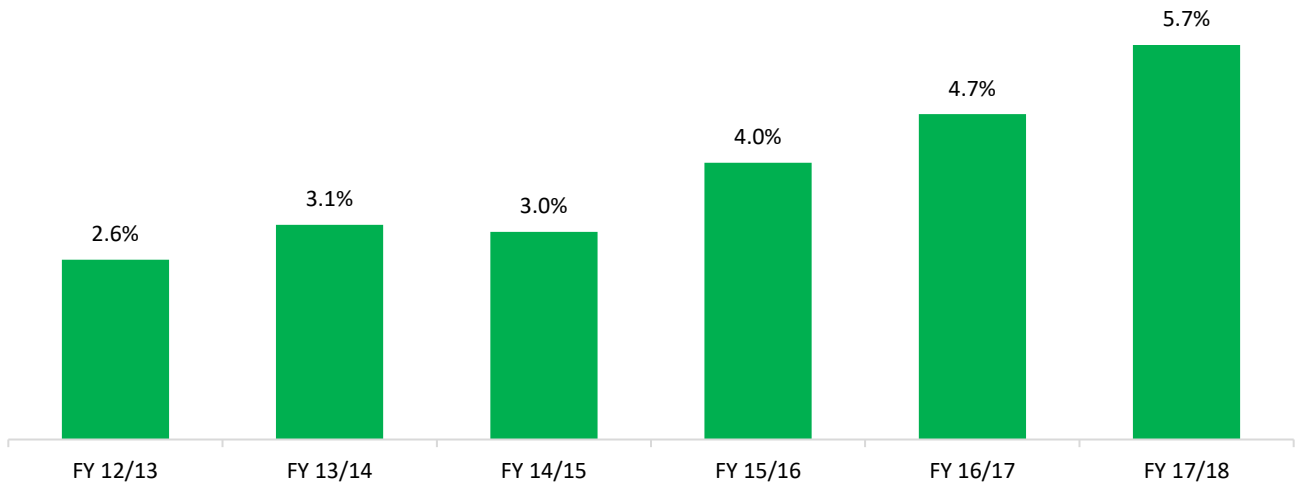
The chart depicts the details of the above graph by classification type. While there was a sharp decline of new convictions registered for PRCS clients a year after their supervision was terminated for fiscal years 12/13, 13/14 and 14/15, there was a slight increase through FY 16/17 and virtual little change between FY 16/17 and FY 17/18. Clients on formal probation who had their cases terminated during FY 16/17 and experienced a new conviction during FY 17/18 have also seen a slight decrease. There has been some fluctuation for the few clients on Mandatory Supervision (MS) with a sharp decline between FY 14/15 through FY 16/17 and a significant increase between FY 16/17 and FY 17/18. Note: The total number of active MS clients in any given year has continued to decrease from 57 in FY 12/13 to a total of 16 in FY 17/18, and therefore the increased percentage of MS clients with a new conviction in FY17/18 only represents two individuals.

Below are the numbers that align with the percentages reflected in the chart above.

	Closed During FY 16/17	New Offense One Year After Termination FY 17/18	% of New Offenses One Year After Termination FY 17/18
PRCS	438	64	14.6%
Formal Probation	3,704	310	8.4%
Mandatory Supervision	13	2	15.4%

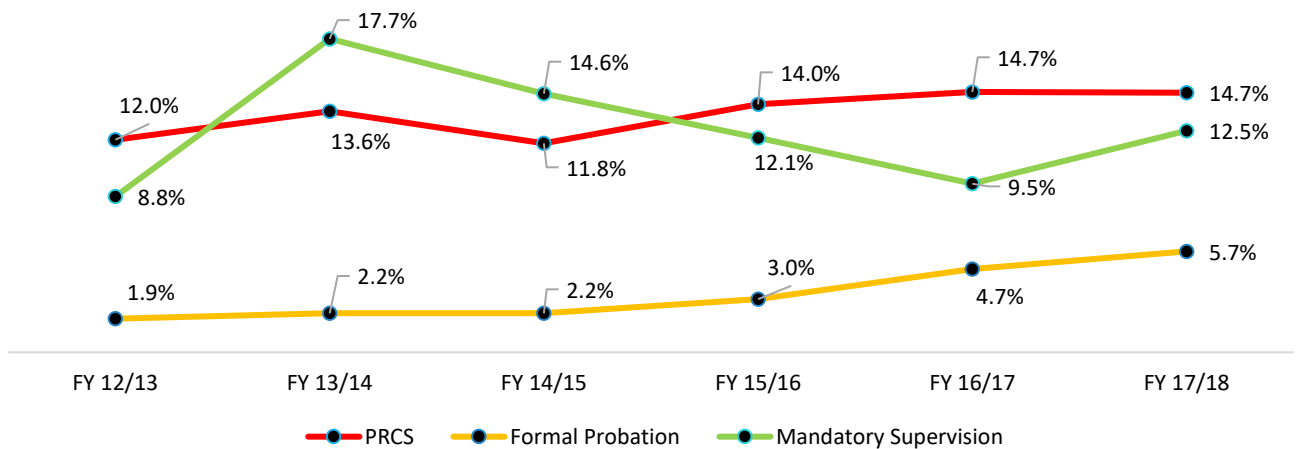
Another benchmark of recidivism denotes clients who Probation supervises and experience a new conviction during their supervision. The two charts below depict the totals for all three types of supervision and the breakdown for each type of supervision. For PRCS and Mandatory Supervision clients, there has been some fluctuation in convictions over the past years of Realignment, while new convictions for clients on Formal Probation have increased slightly through FY 16/17, with a minimal decrease between FY 16/17 and FY 17/18.

Active Clients with a New Conviction in Fiscal Year



Note: Alameda County convictions, only

Active Clients with a New Conviction in Fiscal Year



	Active during FY 17/18	New offense during FY 17/18
PRCS	1,119	164
Formal Probation	9,619	446
Mandatory Supervision	16	2

In summary, recidivism has been measured in several ways and for different categories of clients and should be viewed, over time. The County is in the process of analyzing our recidivism data to better understand recidivism as it relates to other outcome measures.



# V. EDUCATION

The Alameda County Probation Department has been contracting with Five Keys Charter School since August 2016. The education services include:

- High School Diplomas
- GED /Hi-Set Classes and Testing
- Adult Basic Education & Literacy Programs
- Workforce Job Readiness Career Training
- Educational & Basic Skills Assessments
- College Readiness
- Vocation Training and Skills Building Programs
- Educational Services Plans
- Stipends

Five Keys partners with approximately ten organizations/education institutions to ensure a countywide and diversified approach to education services leading to Career Technical Education, community college, post-secondary, and other supportive skills that ensure academic success connected to workforce opportunities.

## Outcomes

July 1, 2017 – June 30, 2018

Referred	Assessed	High School/GED Enrollment	High School/ GED Completion	College Enrollment
114	70	51	4	14

## Five Keys graduation ceremony – September 2018<sup>4</sup>



<sup>4</sup> Top picture (from left to right) include Probation staff: Lisa Abernathy, Craig Emmons, Marcus Dawal and graduates. Middle pictures: student speakers: Carlos Romero and Kristen Navarro. Bottom picture: Jessica Hernandez, Victor Chavez, Carlos Romero and Kristen Navarro.

# VI. EMPLOYMENT

Since 2012, the Alameda County Probation Department has entered into contracts for employment services with several vendors, utilizing various employment models. During Year Seven, there has been one employment provider, Building Opportunities for Self-Sufficiency (BOSS). As the lead contractor, BOSS sub-contracted with La Familia and entered into Memorandums of Understanding (MOUs) with additional vendors to provide services in approximately six sites throughout the County to cover a range of employment-related services.

A partial list of employment services provided by the contracted vendor includes:

- ❖ Employability Assessments
- ❖ Job Readiness Training
- ❖ Transitional Work Programs
- ❖ Subsidized/Unsubsidized Employment
- ❖ Job Retention Services

### Employment Service Benchmarks/Outcomes

**Contract Period July 1, 2017– June 30, 2018**  
*Building Opportunities for Self-Sufficiency*

<i>Referred</i>	<i>Enrolled / Assessed</i>	<i>Subsidized Employment</i>	<i>Unsubsidized Employment</i>	<i>30-Day Job Retention</i>	<i>90-Day Job Retention</i>	<i>180-Day Job Retention</i>
551	405	279	172	108	73	30
	<b>74%</b> of all referred clients enrolled into employment services	<b>69%</b> of all clients enrolled attained transitional work/subsidized employment	<b>42%</b> of all clients enrolled obtained unsubsidized job placement	<b>63%</b> of all clients placed in unsubsidized job placement reached 30 days of job retention	<b>68%</b> of all clients that reached the 30-day benchmark progressed to 90 days of job retention	<b>41%</b> of all clients that reached the 90-day benchmark progressed to 180 days of job retention

\* Numbers represent unduplicated clients

The above numbers for the 30, 90 and 180 benchmarks represent cumulative days. Therefore, clients must work 30 cumulative days with the same employer for the vendor to obtain the 30-day job retention benchmark. Additionally, subsidized employment provides clients with 80 hours of training and transitional work.



## VII. HOUSING

This report presents data on the two distinct Realignment-funded housing programs during the period between July 1, 2017 - June 30, 2018: 1) a partnership between two community-based organizations, currently referred to as the Realignment Housing Program (RHP); and, 2) a site-based program, Men of Valor Academy (MOVA), which includes shelter and wrap-around case management services.

### **Realignment Housing Program (RHP) – Abode and East Oakland Community Project**

The RHP is a partnership between two community-based organizations that provide a range of services countywide. The two CBOs in the RHP are:

- Abode Services – serving South/East/Mid County
- East Oakland Community Program (EOCP) – serving Berkeley, Albany, Emeryville, Oakland, and Piedmont

The range of services provided by the RHP agencies include, but are not limited to:

- Short-term rental subsidies
- Housing search and placement support
- Support with reducing barriers to obtaining housing
- Coordination with employment support providers
- Housing Case Management
- Landlord relationship building
- Assistance with re-unification with support system and family members
- Transportation assistance
- Emergency Shelter

### **Men of Valor Academy (MOVA)**

The MOVA program is site-based and includes shelter and wrap-around case management services at MOVA's site in Oakland.

Programmatic oversight is provided by the Alameda County's Housing and Community Development (HCD) Department. The RHP program began as a pilot in 2012 and FY 17/18 is its sixth year of operation. MOVA was added in 2015.

HCD coordinates with the Alameda County Probation Department, the Santa Rita Jail Transition Center, and the Transition Day Reporting Center, all of whom provide referrals for clients in need of services. Referral to the program may occur while individuals are still incarcerated or after they have been released. Eligible participants are individuals who are supervised by Probation and who are homeless or have other housing needs.



## Client Success Stories

Colleen received support through the RHP in **obtaining a rental housing unit and short-term rental housing subsidies**, while she worked towards self-sufficiency. She increased her employment and is now successfully working full-time, supporting herself independently **in her own home**.



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*“YOU GUYS HELPED ME WITH MY STRUGGLE AND WENT OUTSIDE THE REALM TO HELP NOT ONLY ME, BUT MY CHILDREN TOO AND I’M VERY GRATEFUL.” – Adam, Participant*

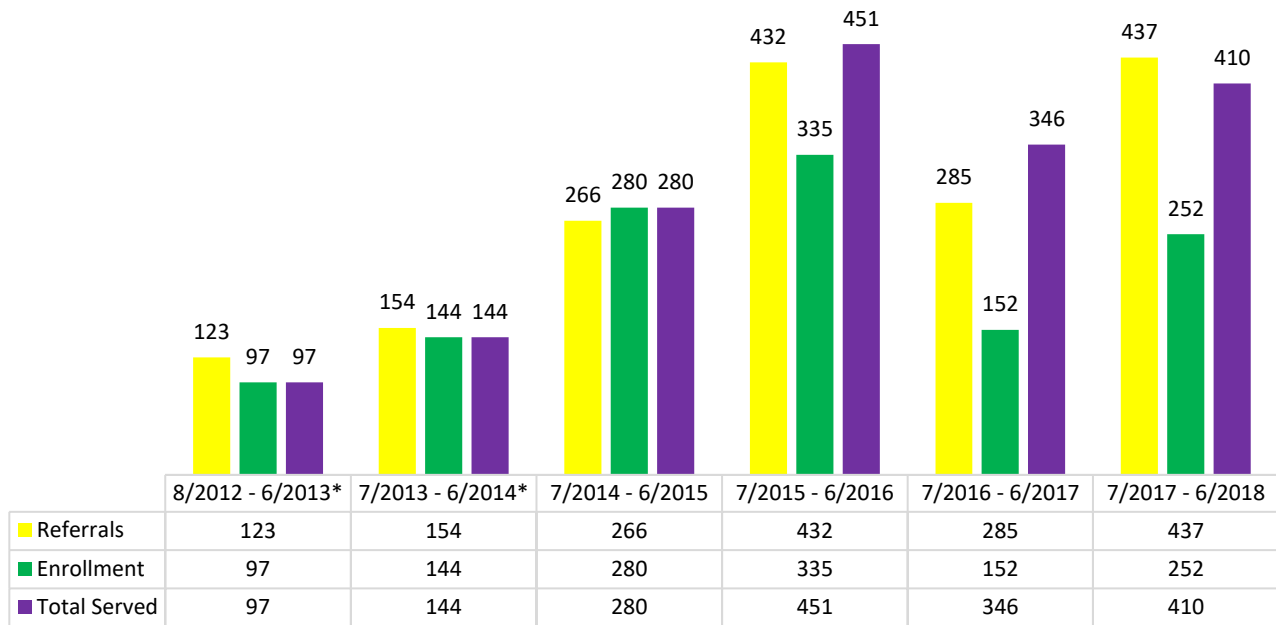


With support from the RHP, Adam obtained long-term housing, which allowed him to regain custody and be reunited with his children. He is successfully employed full-time, supporting his family, who live with him.

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## How Much Did We Do?

**Table 1: Realignment Housing Program (RHP) Referrals and Enrollments**



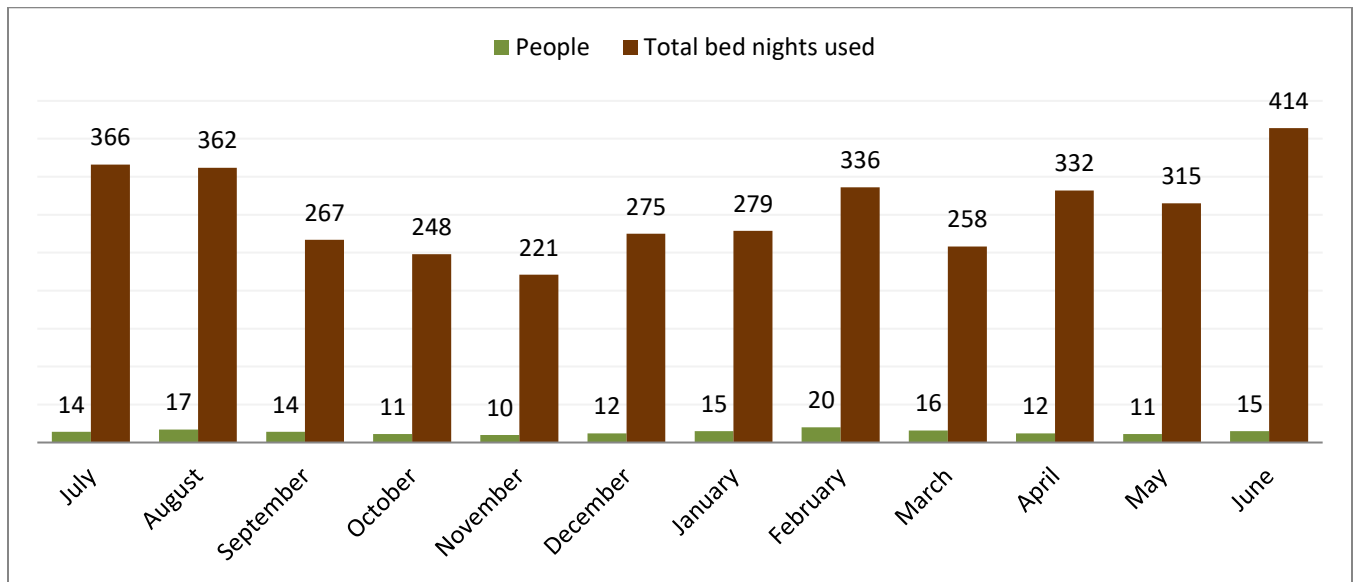
Source: Alameda County HCD, Realignment Housing Program Spreadsheets

\*Note: During the first two years of the RHP, only the people being supervised under Post-Release Community Supervision (PRCS) were eligible for the program. FY 14/15 – FY 16/17 of the RHP include those in Outreach carried over as of the start of the reporting period. FY 14/15 Outreach carryover to FY 15/16 = 9; FY 15/16 Outreach carryover to FY 16/17 = 128; FY 16/17 Outreach carryover to FY 17/18 = 136.

Deputy Probation Officers, working with those currently incarcerated and those newly released, refer clients to the two current agency partners within the RHP. **There was an 18% increase in the number of clients served between FY16/17 to FY17/18.** Enrollments reflect those with a start date during the fiscal year. As of June 30, 2018, the program had a total of 38 RHP referrals in Outreach who had not yet been enrolled and 201 people already actively enrolled and receiving support towards obtaining stable, long-term housing. Of the enrollees, 20 were receiving a rental subsidy provided through the program.

## How Much Did We Do?

**Table 2: Shelter Bed Usage; Monthly Summary FY 17/18**



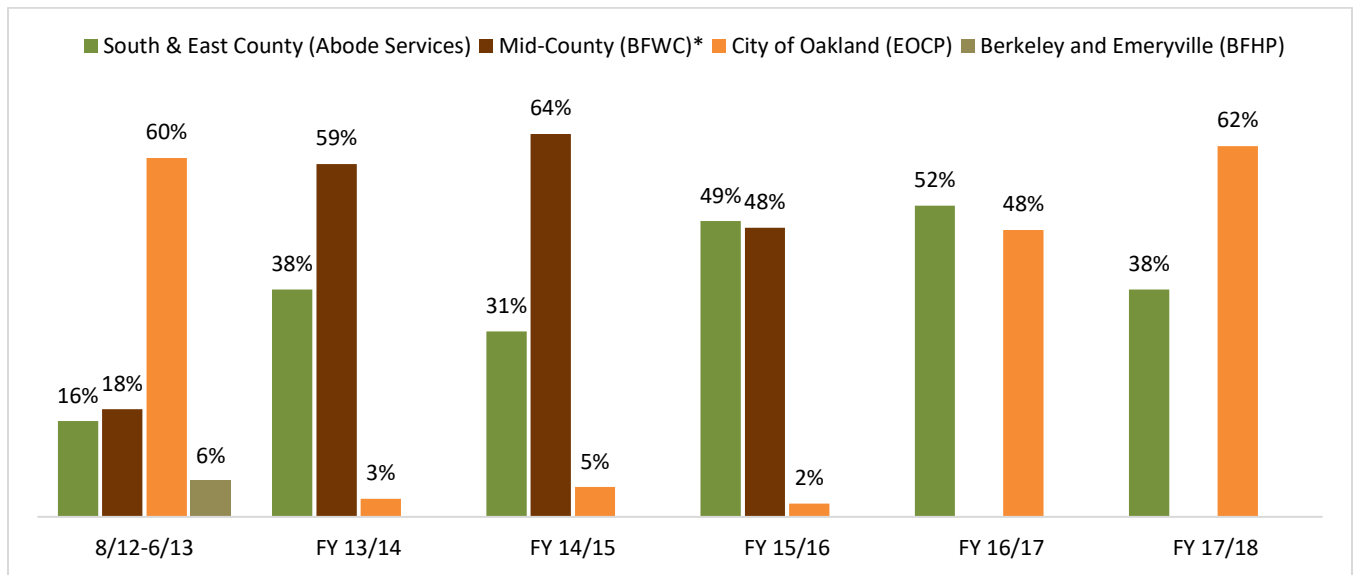
Source: Alameda County HCD, Shelter Occupancy Report – HMIS, addition of Abode Services data submission

Emergency shelter services were provided for RHP participants who indicated a need for temporary shelter. The housing agencies also provided hotel/motel vouchers for emergency temporary housing when shelter space was not available or appropriate. The chart above only reflects shelter stays. In total, **21 unique participants utilized the agencies' shelter services for a total of 3,673 bed nights**. The table above represents the total bed nights used each month (in brown), and the total unique program participants accessing shelter services that month (in green). For comparison and analysis of trends, during FY 16/17, agencies supported 36 participants with shelter services for 3,627 total bed nights. Clients accessing shelter services were also consecutively enrolled in the RHP and received services and support towards obtaining permanent housing.



## How Much Did We Do?

**Table 3: Geographic Distribution of Realignment Housing Program (RHP) Participants**



Source: Alameda County HCD, RHP Summary Report – HMIS

\* BFWC provided services during FY 12/13, only. Following that year, Mid-County was combined with South and East County regions and served by Abode. Another partner, BFHP its participation after November 2016 and its service area was combined under EOCP’s contract.

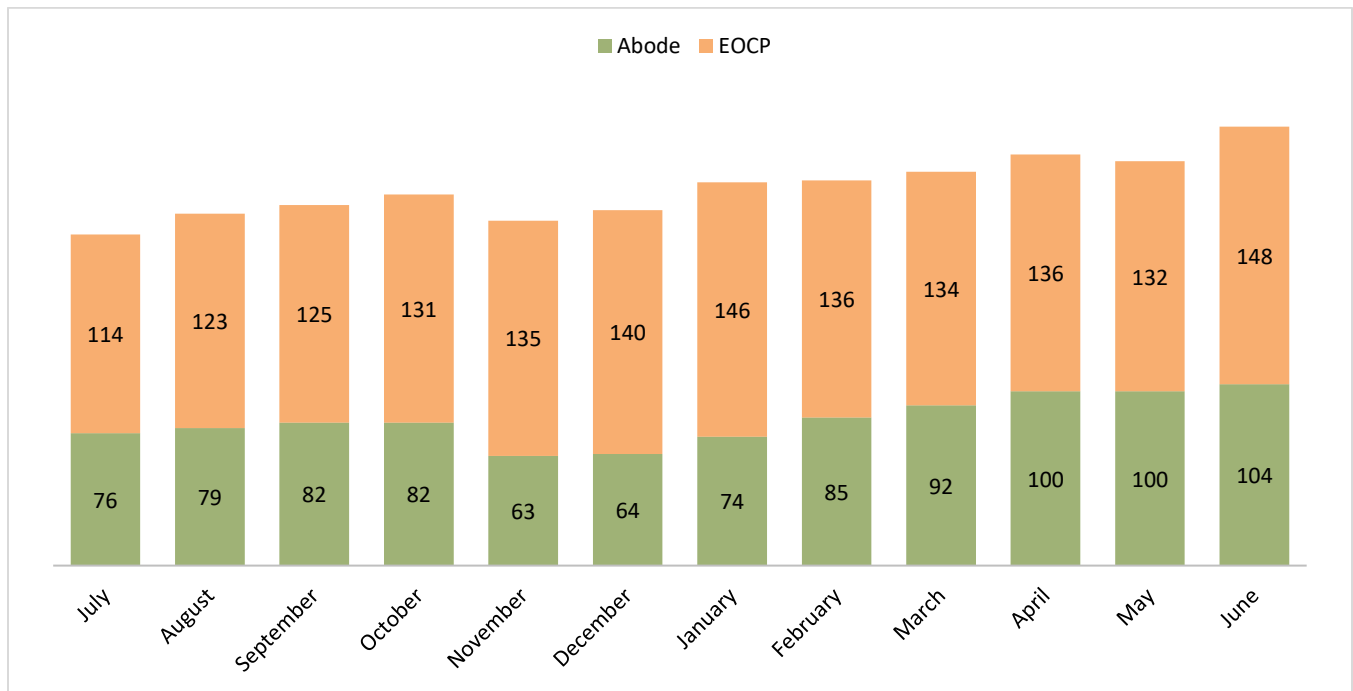
As in prior years, many of those served returned to the City of Oakland. RHP housing agencies report that due to continued rising housing costs, some clients receive support in re-locating to areas of the County with slightly lower rental costs. Alternatively, some clients temporarily return to their pre-incarceration housing situation and receive services to obtain more stable housing in another part of the County. Partner agencies receive referrals primarily from the Alameda County Probation Department and from Santa Rita Jail. Referrals are made based upon the geographical region that each agency supports.

The case worker establishes a rapport with the client and utilizes a team approach towards obtaining housing, while also establishing methods to sustain it. Various methods include staff coaching the client in the process of applying for a unit, landlord recruitment, and ensuring that the client is working towards increasing income, which can sustain the housing long-term, along with limited-term financial assistance.

Agencies report that on-going barriers which contribute to difficulties in obtaining housing include the high rental costs in the county coupled with a lack of income needed to sustain the housing unit, while oftentimes also caring for multiple household members. Agencies have also relayed numerous success stories and instances of family reunification for clients served in the RHP. Additionally, agencies cite an increase in communication with referring Probation Deputies and expediency in identifying client barriers and ensuring appropriate referrals for wrap-around services.

## How Much Did We Do?

**Table 4: Number of Realignment Housing Program Participants served by Agency: FY 17/18**

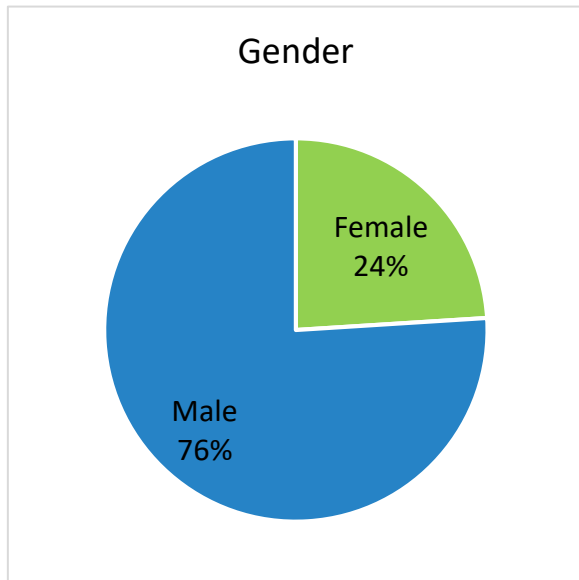


Source: Alameda County HCD, RHP Summary Report

**There was a total of 410 clients served by the two agencies during FY 17/18.** To be counted as ‘served’ denotes that the client was enrolled in the program and received services after they were referred. Abode Services served a total of 193 unique clients. East Oakland Community Program (EOCP) served a total of 217 clients. Clients were referred to and served by the organization whose geographical region they were returning to upon exit from incarceration.

## How Well Did We Do?

**Table 5: Demographics of all clients-served**



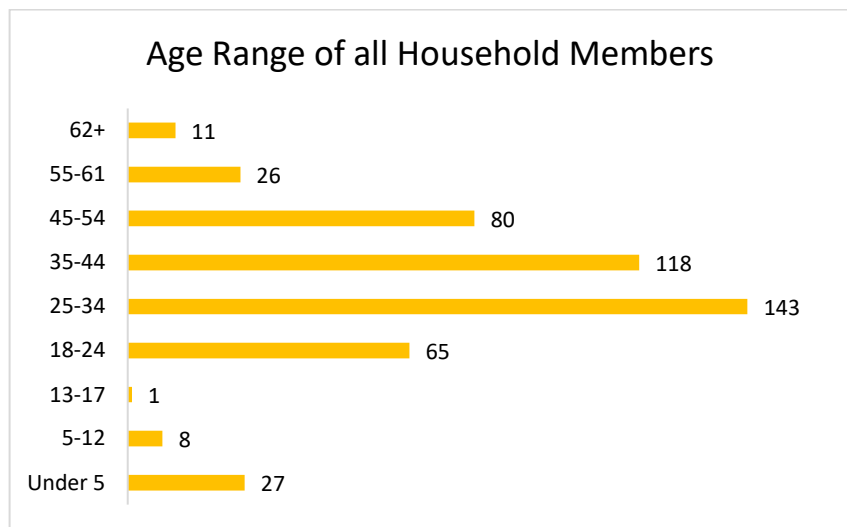
410 Households



42 Chronically Homeless



10 Veterans



**Chronically Homeless** reflects a federal (Housing & Urban Development) definition of those who have experienced homelessness of a specified duration (either consecutively for 12 months, or four instances of homelessness within a three-year span of time), and who also have a disability (including substance use disorder, serious mental illness, developmental disability, and physical disability). These factors may also impact a person's ability to obtain permanent housing.

## How Well Did We Do?

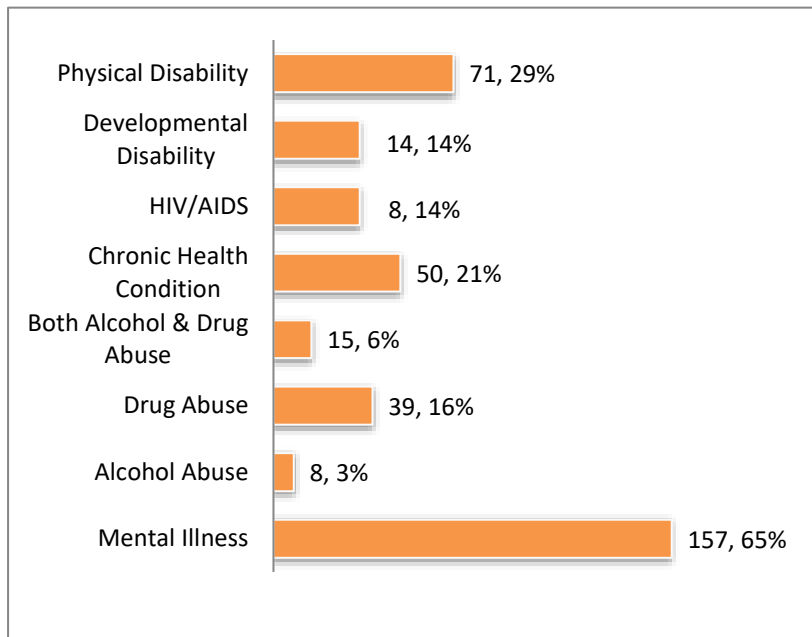
**Table 6: Realignment Housing Program - Referral and Enrollment Time Comparisons**

	Time from Referral to Enrollment					
	8/12 – 6/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Average (days)	24.8	8.6	17.6	15	14	16

Source: Alameda County HCD, RHP Client Report – HMIS

The table above represents the *average number of days* between referral and enrollment into the RHP program. The *average days* between referral to enrollment remained relatively consistent between FY 16/17 and FY 17/18 and may be attributable to strengthened communications between the client, Deputy Probation Officer, and housing agencies. Housing Agencies attempt to contact people who are referred several times a week for at least two months and coordinate with DPOs when they are unable to reach potential participants. Agencies report that barriers which inhibit services include inaccurate contact information or friends and family who may not know the current whereabouts of the individual referred.

**Table 7: Disabling Conditions Reported at Entry: FY 17/18**



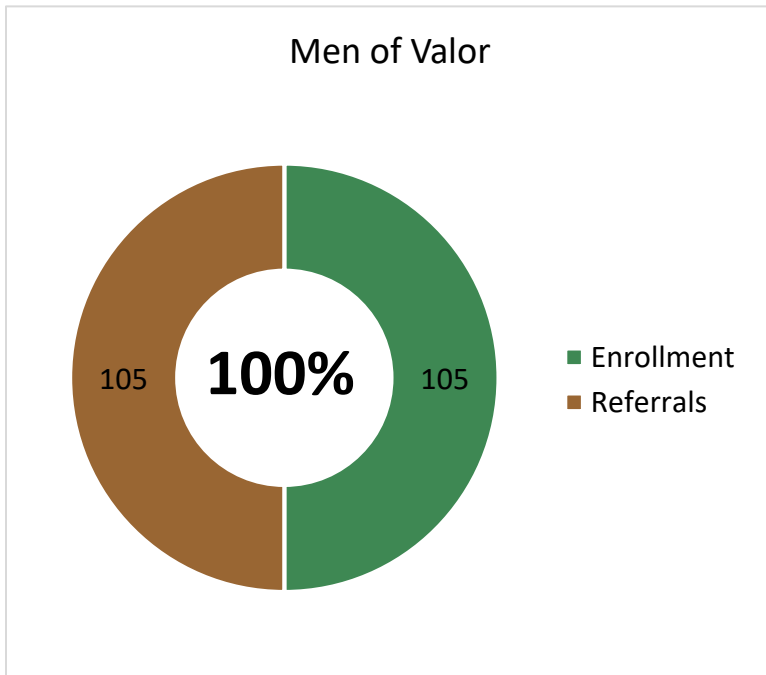
Source: Alameda County HCD, Annual Performance Report (APR) – HMIS

Table seven represents the **243-total people (all adults in households served) who stated that they had a disability prior to entering the RHP program**. 139 people (57%) reported having only one type of disability. A total of 17%, (41 people) stated having three conditions upon entry into the program. Agencies state that in some cases disabling conditions have added additional barriers, which resulted in a longer period of time before obtaining housing.

## How Much Did We Do?

### MEN OF VALOR ACADEMY DATA (MOVA)

**Chart 8: Men of Valor Academy Referrals and Enrollments**



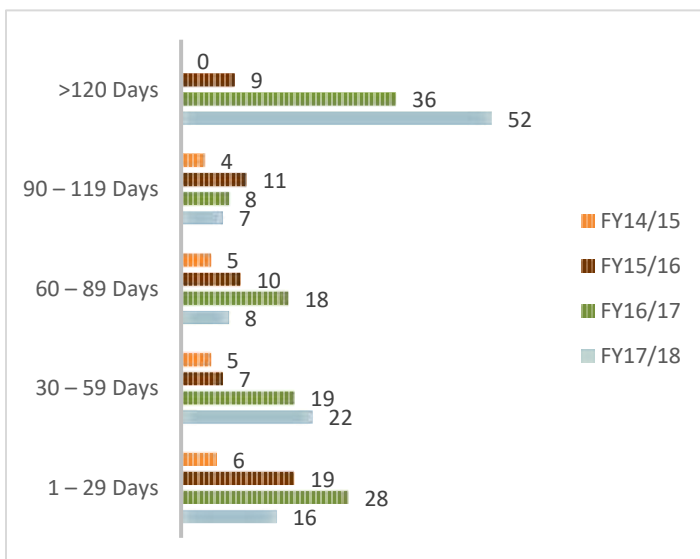
During FY 17/18, Men of Valor Academy (MOVA) supported and enrolled 105 clients compared to the 109 clients served in the previous year. Further, the MOVA served an average of 36 clients per month and an average of 902 bed nights were utilized (monthly). During August and October, MOVA’s shelter bed utilization exceeded 1080 bed nights, reflecting over 40 beds occupied.

In total, **MOVA provided 10,826 bed nights of shelter in FY 17/18.**

Source: Alameda County HCD, MOVA Program

## How Well Did We Do?

**Table 9: MOVA Average Length of Stay Served in Program**



The Men of Valor Academy supports clients who may be served for up to a year. The average for all clients in the program for FY 17/18 is 216 days.

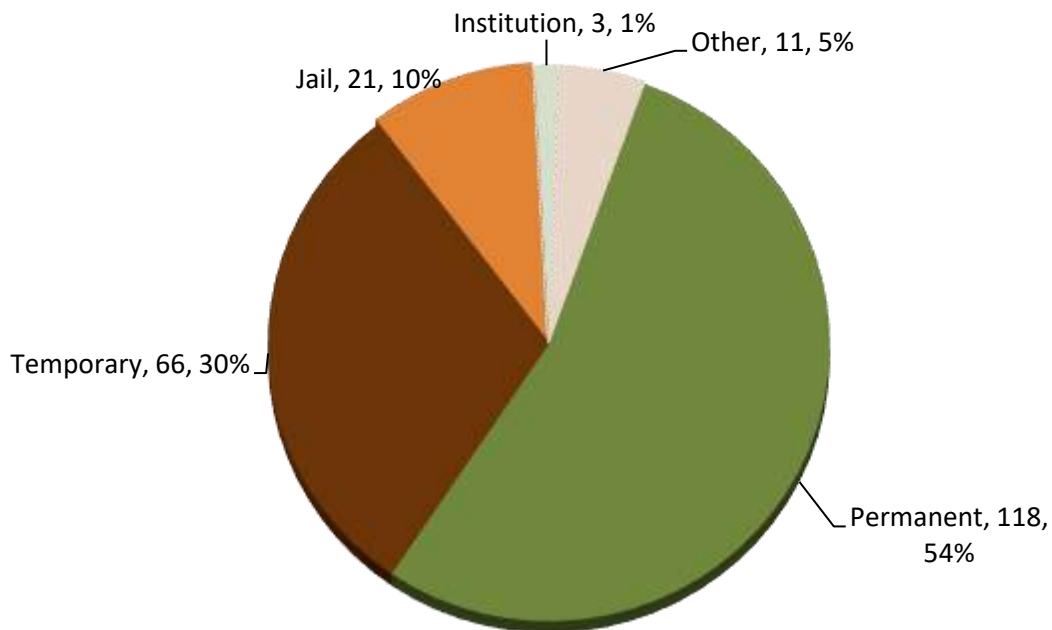
In comparison to the previous year, as the number of clients served increased, so did the overall length of service within the program. Nine clients received MOVA support for more than 300 consecutive days in FY 17/18.

Source: Alameda County HCD, MOVA Program Spreadsheet

## Is Anyone Better Off?

### REALIGNMENT HOUSING PROGRAM DATA (RHP)

**Chart 10: Realignment Housing Program (RHP) - Exits by Destination Types: FY 17/18**



Source: Alameda County HCD, Annual Performance Report (APR) – HMIS

### Destination Definitions

The RHP uses the following destination types and categories for those exiting the program:

#### Permanent Destinations:

- Rental by Client, no subsidy
- Rental by Client, with subsidy
- Permanent Supportive Housing
- Living with Family/Friends, Permanent Tenure

#### Institutional Settings:

- Psychiatric Facility
- Substance Abuse or Detox Facility
- Hospital or other residential non-psychiatric medical facility
- Jail, prison or juvenile detention facility

#### Temporary Destinations:

- Emergency Shelter
- Transitional Housing
- Staying with Family/Friends, Temporary Tenure
- Place not Meant for Human Habitation
- Hotel or Motel, Paid by Client
- Residential project or halfway house with no homeless criteria

#### Other Destinations (Jail or Prison):

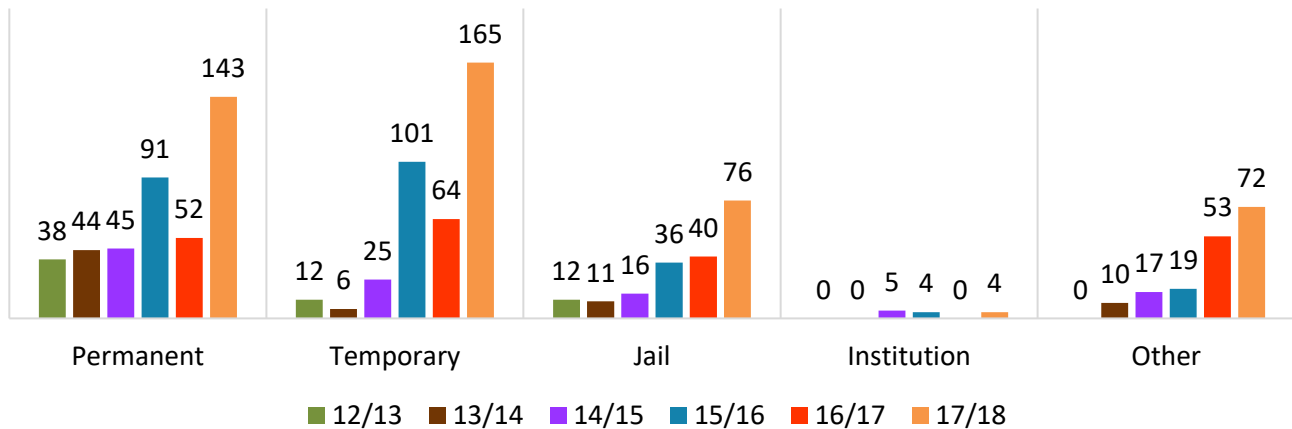
- Deceased
- Other
- Don't Know/Refused
- Information Missing

Chart 10 represents the **exit destinations of the 219 clients who exited the Program during FY 17/18**. The current housing status of clients who were still in the program at the end of the fiscal year are not reflected in the chart. As of the end of June 2018, 20 clients were housed in a rental unit, receiving a housing subsidy through the Realignment Housing Program.

A total of 54% of people who exited did so to permanent housing types, which include rental (with or without subsidy), Permanent Supportive Housing (long-term rental subsidies, which include support services), and living with family or friends (permanent tenure). This compares with a FY 16/17 permanent housing exit rate of 25% and FY 15/16 rate of 36%. For context, FY 16/17 reflected 209 exiting participants and FY 15/16 reflected 251 exits. Housing agencies state that those exiting to “Other” represent clients who were not engaged in services and includes those who enrolled in the Program and later went AWOL from the Program.

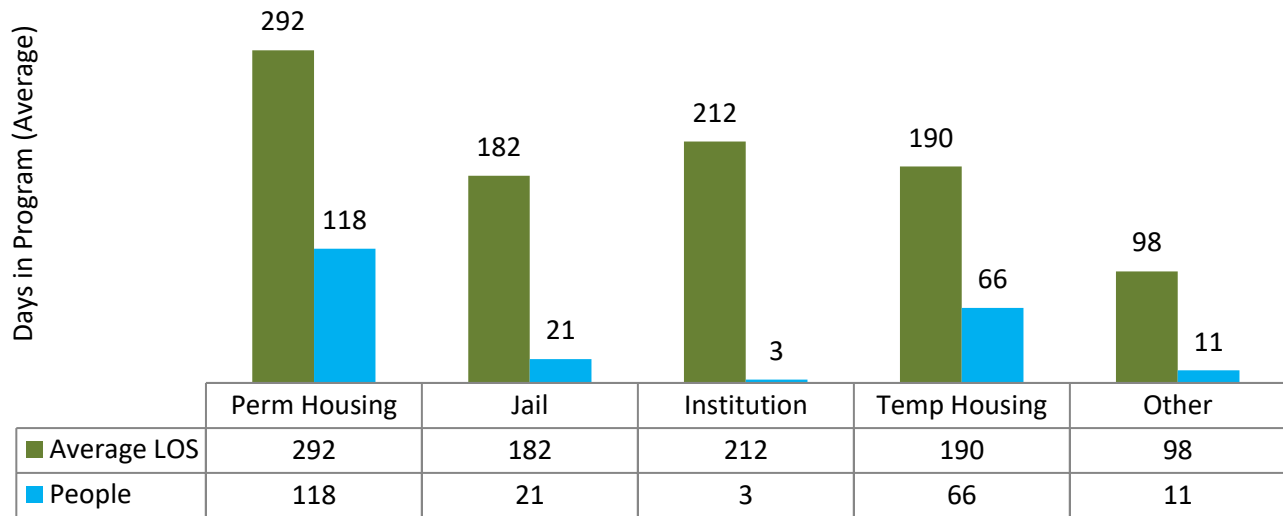
As mentioned previously, the high costs of obtaining housing has continued to be difficult for those served within the RHP program. Agencies have encouraged shared housing options for clients and have also had some success with working with affordable housing developers. The long waitlists for affordable housing sites, coupled with the limited number of allotted long-term subsidized housing units have added to a longer length of stay within the program.

Realignment Housing Program - Exits by Destination Types  
(FY 2012-2018)



## Is Anyone Better Off?

**Table 11: Average Length of (Stay) Time in Program (days) by Housing Outcome: FY 17/18**



Source: Realignment Housing Program Custom Report – HMIS

**During FY 17/18 of the RHP program, clients exiting to permanent housing were served by the program for an average of 292 days.** Those exiting to jail represented a 182-day average stay (decrease from 293-day average in FY 16/17). In general, those exiting the program to temporary housing did so due to their eligibility for the program ending with their release from Probation supervision. Oftentimes these clients continued to be served under other programs provided by the RHP agencies. Longer support periods provided clients with a stronger foundation for securing positive, long-term housing. Support included assistance with referrals to employment agencies, credit repair, re-issuing of identification and driver’s license, along with direct housing search and financial support.



**Table 12: Exited from Program, Who Did/Did-Not Re-enter Homeless Programs**

	Exits to Permanent Housing in FY 14/15, Returns to Homelessness in FY 15/16		Exits to Permanent Housing in FY 15/16, Returns to Homelessness in FY 16/17		Exits to Permanent Housing in FY 16/17, Returns to Homelessness in FY 17/18	
<b>Exited to Permanent Housing</b>	<b>57</b>		<b>91</b>		<b>52</b>	
Returned to Homelessness - 90 Days	4	7%	1	1%	0	0%
Returned to Homelessness - 180 Days	3	5%	0	0%	1	2%
Returned to Homelessness - 12 months	10	18%	9	10%	1	2%
<b>Number who returned (total)</b>	<b>17</b>	<b>30%</b>	<b>10</b>	<b>11%</b>	<b>2</b>	<b>4%</b>
<b>Number who did not return (total)</b>	<b>37</b>	<b>65%</b>	<b>81</b>	<b>89%</b>	<b>50</b>	<b>96%</b>

Source: Return to Homelessness Report – HMIS

This is the third year of inclusion for this particular dataset. This table compares the total number of RHP participants who exited to permanent housing during the prior fiscal year and then shows the number and percent who re-entered the Homeless System of Care in the subsequent fiscal year. For FY 17/18, the table shows the total number of RHP participants who exited to permanent housing during FY 16/17 and reflect the number and percent who re-entered the Homeless System of Care during FY 17/18.

**Of 52 clients who exited to permanent housing during FY 16/17, two re-entered the homeless system during FY 17/18; both clients re-entered to receive new RHP services, following a referral from their Deputy Probation Officers.**

## Client Success Stories

*“The (RHP) program is priceless!” – Ryan\*, Participant*

Ryan was referred to the RH Program. At the time of his intake, he had just begun employment as a truck driver and was homeless and in immediate need of housing. He was able to obtain a referral to a landlord and secured a two-bedroom within a duplex in Oakland. This permanent housing opportunity supported him in reuniting with his teenage son. He continued working towards his independence; his Probation supervision ended at the end of December, and he was able to spend his first Christmas reunited with his son in their new place. He says that his greatest reward is building a solid relationship with his son.

“Before I got help from the program, I was on the verge of homelessness. I had nowhere to go, I was fresh out of Santa Rita.” - Danielle\* A client who was assisted in finding long-term housing for her and her child from the RHP.

\*Names changed to ensure anonymity

## BUDGET SUMMARY

Housing Allocations and Expenditures FY 17/18	Allocation	Expenditure
Housing and Community Development Department and Realignment Housing Program (Abode/East Oakland Community Project)	\$1,846,211.67*	\$1,600,497.95
Men of Valor Academy	\$400,000*	\$468,083.96**

\*Per MOU

\*\*Overage due to increase in need for services and number served over original contract. Coverage of overage paid for from increase in allocation.

# VIII. ALAMEDA COUNTY BEHAVIORAL HEALTH (ACBH)

## **Mental Health Summary**

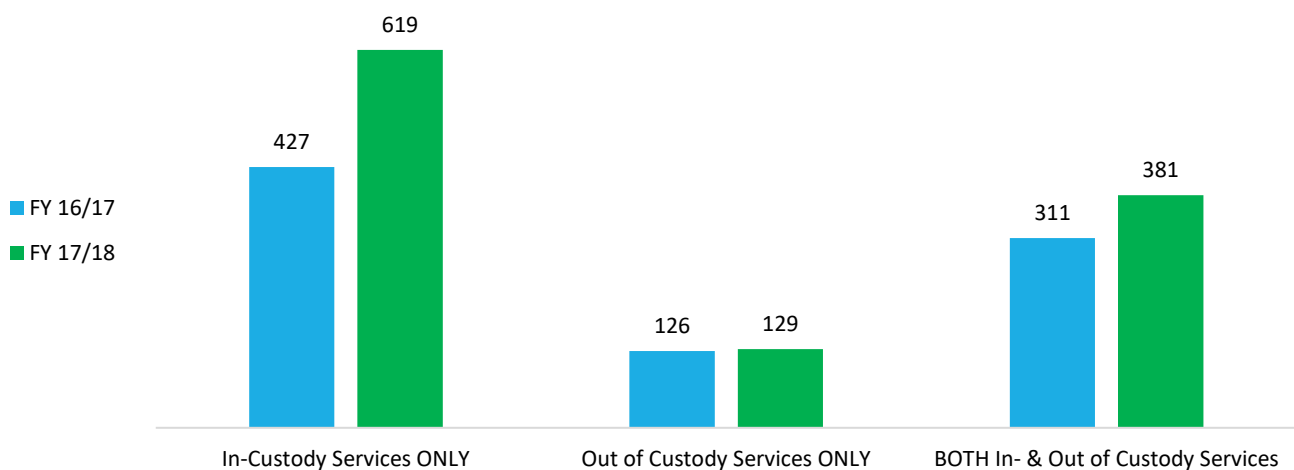
This mission of Alameda County Behavior Health Care Services (ACBHCS) is to maximize the recovery, resilience and wellness of all eligible Alameda County residents who are developing or experiencing serious mental health, alcohol or drug concerns.

Partners: Probation, Sheriff’s Office, and over 50 other community-based mental health providers including John George Pavilion, Highland Hospital, Telecare, Bay Area Community Services, East Bay Community Recovery Project, Bonita House, and Pathways to Wellness.

## **How Much Did We Do?**

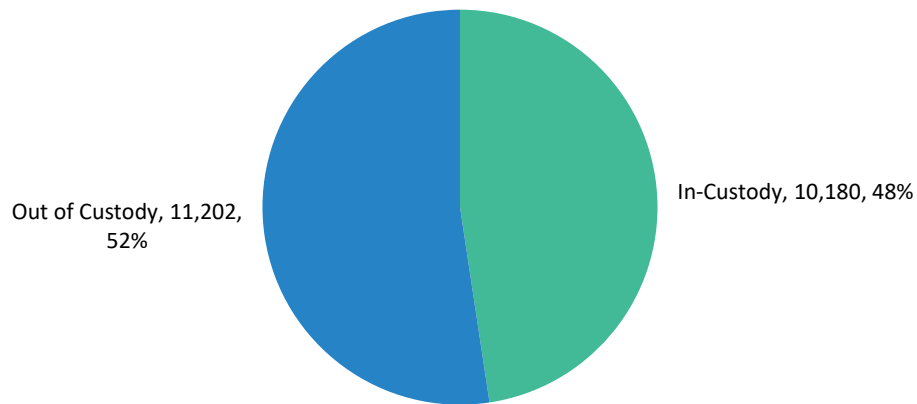
In FY 17/18, ACBH and its contractors provided 1,129 unduplicated AB 109 clients with mental health services either in-custody at Alameda County jails and/or out-of-custody. 619 clients received mental health services only in-custody; 129 clients received services out-of-custody only, and 381 clients received services both in- and out-of-custody. In total (not de-duplicated), 1,000 clients were provided mental health services in custody, and 510 were provided mental health services out of custody.

Number of AB 109 Clients Provided Mental Health Services



The number of AB 109 clients and services was calculated by taking the list of AB 109 clients provided by Alameda County Probation Department and Alameda County Sheriff’s Office and comparing this with which clients received ACBH services during FY 17/18.

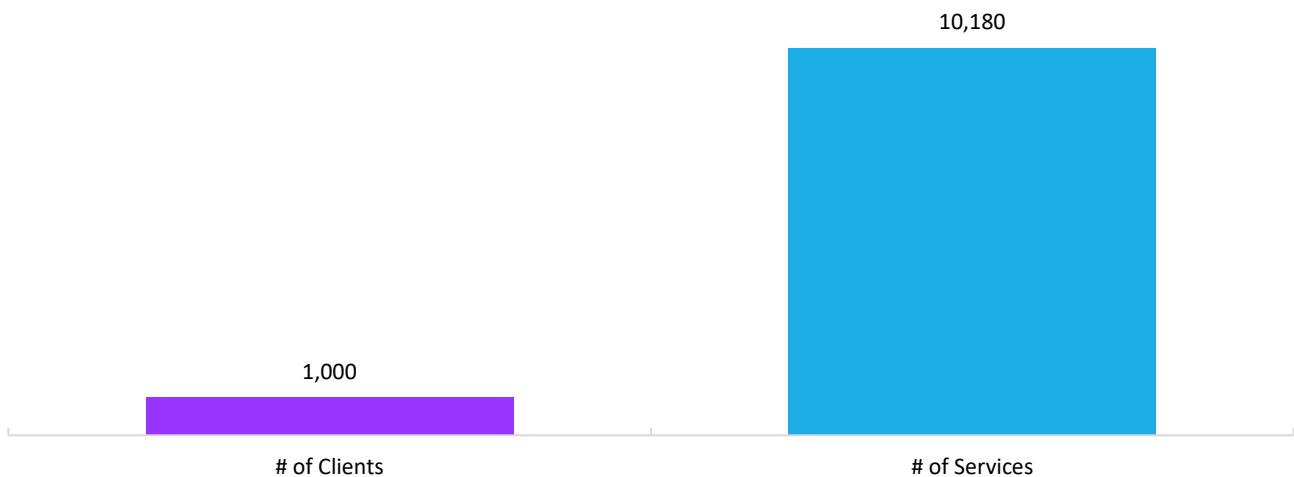
## Number & Percent of Mental Health Services Provided



In total, ACBH provided 21,382 unique mental health services, of which 48% (10,180) were provided in Santa Rita Jail and 52% (11,202) were provided in the community.

### In-Custody Mental Health

#### AB 109 Mental Health Clients & Services In-Custody in Jail



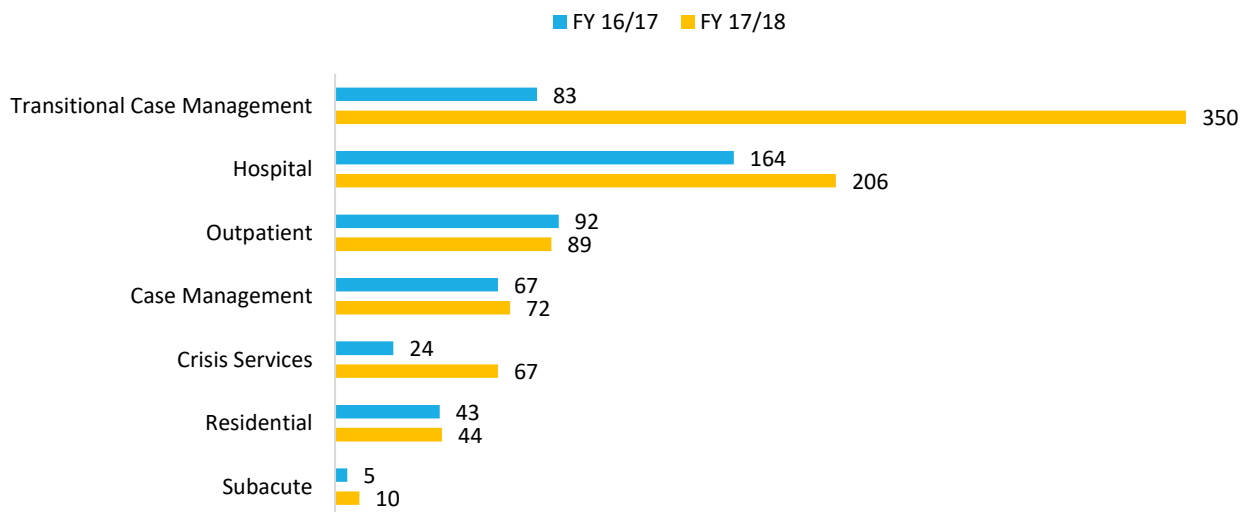
In FY 17/18, ACBH County staff provided 1,000 unique AB 109 clients in Santa Rita Jail through 10,180 services. These services include screening, assessment, ongoing monitoring, limited treatment. Services occurred at intake/reception, at the Jail Mental Health clinic, and at housing units for special populations.

## Out of Custody Mental Health

In FY 17-18, ACBH County staff and contractors provided 510 unique clients with services out of custody. These services include the following:

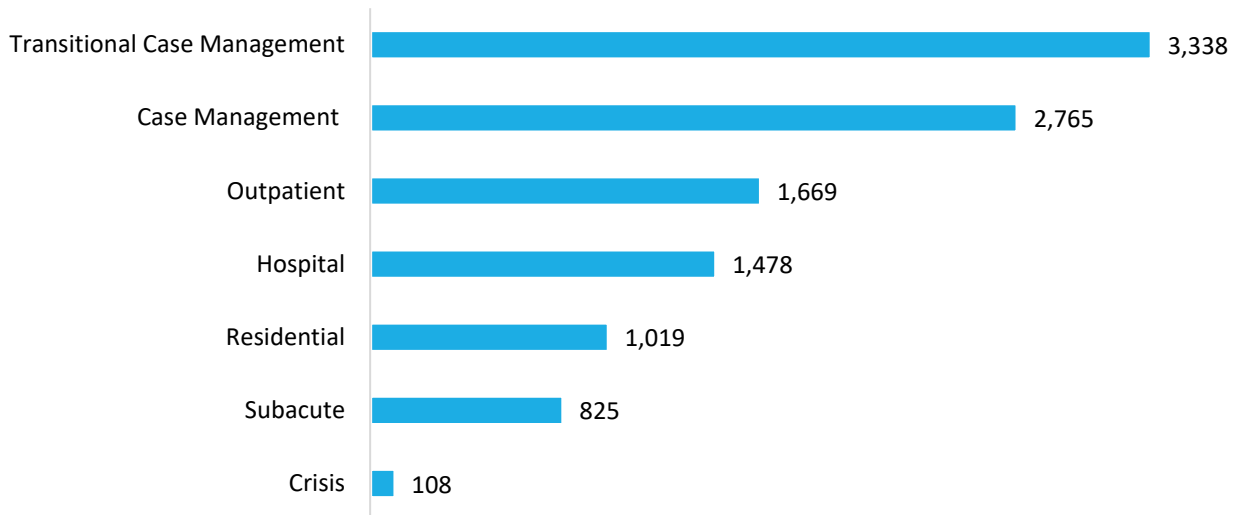
- **Crisis Services:** Crisis response program services
- **Hospital:** Psychiatric emergency in-patient services
- **Outpatient:** Non-intensive case management outpatient treatment services, including wellness centers and “Level 3” providers
- **Residential:** Crisis residential treatment programs
- **Subacute:** Twenty-four-hour intensive treatment programs
- **Case Management:** Intensive case management programs including full-service partnerships and service teams
- **Transitional Case Management:** Intensive reentry-focused case management program incorporating pre-release discharge planning services in Santa Rita Jail (formerly “Case & Care Management”)

### AB 109 Mental Health Clients Served Out of Custody



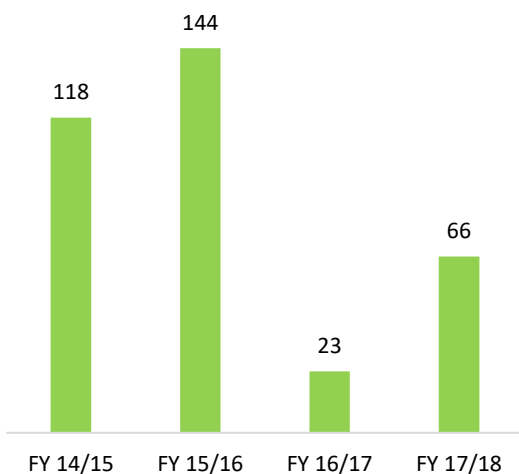
The highest number of AB 109 mental health services clients were seen in transitional case management (350), followed by hospital (206), outpatient services (excluding intensive case management) (89), intensive case management (72), crisis services (67), residential programs (44), and subacute (10). Many of these clients were provided services in multiple modalities.

### Number & Percent of Out of Custody Services



The highest number and percentage of mental health services provided were in transitional case management (3,338 or 30%), followed by intensive case management (i.e. services teams, full service partnerships) (2,765 or 25%), outpatient services (excluding intensive case management) (1,669 or 15%), psychiatric hospital (1,478 or 13%), residential treatment (1,019 or 9%), subacute (825 or 7%), and crisis (108 or 1%). This order reflects the length of stay for the clients in each modality, as those modalities with longer lengths of stay will have a higher number of services per client.

### Probation Clients Referred to ACCESS



One of the primary ways that clients are connected to ACBH mental health services is through the department's ACCESS program. Since 2017, ACBH has had an ACCESS Clinical Review Specialist embedded in Probation's Oakland and Hayward offices assessing and referring Probation clients with mental health concerns to ACBH services. During FY 17-18, the number of individuals referred to ACCESS by Probation increased from the previous year, but there was still a significant decrease from past years. In light of this development, ACBH and ACPD modified the program to replace the CRS with Behavioral Health Clinicians who can provide a broader range of behavioral health services to clients.

## How Well Did We Do?

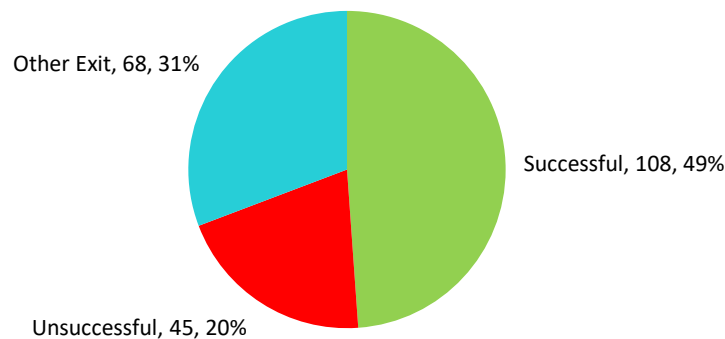
### Number of AB 109 clients who completed programs during FY 17/18 successfully, unsuccessfully, and for other reasons.

Across the different modalities, clients completed programs successfully more often than unsuccessfully. For Transitional Case Management and Residential programs, clients were twice as likely to complete programs successfully, while almost no clients completed Crisis Services and Subacute unsuccessfully.

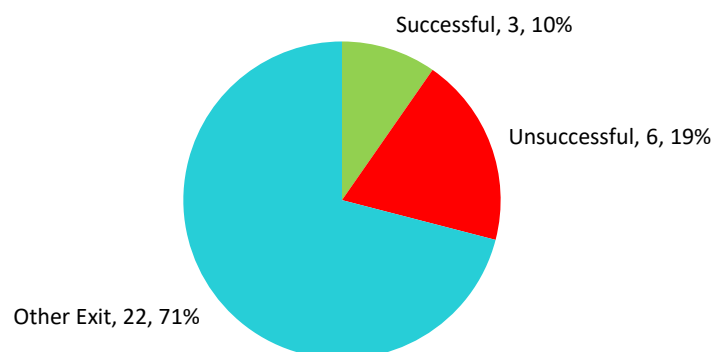
However, many clients from all modalities exited the programs for reasons other than successful or unsuccessful completion, including moving out of the service area and other administrative reasons.

Method: Of the individuals from AB 109 Probation/Sheriff list who were closed to a program in FY 17/18, how many had a Successful Completion (exit reason is “treatment goals reached,” “treatment goals partially reached,” “treatment partially completed”), Unsuccessful Completion (exit reason is “treatment goals not reached” or “no improvement”), or Other Exit Reason (exit reason is “none,” “client died,” “client moved out of service area,” “client discharged/program unilateral decision,” “client incarcerated,” “administrative reasons,” “other,” “client dissatisfied,” “no follow through,” “cannot locate,” “age ineligible,” “consumer choice/schedule,” “consumer choice/unspecified,” “did not need service,” “unknown.”

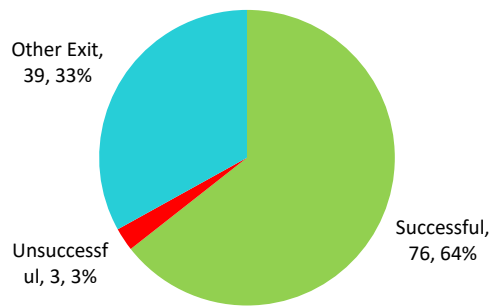
### Program Completions/Exits for Transitional Case Management



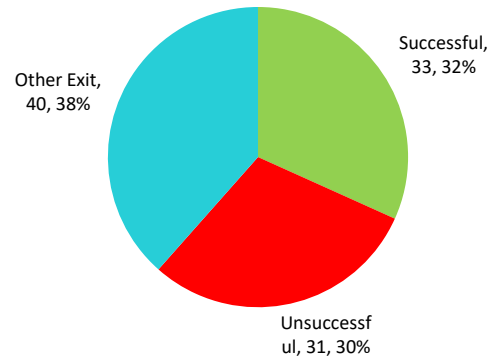
### Program Completions/Exits for Case Management



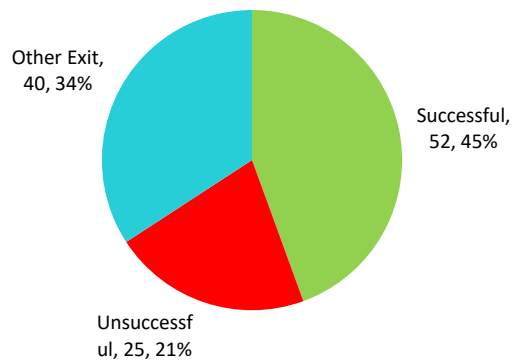
**Program Completions/Exits for Crisis Services**



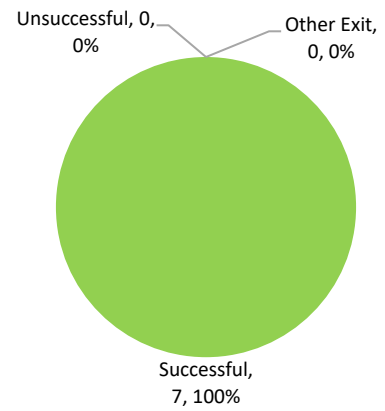
**Program Completions/Exits for Outpatient Services**



**Program Completions/Exits for Residential**



**Program Completions/Exits for Subacute**





## Is Anyone Better Off?

Of the AB 109 clients who were admitted into Psychiatric Emergency Service (PES), the number and percent who did not have a readmission into the service within 30-days.

Fiscal Year	PES Clients	Re-Admission Clients	No Re-Admission Clients	% without Admission within 30-days
2015 – 2016	283	78	205	72%
2016 – 2017	325	83	242	74%
2017 – 2018	260	76	184	71%

Method: of the individuals from AB 109 Probation/Sheriff list who were served in psychiatric emergency service during the fiscal year, the number and percentage who did not have a re-admission into psychiatric emergency service within 30-days of a discharge from psychiatric emergency service.

Of the AB 109 clients in case management programs in FY 17-18, the percent with fewer hospitalizations a year after admission into the case management program was 69%. This indicates that there is a positive correlation between receiving case management and a reduction in psychiatric hospitalizations.

Fiscal Year	Case Management Clients Hospitalized Prior	Hospitalized Less After Case Management	Hospitalized Same After Case Management	Hospitalized More After Case Management
2015 – 2016	46	59%	20%	22%
2016 – 2017	54	61%	19%	20%
2017 – 2018	42	69%	12%	19%

Method: of the individuals from AB 109 Probation/Sheriff list who were served in a case management program (service team, full service partnership, transitional case management) and hospitalized pre-case management, the number and percent of clients who were admitted to an inpatient psychiatric hospital fewer times, the same, and more times in the year after entering the case management program compared to the year before.

## **Innovations In Reentry (IIR) Summary**

Innovations In Reentry (IIR) is a pilot grant program designed to spur innovative ideas to address the needs of the adult reentry population. Managed by Alameda County Behavioral Health Care Services (ACBH), IIR awards support community-based projects that contribute to reducing adult recidivism in Alameda County. For more information on IIR, including past grants and projects, please go to <http://www.innovationsinreentry.org>.

### **Round 3**

Alameda County Behavioral Health released a Request for Proposals for Round 3 funding on May 15, 2018 after gathering extensive feedback from the CCP and its subcommittees regarding the funding categories. Up to \$1 million was made available for funding in the three project categories:

I. Reentry Peer Specialist Training:

Design, develop and implement a program model and curriculum for training and incorporating reentry individuals to participate in the workforce of agencies and programs providing case management services to the reentry population, with an emphasis on behavioral health clinical case management

II. Reentry Community Engagement & Empowerment:

Implement a program model for empowering formerly incarcerated individuals 1) to engage with the Community Corrections Partnership (CCP) and its committees/advisory board and 2) to host reentry services consumer forums to provide feedback to the CCP

III. Culturally Responsive Services for Minority Subpopulations

Design and implement a culturally responsive program model for providing reentry services for minority subpopulations in the reentry community. In this context, “minority subpopulations” are identifiable groups that are underrepresented in the Alameda County reentry population and whose needs may be overlooked for this reason. This can include identifications based on gender, disability, sexual orientation, race or ethnicity, etc.

At the end of FY 17-18, the County Selection Committees had ranked the bidders, and ACBH was in the process of finalizing the selected bidders for contract negotiations.

## **Innovations In Reentry Learning Conference**

Alameda County Behavioral Health hosted a half-day IIR Learning Mini-Conference on May 7, 2018, was attended by 75 providers, consumers, and community members. The conference featured the five IIR Round 2 projects that trained formerly incarcerated individuals to work as peer case managers/mentors, presented through panels and exhibit tables.

The grantees presenting included the following organizations:

<b>Reentry Workforce Development for Peer Services</b>		
Asian Prisoner Support Committee & Building Opportunities for Self Sufficiency	Training peer specialists to provide case management services with cross-racial dialogue and partnership	\$200,000
Conscious Voices	Training peer specialists to provide therapeutic services, focusing on women	\$100,000
E C Reems Community Services	Training peer specialists to provide therapeutic services, focusing on women	\$100,000
Genesis Worship Center & Tri-Cities Community Development	Training peer specialists to provide case management services starting pre-jail release	\$200,000
Oakland California Youth Outreach	Training peer specialists to provide case management services with trauma-informed care	\$99,000

## **Reentry Legal Services Summary**

In FY 15-16, ACBH launched civil legal services to address critical barriers facing clients with serious mental illness in ACBH's AB 109/reentry intensive case management programs. These services are available to all AB 109/reentry clients seeking assistance with securing Supplemental Security Income benefits or advice and representation on civil legal matters.

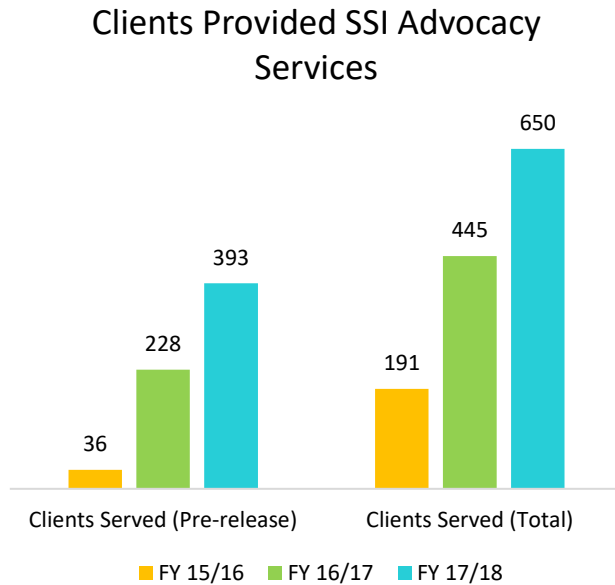
Partners: Social Services, Sheriff's Office, Probation Department / Transition Day Reporting Center, Bay Area Legal Aid, Homeless Action Center.

## **Supplemental Security Income Advocacy**

Many AB 109 clients with serious mental illness are entitled to federal Supplemental Security Income (SSI) benefits because of their disability. SSI serves as a critical source of income for clients unable to work at full capacity. It is challenging for qualified clients to obtain these benefits; nationally, fewer than 30% of initial claims receive awards; on appeal, only 3% of applicants are awarded at reconsideration and only 13% are awarded at a hearing. Overall, more than half of SSI claims for disability are denied in a process that can take over three years.

The success rate for SSI application is significantly higher for clients who receive legal advocacy. ACBH contracts with Bay Area Legal Aid and Homeless Action Center to provide SSI advocacy services to reentry clients with serious mental illness. These attorneys meet with clients both pre-release and post-release to help them secure SSI benefits.

## How Much Did We Do?



In FY 17/18, SSI advocacy services were provided to 650 clients. 393 of the clients received services pre-release in Santa Rita Jail to try to expedite securing SSI benefits upon release. This is an increase from the two previous fiscal years.

## How Well Did We Do It?

Of the clients represented through SSI advocacy services, 149 (23%) were awarded SSI disability benefits. Because SSI cases typically require two to three years to resolve, most of the remaining clients are still pending decision.

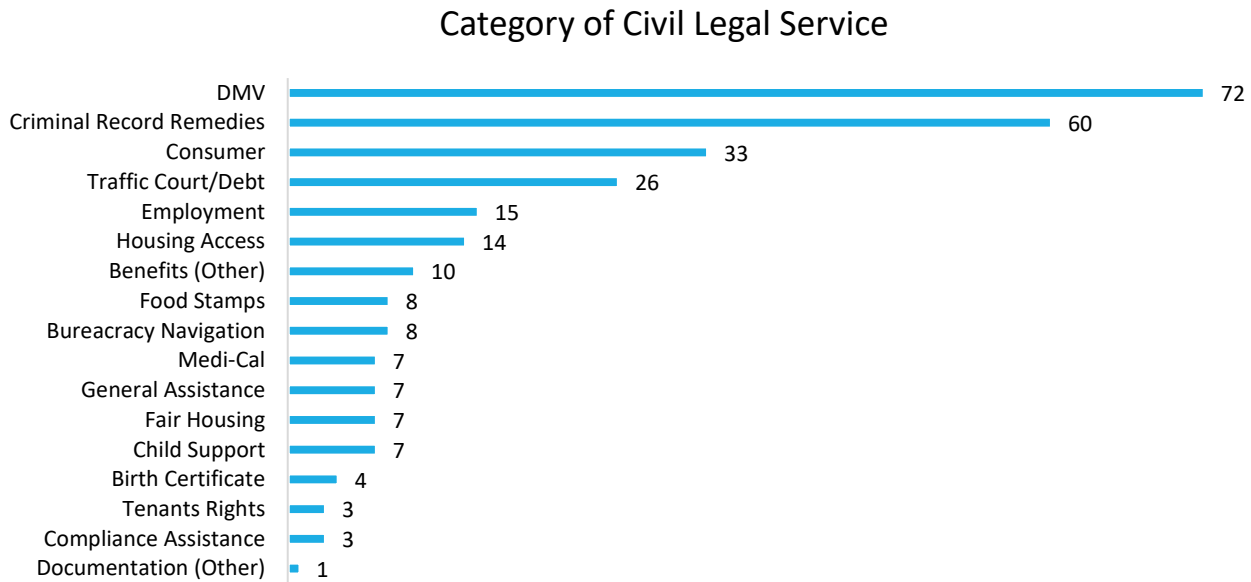
## Is Anyone Better Off?

The 149 clients who were awarded disability benefits receive roughly \$900 per month from the federal government. This stable income enables clients to address critical and immediate needs such as food, clothing, and housing/shelter. Cumulatively, Alameda County clients who received SSI legal advocacy, 80% had a reduction in use of psychiatric emergency services (i.e. 5150), 81% had a reduction in psychiatric inpatient services (i.e. John George), and 71% had a reduction in going to Alameda County jails.

## Civil Legal Services

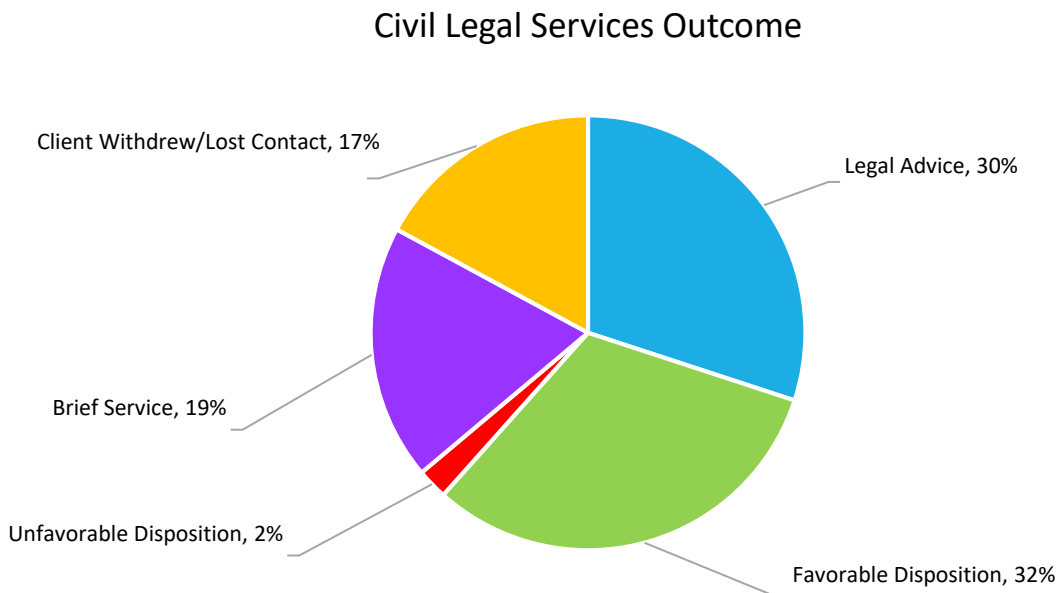
ACBH also contracts with Bay Area Legal Services to address the civil legal needs of AB 109/reentry clients, including removing barriers to employment, housing, and other resources due to criminal records.

## How Much Did We Do?



In FY 17/18, the civil legal services served 175 clients for 285 legal matters. The highest number of cases addressed issues with the Department of Motor Vehicles (72 or 25%), followed by criminal record expungement (60 or 21%), consumer protection (33 or 12%), and traffic court (26 or 9%).

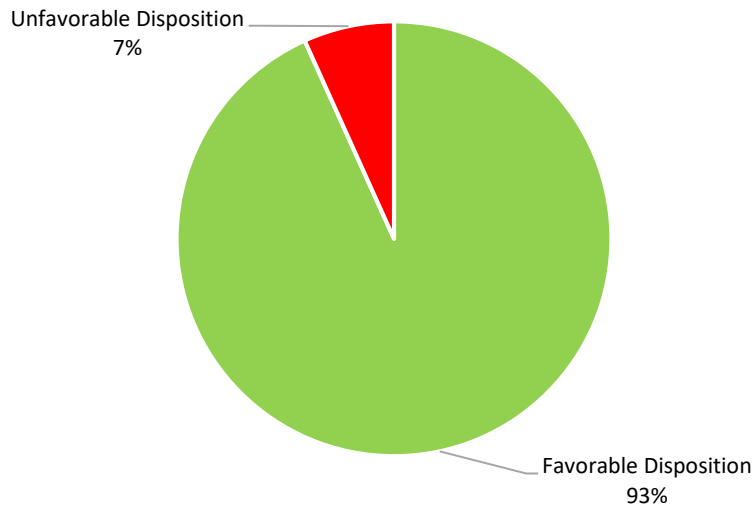
## How Well Did We Do It?



Of the 263 closed legal matters from FY 17/18, 34% of the clients received representation resulting in a disposition. Many of the clients received legal advice or brief service, as these were more appropriate interventions.

## Is Anyone Better Off?

### Disposition of Represented Cases



Of the 89 clients who received representation, 93% received favorable dispositions, including securing or preserving housing, restoring driving privileges, obtaining critical documentation, reducing court debt, and eliminating consumer debt.

### **Substance Use Disorder (SUD) Summary**

Alameda County Behavioral Healthcare's Substance Use Disorder (SUD) System of Care provides a comprehensive continuum of addiction treatment based on American Society of Addiction Medicine (ASAM) criteria. The continuum includes multiple levels of care, each with different treatment intensities. Programs offer gender-specific and culturally responsive services, as well as population specific services such as programming for parents of young children. The system includes a 24-hour Sobering Center and clinically managed withdrawal unit, Residential Treatment, Recovery Residences (sober living environments), Intensive Outpatient, Outpatient Treatment, and Opioid Treatment programs with medication assisted treatment.

For probation clients referred by Alameda County Probation Department, the Criminal Justice Case Management (CJCM) program, which is operated by Center Point, provides individualized ASAM screening and treatment referrals to ensure that clients are connected to the most appropriate level of care. CJCM also provides intensive case management services to facilitate ongoing and effective engagement in treatment and service coordination with court and probation staff.

Partners: Center Point Criminal Justice Case Management Program (CJCM), contracted SUD treatment providers.

## How Much Did We Do?

Measure		# of AB109 Clients	
Total Number of AB109 Probation Clients served with SUD Treatment in FY 17/18		373	
	Level of Care	% of Treatment Episodes	Number of Clients
Percent of total AB109 related treatment episodes by level of care	Outpatient	28%	104
	Residential	10%	38
	Sobering/Detox	34%	127
	Opioid/Narcotic	28%	104
	Total	100%	373

Probation clients access the SUD system through a variety of means including DPO, self-referral, Drug Court case management, SUD Access & Referral Helpline, and the CJCM program, a specialized access portal developed specifically for the re-entry population. In FY 17/18, the SUD system served a total of 373 probation clients across all access points. Probation clients participated in four major levels of care within the SUD treatment system: Outpatient, Residential, Sobering/Detox services, and Opioid Treatment/Medication Assisted Treatment. A client's course of treatment within one of these levels of care is considered an episode of treatment.

What follows below is a specific breakdown of probation re-entry clients served in the CJCM program, operated by Center Point. Of the 373 AB 109 clients in treatment, 152 or forty-one percent of all AB109 clients who receive SUD services receive case management through the CJCM program.

Criminal Justice Case Management (CJCM) Measure	# of CJCM Clients	Percent
Number of clients referred by Probation to CJCM.	342	NA
Of those clients referred to CJCM, the number and percent who were <b>assessed</b> by CJCM	262	77% <sup>1</sup>
Of those clients assessed by CJCM, the number and percent who were <b>referred</b> by CJCM to SUD treatment	262	100% <sup>2</sup>
Of those clients assessed by CJCM, the number and percent who were <b>admitted</b> to treatment	152	58% <sup>3</sup>

<sup>1</sup> Denominator: 342; the total number of clients referred to CJCM by Probation for assessment according to CJCM and Probation client logs, combined. <sup>2</sup> & <sup>3</sup> Denominator: 262; the total number of clients assessed by CJCM according to CJCM client logs.

Probation Officers referred approximately 342 re-entry clients in FY 17/18. This referral number is undercounted because referrals were not accurately tracked. The numbers above reflect those re-entry individuals who were referred for assessment to CJCM (342), showed up for their assessment appointment (262), and then were given a referral to a SUD level of care (LOC) based on the assessment (262). While 100% of clients who were assessed by CJCM received a treatment referral, approximately 58% of those referred to treatment were admitted into treatment for services. This is a drop from the previous year. BHCS will partner with Center Point and Probation staff to investigate and troubleshoot the low rate of uptake in treatment admissions from the point of DPO referral through CJCM assessment and treatment referral.

## How Well Did We Do?

Measure	Admission Timeframe	Level of Care	% CJCM Clients Admitted in Timeframe	Denominator (Client)	#Client Admitted in Timeframe	
Number and percent of those assessed and referred to SUD treatment by CJCM, who were admitted into treatment within 14 days and 30 days, categorized by type of treatment	0-14 Days	Outpatient	58%	136	79	
		Residential	72%	18	13	
		Recovery Residence	63%	81	51	
	0-30 Days					
		Outpatient	74%	136	101	
		Residential	89%	18	16	
		Recovery Residence	80%	81	65	

Timely access to treatment is critical because many of those referred to treatment are ambivalent, have a low tolerance for waiting, and thus have a greater likelihood to continue using drugs and alcohol the longer the wait. Those referred to Residential treatment were more likely to start earlier than other levels of care.

Measure	# of CJCM Clients	Percent
Of those admitted, number who had at least 2 treatment sessions or days within 30 days after admission into treatment	130	86% <sup>4</sup>
Number and percent of clients who were engaged in treatment for 30 days or longer	88	58% <sup>5</sup>

<sup>4</sup> & <sup>5</sup> Denominator: 152; the total number of clients admitted into treatment according to InSyst (billing data).

Of those who participated in treatment, 86% had at least two treatment sessions within the first 30 days of their admission. This measure is a proxy for initial patient engagement, indicating likelihood for future completion of treatment. However, our figures showed that only 58% of CJCM clients remained engaged in treatment beyond 30 days. This represents a reduction from last year's engagement figures. ACBH is working on several initiatives that are predicted to improve client engagement, such as cultural responsiveness training and additional Drug Medi-Cal funded treatment services made possible by the DMC waiver.



## Is Anyone Better off?

Satisfactory Discharge Statuses	# of Treatment Episodes for CJCM Clients	Percent <sup>6</sup>
Completed treatment recovery plan, Referred to different level of care	75	35%
Left before completion of plan; satisfactory progress, Referred to different level of care	66	31%
Completed treatment, not referred	11	5%
<b>Total Satisfactory Discharge</b>	<b>152</b>	<b>71%</b>

<sup>6</sup> Denominator: 214; the total number of clients admitted into treatment according to InSyst (billing data).

In FY 17/18, BHCS implemented new discharge code standards that define satisfactory versus unsatisfactory progress in terms of treatment goal completion rates. In 71% of treatment episodes, clients completed treatment or made satisfactory progress, defined as achieving more than 50% of their treatment plan goals.

Overall, referrals and transfers to other levels of care within the SUD continuum of care were frequent. Sixty-six percent of satisfactory discharges were referred to a different level of care at the completion of their episode. The most common form of referral was from Detox to a community provider such as outpatient or residential. In other cases, clients were “referred up” to higher levels of care when warranted, or to lower levels of care as a form of “step-down”.

Unsatisfactory Discharges by Type	# of Treatment Episodes for CJCM Clients	Percent <sup>6</sup>
Incarcerated	2	1%
Unsatisfactory progress, not referred	19	9%
Left before completion of plan; unsatisfactory progress, referred to different level of care	41	19%
<b>Total Unsatisfactory Discharges</b>	<b>62</b>	<b>29%</b>

<sup>6</sup> Denominator: 214; the total number of clients admitted into treatment according to InSyst (billing data).

A smaller percentage of discharges, 29%, were deemed to have made unsatisfactory progress, i.e. achieved less than 50% of the treatment plan goals. Only 1% of discharges were related to re-incarceration. BHCS will be investigating why some unsatisfactory discharges, not related to re-incarceration, did not lead to a subsequent referral. However, compared to the previous fiscal year, fewer people were discharged with unsatisfactory progress.

**BUDGET SUMMARY - BHCS**

Category	Number of Clients	Number of Services	Total AB109 Costs	Total County	Total CBO
<b>Category # 1 –Behavioral Health Treatment Services and Infrastructure</b>					
<b>In Custody Mental Health</b>					
Services	1,000	10,180	\$619,295	\$619,295	
Pharmacy			\$261,227	\$261,227	
<b>Sub-Total In Custody</b>	<b>1,000</b>	<b>10,180</b>	<b>\$880,522</b>	<b>\$880,522</b>	<b>\$0</b>
<b>Out-of-Custody Mental Health</b>					
Crisis Services	67	108	\$33,681	\$10,929	\$22,752
Hospital	206	1,478	\$341,026	\$4,280	\$336,746
Outpatient	89	1,669	\$185,264	\$51,960	\$133,303
Residential	44	1,019	\$184,158		\$184,158
Sub-Acute	10	825	\$503,224	\$8,990	\$494,233
Intensive Case Management	72	2,765	\$358,848	\$7,135	\$351,714
Transitional Case Management	350	3,338	\$201,734		\$201,734
Transitional Case Management (Flex Funds)			\$309,486		\$309,486
County Screening and Referral (0.10 FTE)			\$17,499	\$17,499	
<b>Sub-Total Out-of-Custody Mental Health</b>	<b>838</b>	<b>11,202</b>	<b>\$2,134,920</b>	<b>\$100,793</b>	<b>\$2,034,126</b>
<b>TOTAL MENTAL HEALTH</b>	<b>1,838</b>	<b>21,382</b>	<b>\$3,015,442</b>	<b>\$981,315</b>	<b>\$2,034,126</b>
<b>Substance Use Disorder</b>					
Criminal Justice Care Management			\$132,533		\$132,533
Detox/Sobering	156	1,640	\$329,983		\$329,983
Narcotics Treatment Program	130	23,656	\$91,639		\$91,639
Outpatient	131	5,486	\$258,702		\$258,702
Recovery Residence	28	2,019	\$88,289		\$88,289
Residential	47	3,899	\$298,408		\$298,408
<b>TOTAL SUBSTANCE USE DISORDER</b>	<b>492</b>	<b>36,700</b>	<b>\$1,199,554</b>	<b>\$0</b>	<b>\$1,199,554</b>
<b>TOTAL TRAINING &amp; CONSULTATION</b>			<b>\$900</b>		<b>\$900</b>
<b>TOTAL ADMINISTRATION &amp; COORDINATION</b>			<b>\$368,898</b>	<b>\$368,898</b>	
<b>TOTAL CATEGORY #1</b>	<b>2,330</b>	<b>58,082</b>	<b>\$4,584,794</b>	<b>\$1,350,213</b>	<b>\$3,234,580</b>
<b>Category # 2 – Reentry Legal Services</b>					
Reentry Legal Services	795		\$640,000		\$640,000
SSI Housing Subsidy for Reentry Clients	69		\$154,866		\$154,866
<b>TOTAL CATEGORY #2</b>	<b>864</b>		<b>\$794,866</b>		<b>\$794,866</b>
<b>Category #3 – MH ACCESS Position in Probation Offices TOTAL</b>			<b>\$46,901</b>	<b>\$46,901</b>	<b>\$0</b>
<b>Grand Total</b>	<b>3,194</b>	<b>58,082</b>	<b>\$5,426,561</b>	<b>\$1,397,114</b>	<b>\$4,029,446</b>

# IX. DISTRICT ATTORNEY

## **REALIGNMENT SERVICES**

All Realignment funding allocated to the District Attorney (DA) in FY 17/18 was used to offset employee salary and benefit expenses for staff serving the realignment population. AB 109 funding provided full or partial salary support for nine (9) DA positions involving realignment activities as follows:

**Realignment Community Resource Deputy / Justice Restoration Project Coordinator (1)** - One Assistant DA is assigned to serve as a community liaison and general resource for Realignment issues. That attorney attends meetings of the below groups and reports directly to the DA. This Deputy is charged to AB 109 at a rate of one hundred percent (100%) salary and benefits.

- Community Advisory Board (CAB)
- Community Corrections Partners (CPP) Executive Committee (EC) (DA O'Malley serves on Committee)
- CCP Fiscal and Procurement Workgroup (DA O'Malley co-chairs)
- CCP Data Workgroup (DA O'Malley co-chairs)
- CCP Programs and Services Workgroup
- CCP Process and Evaluation Workgroup
- CCP (Adult Reentry Strategic Plan)/Recidivism Sub-Committee
- BSCC Meetings in Sacramento

This Assistant DA also manages all programmatic aspects of the Alameda County Justice Restoration Project (ACJRP), which is funded by a grant from the State of California Board of State and Community Corrections (BSCC).

**Collaborative Courts Coordinator (1)** – One Deputy DA is assigned to oversee operations and policies for our Collaborative Courts, including Early Intervention Court, Behavioral Mental Health Court, Drug Court, Mentor Diversion Court and Reentry Court, all of which are designed to provide opportunities for rehabilitation as alternatives to incarceration. This Deputy position is charged at a rate of one hundred percent (100%) salary and benefits.

**Felony Resentencing Coordinator (1)** – One Assistant DA is assigned to oversee, review and process applications for resentencing under Proposition 47 as well as applications for Dismissal and Release from Penalties under Penal Code section 1203.4 (Clean Slate). This Deputy position is charged at a rate of one hundred percent (100%) salary and benefits. Since the passage of Prop 47 in November 2014, the DA's office has reviewed and facilitated the reduction of more than 7,500 sentences from felonies to misdemeanors.

**Realignment Coordinator East County (1)** – One Assistant DA is assigned to coordinate Realignment activities at the East County Hall of Justice (ECHOJ). Forty percent (40%) of the Coordinators' salary and benefits are charged to AB 109. The Coordinator oversees, and in some cases personally staffs, the various programs and collaborative courts at ECHOJ that support the mission of Realignment, including the following: Drug Court; Proposition 47 resentencing; Project Clean Slate (Expungement of Criminal Records) and Pacific Educational Services (PES) Diversion. This Assistant also oversees the charging of Felony Probation violations and the implementation of the Justice Restoration Project at ECHOJ.

**Felony Plea Deputy (1)** – One Deputy DA is assigned to conduct the plea negotiations on non-vertical felony cases at the Rene C. Davidson courthouse. This attorney is tasked with negotiating dispositions of felony cases to ensure that 1170(h) eligible defendants have every opportunity to enter a case disposition that provides access to the various programs and sentencing options available for each offense and possible opportunities for community-based treatment. Fifty percent (50%) of the Felony Plea Deputy’s salary and benefits are charged to AB 109.

**Probation Violation Deputy (1)** – One Deputy DA is responsible for vertically prosecuting alleged felony probation violations at the Rene C. Davidson courthouse. Their responsibilities range from reviewing the initial police report to determining if the evidence supports the filing a felony probation violation, to charging the violation, to personally prosecuting the violation in court and overseeing all aspects of plea negotiations and sentencing. Like their counterpart in the felony plea court, they are very knowledgeable in the available sentencing options for felony offense and possible opportunities for community-based treatment. Deputy is charged to AB109 at the rate of fifty percent (50%) of their salary and benefits.

**Probation Violation Support Staff (1)** – The DA also utilizes AB 109 funding for one professional support staff employee assigned to assist the Probation Violation Deputies discussed above. This employee is responsible for processing and filing the court pleadings/violations based on the deputies’ charging decision, creating probation case files, pulling court calendars and providing general support for these violations. Fifty percent (50%) of the Probation Violation Support Staff’s salary and benefits are charged to AB 109.

**Victim Restitution Advocates / Realigned Crimes /Parole (2)** - Finally, the DA allocates a portion of AB 109 funding to employ two full-time Victim Restitution Advocates to provide services for victims of Realigned crimes and to serve as a general resource for those victims. One Hundred Percent (100%) of the Victim Restitution Advocates’ salary and benefits are charged to the D.A.’s AB 109 funding.

**BUDGET SUMMARY**

Following is a summary of the staff positions/percentages that support Realignment services provided by the District Attorney’s Office:

	<b>Chargeable %</b>
Realignment / Community Resource Deputy (1)	100%
Collaborative Courts Coordinator (1)	100%
Felony Resentencing Coordinator (1)	100%
Realignment Coordinator – East County (1)	40%
Felony Plea Deputy (1)	50%
Probation Violation Deputy (1)	50%
Probation Violation Support Staff (1)	50%
Victim Restitution Advocate / Realigned Crimes / Parole (2)	100%
Total number of DA personnel funded (whole or part)	9
Total expenses incurred/actual	\$1,458,558.29
Total AB 109 expenses claimed	\$1,250,000.00

# X. PROBATION DEPARTMENT

The Alameda County Probation Department (ACPD) Adult Services Division provides a wide range of services and supports to its clients, partnering agencies, and to the community at large.

The primary responsibilities for Deputy Probation Officers in the Adult Division include providing:

- Rehabilitation and treatment opportunities for clients
- Resources to victims of crimes
- Effective, consistent enforcement of court orders
- Accurate and timely services to the Courts

The Adult Division provides the following services:

- Pre-Sentence Investigation Reports to the Court
- Supervision services, including:
  - Formal Probationers - Clients on felony probation
  - Interstate Compact (out-of-state transfers)
  - Mandatory Supervision - Penal Code 1170(h)(5) – Realignment of clients from the State and County level
  - Oversight of Domestic Violence Batterers’ Treatment
  - Post-Release Community Supervision (PRCS) – Realignment of client supervision from the State and County level
  - Specialized Supervision of Sex Offenders
  - Supervision of Cases Transferred In/Out of the County (Jurisdictional Transfers)
  - Task Force Operations – Collaboration between Probation Department and law enforcement agencies

Today’s probationers are typically persons convicted of more serious offenses with more service needs than prior to passage of AB109. As a result, the Probation Department’s Adult Division provides a robust system of evidence-based wraparound client services and a continuity of care that supports those clients transitioning from a secure correctional setting to their home community. Deputy Probation Officers (DPOs) work with clients to develop practical skills designed to counteract the triggers and conditions that initially contributed to their criminal activity.

## Probation Department Staff Accomplishments



**DPO Cheryl Merchant** (left) receives Oakland Police Department's Chiefs Certificate of Commendation award from Oakland Police Chief Anne Kirkpatrick (right)

DPO Cheryl Merchant is a liaison between the Probation Department and the Oakland Police Department's Operation Ceasefire, a collaboration of law enforcement and community-based organizations working together to reduce crime in Oakland. As an integral member of Operation Ceasefire, DPO Merchant has made a significant contribution to the annual decline in violent crime in the city of Oakland. Additionally, her dedication, expertise, and knowledge of at-risk individuals has assisted many clients in their successful reentry into the community. ***Congratulations to DPO Merchant for a job well done!***

**DPO Maya Rollins-Williams** participates in the 2018 “Shop with a Cop” event where law enforcement, including the Probation Department, BART police, and San Leandro Police Department, support clients in the community by purchasing Christmas items for clients and their families.



## Probation's Strategies/Accomplishments

The Adult Division has implemented programmatic components intended to support a marked improvement in its service delivery model. These components include:

- Mandatory Evidence-Based Practices (EBP) training for all sworn and non-sworn staff to ensure employees are familiar with progressive practices proven to reduce recidivism;
- Mandatory BriefCASE training to enable supervisors to coach, mentor, reinforce and refine deputy probation officers' skills in the application of risk reduction techniques involving their clients;
- The establishment of caseload management standards for adults, to including specialized standards to manage client populations that require a more intensive level of supervision and services within the community, i.e., sex offenders, domestic violence clients, and clients with mental illness;
- Conducting pre-release "in-person" interviews using Skype videoconferencing software with clients in the California Department of Corrections and Rehabilitation (CDCR) state prisons who will be returning to Alameda County as PRCS clients. The interviews include administering a risk and needs assessment using a validated assessment tool (COMPAS) and then developing an individualized reentry case plan, based upon the assessment. This process has proven to reduce the uncertainties and stress individuals may experience when release is imminent and provides a pathway home with services and supports identified to ensure a more successful transition. Since June 2018, a DPO, trained in motivational interviewing, has conducted 77 pre-release interviews, by Skyping into 19 CDCR state prisons. *Of the 77, 61 individuals have been released from custody to Alameda County and 51 have reported, which is an 84% success rate.* Conversely, there have been 50 recent releases that did not have the pre-release interviews and of the 50, 34 clients reported, which is a 68% success rate. **This pre-release interviewing strategy is associated with a 24% increase in the success rate of clients reporting (and therefore, not being violated)!**
- Early Termination: The Probation Department, in partnership with the District Attorney's Office and the Superior Courts, established the Early Termination Project, which allows clients who have successfully completed two out of three years or three out of five years on a probation term to have their cases reviewed for consideration for early termination. Each case is carefully reviewed by the judge, district attorney, and probation officer. On June 6, 2018, the Probation Department began sending cases qualified for early termination to be reviewed by the Early Termination Project team. As of October 31, 2018, **a total of 84 cases have been considered for review and 81 cases were granted early termination, resulting in a 96% early termination approval rate!** Additionally, 19 felony cases were reduced to misdemeanors.
- Establishing clinicians onsite within the Probation Department's offices to provide mental health services has developed effective collaboration between the Probation staff and mental health clinicians as they collectively serve as members of a multi-disciplinary team, along with the client. It is anticipated that an increased number of clients will connect to mental health services as a result of this strategy.



- Implementing a case management system that includes a provider portal component where vendors can receive referrals and report outcomes. (Note: the “go-live” date was January 2019). Also, a case management mobile application that will allow Probation Officers to input case notes (including voice-to-text and photo capability), view caseloads, and receive warrant alerts via a smartphone which will enable Probation Officers to more easily document and access information about their clients while in the community. Both the case management system and mobile application will assist in the collection and analysis of data and are intended to increase productivity and reduce redundancy in data entry.

### **Direct Services Contracts and the Community Capacity Fund (CCF)**

The Probation Department has been charged with developing procurement instruments and contracts for realignment-funded services in Alameda County. The Probation Department’s two AB 109 funding categories are referred to as *Direct Services Contracts* and the *Community Capacity Fund (CCF)*. These programs encompass a diverse group of community-based organizations that directly impact Alameda County’s realignment population and these investments will ultimately improve the outcomes of our clients.

### **Direct Services Contracts**

The Probation Department worked collaboratively with stakeholders to ascertain service gaps and ensure service delivery throughout the County. In Year Seven, **the Probation Department had direct oversight of 83 contracts totaling \$16,677,675!** These contracts include services such as employment, education, peer mentoring (For Us By Us) and CCF, noted below in greater detail.

### **Community Capacity Fund Overview**

On June 27, 2014, the Alameda County Board of Supervisors (BOS) approved the development of a Community Capacity Fund (CCF). The CCF was designed to support organizations in developing an effective, culturally responsive, well-coordinated system of services that promotes evidence-based practices with and for those impacted by reentry, including individuals, their families and victims, along with critical funding and technical assistance resources to strengthen their capacity. The BOS authorized a total of \$9 million of Realignment funding for the CCF to be dispersed over a period of three fiscal years, allotting \$3 million in each year.

The CCF is specifically intended to foster measurable improvements in organizational capacity in one or more of seven areas:

- Mission, Vision, Strategy
- Organizational Structure
- Governance and Leadership
- Sector-Specific Knowledge and Best Practices
- Partnerships, External Relations, Networking
- Management Systems; Operational Ability
- Fundraising, Revenue Generation, Fiscal Sustainability

In order to achieve this goal, two Technical Assistance (TA) vendors that provide instruction and support for the organizations support the CCF. The CCF provides multiple opportunities for organizations to obtain assistance and has two phases – a Planning Phase and an Implementation Phase.

### PHASE I: Planning (3-month grant period)

Throughout this phase, organizations worked with their assigned CCF TA provider to create a Capacity Building Plan that outlined a comprehensive approach to strengthening their organization. The applicant's Capacity Building Plan served as the foundation for any future Implementation Grant proposal they may submit. In addition to gaining support from the TA provider, grantees received a one-time \$5,000 cash grant to offset costs and support their organization's participation in the planning process.

### PHASE II: Implementation

Throughout the Implementation Phase, grantees implemented one or more elements of their Capacity Development Plan, with assistance from the TA provider. To help ensure contract success during the Implementation Phase, the Probation Department took the lead in holding mandatory two-hour workshops to help all Implementation grantees have a better understanding of the contractual requirements, billing and reimbursement processes, and to clarify expectations related to their contract performance. Monthly progress report templates, unique to each new vendor, were developed, along with a standardized invoice template. Additionally, contract sessions were held individually and in-person with all 59 awardees. Probation staff created invoicing and contracting protocols that were tailored for the CCF insurance requirements, an invoice checklist for the billing process, and protocols to assist grantees in navigating through Probation's billing process.

### Community Capacity Fund FY 17/18 Update

The primary goal of the Community Capacity Fund (CCF) is "To expand the number and diversity of community-based agencies that have the demonstrated capacity to effectively contract with Alameda County and specifically the Alameda County Probation Department to improve outcomes for the realigned population." To achieve this goal, the Probation Department has made 87 Planning and 52 Implementation grant awards since March 2016. CCF investments are intended to be distributed across the county consistent with the location of the realigned population.

During FY 17/18, there was an additional Round 3 of Implementation contracting designated to fund only community-based providers and non-profits serving the reentry population in Alameda County's District 2, District 3, and District 4.

Fifty-nine (59) grantees were awarded funding during the three rounds of funding cycles:

- 17 in Round 1;
- 35 in Round 2; and
- 7 in Round 3.

### Bidders Conferences and Technical Assistance

ACPD conducted Bidders Conferences where potential applicants had the opportunity to learn more about the CCF grant program and the Request for Assistance (RFA) process, as well as obtain information related to the submission of an application. ACPD, working with Technical Assistance vendors, assisted organizations as they developed an organizational assessment and capacity building plan, and provided feedback on how to craft a "winning" proposal.

Several workshops were held during FY 17/18 for all Planning and Implementation Grantees to allow these community-based organizations an opportunity to continue to improve their capacity building efforts, so they can continue to deliver effective programs and services to the realigned population living in Alameda County. Workshops were open to all, free of charge, and participation was voluntary.

Between July 2017 and June 2018, the Probation Department achieved the following, relating to CCF.

- From April - December 2017, ACPD held 34 contract negotiation meetings for Round 2 Implementation grantees.
- On November 15, 2017, the TA provider offered a half-day “Intensive Grant Writing” workshop, providing a deep dive into best practices for preparing to write a grant.
- On January 31, 2018, ACPD released the CCF Implementation Grants Round 3 RFA.
- On February 22, 2018 and on February 26, 2018, a “CCF Implementation Grants Round 3 TA Clinic,” was conducted for Round 3 applicants. Half-day workshops were held with technical assistance providers to work with organizations on creating a Capacity Building Plan. Additional technical assistance in one-on-one sessions, as needed, was also provided.

**BUDGET SUMMARY – Community Capacity Fund (November 2015 – June 2018)**

<b>Organization Name</b>	<b>Total</b>
Hatchuel Tabernik & Associates (HTA) - TA Provider	\$270,000
Jeweld Legacy (Jeweld) - TA provider	\$270,000
CCF Round 1 Planning Grantees	\$225,000
CCF Round 2 Planning Grantees	\$210,000
CCF Round 1 Implementation (17 Grantees)	\$2,930,552
CCF Round 2 Implementation (35 Grantees)	\$4,536,189
CCF Round 2 Implementation (7 Grantees)	\$308,259
<b>Total CCF Investment to the Community</b>	<b>\$8,750,000</b>

## **Realignment Evaluation**

Resource Development Associates (RDA) was contracted to conduct an evaluation of the County's Realignment efforts. The Alameda County Probation Department oversees the contract. The objectives of the evaluation are as follows:

1. Conduct a comprehensive evaluation of the County's Realignment implementation and outcomes
  - Assess department-specific and cross-system implementation
  - Determine efficacy of services to improve client outcomes and reduce recidivism
  - Help Alameda County make data-driven decisions about services and coordination
2. Support the development of County data collection and reporting processes to facilitate ongoing monitoring of Realignment
  - Assess County data capacity and infrastructure
  - Facilitate collaborative process to establish reporting mechanisms

During FY 16/17, with oversight from Probation, RDA successfully completed an AB 109 Client Overview and a Data Gap Analysis, described below:

**AB 109 Client Overview:** This report provided an overview of the implementation of AB 109 in Alameda County, describing and identifying Alameda County's realigned populations, and identifying the volume and type of services received by the realigned populations. The report highlighted that the PC 1170(h) sentencing option has rarely been used since the start of Realignment, because sentencing practices were already in place to reduce the number of individuals Alameda County sentenced to state prison prior to the enactment of Realignment. Findings also demonstrated that both the County's probation and jail populations have declined since the enactment of Realignment. The composition of the County's probation population has also changed, and in FY15/16, over half of felony probation clients were realigned under the County's definition.<sup>5</sup> The proportion of the County's realigned population receiving any service was consistently higher than that of the Felony Probation population over time, while the proportion of PRCS or 1170(h) clients receiving any service substantially increased since the start of Realignment. This trend was driven by the PRCS population's increased service utilization.

**Data Gap Analysis:** This analysis assessed Alameda County's AB 109-related data capacity and infrastructure, including systems and methods for data collection, monitoring, reporting, and sharing, across various partners that hold justice and service data, including the Probation Department, Sheriff's Office, District Attorney's Office, Behavioral Health Care Services, and the Community Development Agency. The goal of this effort was to understand the types and quality of data each department is collecting, the format in which data is stored, and how data can be extracted for analysis, as well as identify strengths and challenges with interagency data sharing and recommendations for increasing the County's AB 109-related data capacity to measure population characteristics and outcomes.

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<sup>5</sup> Given the challenges with the Court's Odyssey system, there were some missing sentencing data resulting in underestimates of the "County Realigned on Felony Probation" population and overestimates of the "County Realigned Not on Probation" population.

This report focused on the AB 109-related data capacity of County departments to provide data for the AB 109 Client Overview Report, so the report did not directly assess the AB 109-related data capacity of the Superior Court or the County’s Information Technology Department (ITD). However, it should be noted that due to challenges resulting from the Court’s implementation of Tyler’s Odyssey Case Management system, during FY 16/17 the County was unable to accurately measure population trends or outcomes for the entire realigned population. Missing sentencing data resulted in underestimates of the County’s formal probation population that was realigned (and overestimates of the County’s realigned population that is not under Probation’s supervision). ITD data was not included as their staff expressed a lack of capacity to identify the realigned population given the County’s definition.

**Process Evaluation:** During FY 17/18, RDA collected qualitative and quantitative data to support the development of a Process Evaluation, which will be completed in FY 18/19. RDA collaborated with the Probation Department to gather supervision and service data, and worked with the District Attorney, Public Defender, and Sheriff’s Offices to collect data on individuals served by the Early Intervention Court, the Public Defender’s Office social workers, and the Sherriff’s Office Operation My Home Town. RDA also conducted a total of 29 interviews and focus groups with county stakeholders and realigned individuals under Probation’s supervision. These included 17 interviews and nine focus groups (n=40 individuals) with management and staff from county departments and contracted service providers, as well as three focus groups with 20 realigned individuals under Probation’s supervision in order to identify successes and challenges in implementing the County’s AB 109 system and services.

**BUDGET SUMMARY – PROBATION DEPARTMENT**

<b>Alameda County Probation Department FY 17/18:</b>	<b>Allocation</b>
Salaries & Employee Benefits	\$3,250,000

<b>STAFF</b>	<b>FTE</b>
Administrative Assistant	1
Deputy Probation Officer I	1
Deputy Probation Officer II	1
Deputy Probation Officer III	11
Division Director	.6
Management Analyst	1
Reentry Coordinator	1
Unit Supervisor	1
<b>Total</b>	<b>17.6</b>

*Note: There are additional staff who support services for realigned clients, not included in the allocation above.*

# XI. PUBLIC DEFENDER

## Clean Slate Program/Activities



*(Clean Slate Attorneys at a 2018 community event)*

The **Alameda County Public Defender Clean Slate Program** provides high quality, high volume representation for clients who are seeking criminal court-based remedies, including but not limited to: dismissals (“expungements”), early termination of probation, reduction of felonies to misdemeanors, Certificates of Rehabilitation, sealing of arrest records, drug diversion record sealing, reductions and dismissals under Propositions 47 and 64, and other remedies.

Clean Slate Attorneys also advise and represent these same clients on civil and administrative remedies that allow them to overcome barriers to employment, occupational licensing, and certification. In addition, the Clean Slate Program provides holistic, collaborative, and multimodal services to support formerly incarcerated people in activities related to successful re-entry, including obtaining jobs, housing, and other rehabilitation services. These services are designed to increase stability and civic participation and are improving the lives of our clients and their families while making communities safer and more secure.

Since inception, the Clean Slate Program has been active in the community, meeting regularly with neighborhood groups, non-profit organizations, and government agencies. The Clean Slate Clinics are held in partnership with the East Bay Community Law Center where new clients are interviewed, the needs of everyone who come through the door are assessed, and referrals to other agencies are made the Program cannot directly serve them. Furthermore, attorneys and interns are also available to answer questions and follow up with cases.

Local non-profit organizations dedicated to assisting low income clients with employment and other issues attend Clinic and inform clients about their services. In addition, training is provided to community-based organizations so that they can better inform their clients about Clean Slate remedies and refer them to the Public Defender’s Office, when appropriate.

## How Much Did We Do?

### \*Prop 47 Cases – 2018

Petitions Filed	Petitions Granted	Success Rate	Clients Served
925	732	79%	574

\*The Public Defender keeps Prop 47/Clean Slate statistics by calendar year, not the fiscal year.

### Clean Slate Cases

Year	Petitions Filed	Petitions Granted	Success Rate	Clients Served
2015	1,353	1,310	97%	692
2016	1,239	1,182	95%	760
2017	1,606	1,549	96%	828
2018	2,671	2,572	96%	832

### Client Success Story

The Clean Slate Program staff worked with a client who is a graduate student in clinical psychology and one of her graduation requirements is a one-year paid internship. She had been convicted of a misdemeanor in 2013 while a college student. In 2016, the Clean Slate Program successfully had her conviction reduced and dismissed. However, recently, after being offered an internship, the client's prospective employer notified her that she had not passed the necessary LiveScan clearance. The Clean Slate Program staff advocated for the client with the Department of Social Services (DSS) to ensure that she did not have to go through the lengthy process of seeking a criminal record exemption, which would have caused her to lose her paid internship and prevented her from graduating on time. Because of the work of the Clean Slate Program, the client received clearance from DSS in time to start her internship, as scheduled, and is currently fulfilling her goal of providing mental health support to youth in the foster care system.

## **Partnerships**

In June of 2017, the Public Defender secured a \$50,000 grant from the San Francisco Foundation, allowing the Public Defender’s Office to strengthen its partnership with: Building Opportunities for Self-Sufficiency (BOSS); Housing and Economic Rights Advocates (HERA); and the Private Industry Council (PIC). During the one-year grant period, 50 Clean Slate clients obtained employment. Furthermore, Clean Slate and HERA jointly served 53 clients from June 2017 through July 2018. A summary of the services received is below:

<b>Type of Service Provided</b>	<b>Number of Participants Receiving Services/Total Served</b>
General Debt Collection	41/53
General Credit Advice	38/53
Student Loan Issues	19/53
Credit Card Collections	10/53
Auto Loan Issues	9/53
Medical Debt Issues	8/53
Credit Impacting Housing	8/53
Payday Loan Issues	2/53
ID Theft	3/53
Bail Bonds	1/53

The San Francisco Foundation grant also required the Public Defender’s Office to hold a number of presentations informing residents about the Clean Slate program. During that time, staff made presentations to: Alameda County Behavioral Health Care Services, BOSS, the Hood Incubator, PIC, Home Stretch, Bay Area Community Services (BACS), and the Oakland Housing Authority, among others.

In the last year, the Public Defender’s Office also forged a partnership with programs supporting college students who have had prior contact with the criminal justice system that are attending U.C. Berkeley and community colleges throughout the County. The Public Defender’s Office participated in convenings designed to inform community college students about services supporting their educational and career development. Due in part to the initial work with community colleges, the Public Defender’s Office partners with Laney College on a federal grant that provides them with technical assistance to develop stronger and more vibrant relationships with the Public Defender’s Office and other local partners. Finally, the Public Defender’s Office has been awarded a second grant from the San Francisco Foundation to provide Clean Slate services to community colleges.

The Public Defender’s Office is a participant in the ongoing dialogue about best practices related to removing barriers stemming from criminal convictions and has worked with advocacy groups and legislators by providing advice and drafting legislation to modify existing laws that are confusing or cumbersome in practice, including proposing new laws to better address the reentry needs of our clients. In particular, this year the Public Defender’s Office has been heavily involved in legislative efforts to reduce barriers to occupational licensing for individuals who have had contact with the criminal justice system.



## The Social Worker Program



*(Left to right: Manuel Ortiz, Sascha Atkins-Loria, Marynella Woods, Vy Ly, Taylor Kohles, and Zachary Gratz-Lazarus)*

The **Alameda County Public Defender Social Workers** play an essential role in the innovative Holistic Defense model spearheaded by the **Alameda County Public Defender's Office**. The Public Defender Social Workers are masters-level professionals who conduct assessments and develop comprehensive reentry plans for clients. Public Defender Social Workers also provide professional trainings and consultations to the Office and the greater Holistic Defense community.

Public Defender Social Workers maintain a caseload of clients charged with felonies in Alameda County. The social workers create reentry plans, prepare social history assessments, and advocate for alternatives to incarceration for many clients suffering from mental health, substance abuse, and other disorders underlying their criminal conduct. When appropriate, the social workers provide recommendations for treatment and/or services in lieu of incarceration to the District Attorney and to the Court.

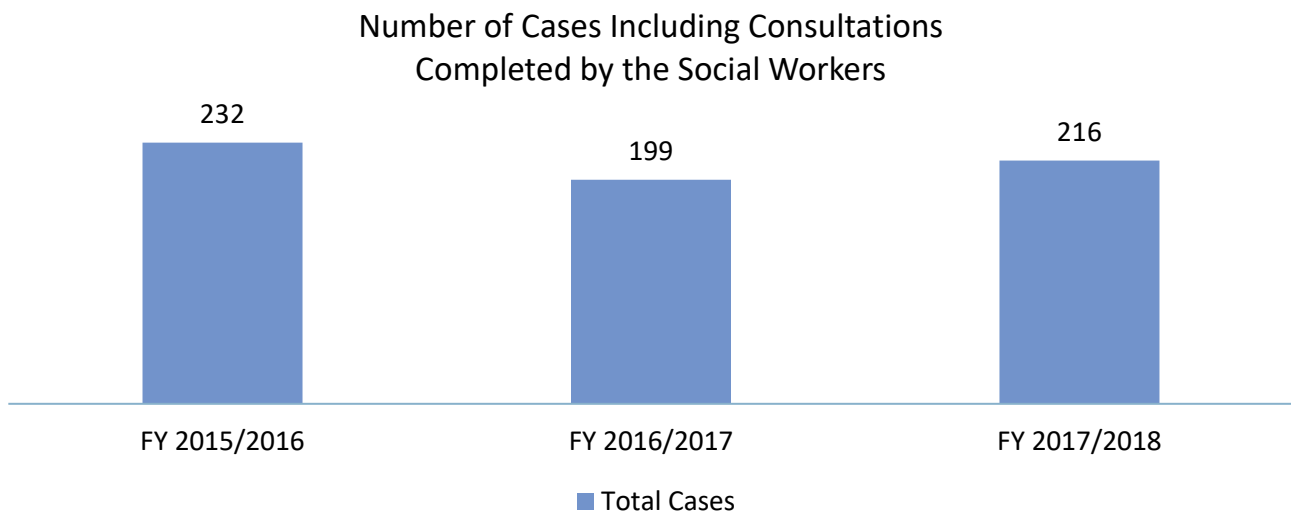
Social Workers are also committed to growing the field and developing best practices in the support of clients to increase social justice, decrease racial disparities in the criminal justice system, and reduce recidivism.

## How Much Did We Do?

### Our Community Partners

The Social Work Program strongly believes that collaboration is critical to the successful re-entry of our clients. Social workers regularly visit and explore various treatment centers and service providers throughout all five districts in Alameda County and beyond.

**Our current list of Partner Agencies includes:** CURA, Salvation Army, CityTeam Ministries, Delancey Street Foundation, The Jericho Project, Cronin House, Chrysalis, Orchid Women’s Recovery, New Bridge Foundation, Magnolia Women’s Recovery, Project Pride, Serenity House, Operation My Home Town, Axis Community Health, Men of Valor Academy, El Chante, La Familia Counseling, Office of the Collaborative Court Services (OCCS), Cherry Hill Detox, Options Recovery Services, Second Chance, Inc., Women on the Way Recovery, Life House Recovery Homes, Casa de la Vida of Berkeley Place, Homeless Action Center (HAC), Bay Area Legal Aid (BALA), Court Advocacy Project (CAP), Building Opportunities for Self-Sufficiency (BOSS), Bay Area Youth Center (BAYC), Bay Area Community Services (BACS), Center Point, Inc., Freedom House, East Bay Works, Eden 2-1-1, Correctional Medical Group Companies, John George Psychiatric Pavilion, Telecare Services, Cypress Mandela, Bonita House, Alameda County Behavioral Health Care Services, St. Mary’s Center, Pathways to Wellness, Off the Street Ministries, Solidarity Fellowship Inc., East Bay Community Recovery Project, Behavioral Health Court, Transition/Day reporting Center, Homestretch Housing, New Door Ventures, and East Oakland Recovery Center.



This chart presents the total number of cases and consultations referred to social workers by attorneys over the course of the last three fiscal years.

## **Public Defender Social Worker Holistic Defense**

- Supervised MSW Interns at the Alameda County Public Defender’s Office.
- Coordinated the donation of thousands of books to Santa Rita Jail.
- Maintained a children’s clothing donation closet offering clothing to public defender clients and their families.
- Provided guidance to attorneys in deciding whether to request assessments for client’s competency to stand trial and other significant, clinical concerns.
- Coordinated with Family Court on child abuse cases.
- Outreached to victims who expressed interest in restorative justice practices rather than retributive justice models.
- Coordinated with Public Defender Social Workers working throughout Northern California through quarterly professional development trainings.

## **Medi-Cal Waiver Implementation**

In fiscal year 2017-2018, Alameda County BHCS implemented a new method of referring clients into Substance Use Disorder (SUD) treatment programs. This new plan leverages AB109 funds and federal Medi-Cal dollars to pay for SUD treatment plans. However, as originally implemented, the plan left many in-custody AB109 eligible individuals ineligible for treatment while they had pending criminal charges. The Alameda County Public Defender Social Worker Team has, in partnership with BHCS and Probation, developed a plan to ensure that in-custody clients will continue to be served by SUD treatment programs no matter their custody status. This work serves all in-custody AB109 clients requiring SUD treatment, whether or not the client is on the PD Social Work Team’s caseload.

## **Client Success Story**



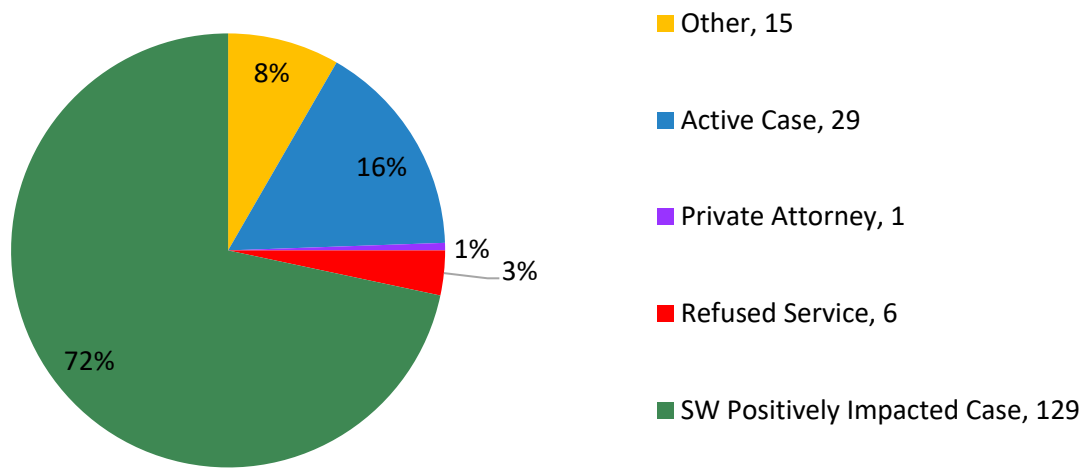
Ms. Mehraban, a dedicated mother of two young children was working full-time as a dental hygienist in Fremont. Unfortunately, a series of significant life changes, including her declining health, the loss of her job, and the inability to care for her children led her to become clinically depressed. Ms. Mehraban abused drugs and alcohol and was involved in the criminal justice system.

In working with the Public Defender Social Work Program, Ms. Mehraban was able to gain insight into her addiction and mental health concerns. She enrolled into Chrysalis, a 6-month residential dual diagnosis treatment program in Oakland. Highly motivated and supported by her children, Ms. Mehraban graduated from Chrysalis in 2018. Since graduating from Chrysalis, she has been reunified with her children.

After completing residential treatment, she graduated from Second Chance, an outpatient treatment program in Newark and has taken the necessary steps to maintain her sobriety and stability. Currently, Ms. Mehraban is participating in the Second Chance Women’s Phoenix Program and has been hired as a staff member at Second Chance where she is able to inspire others to make positive changes on their own.

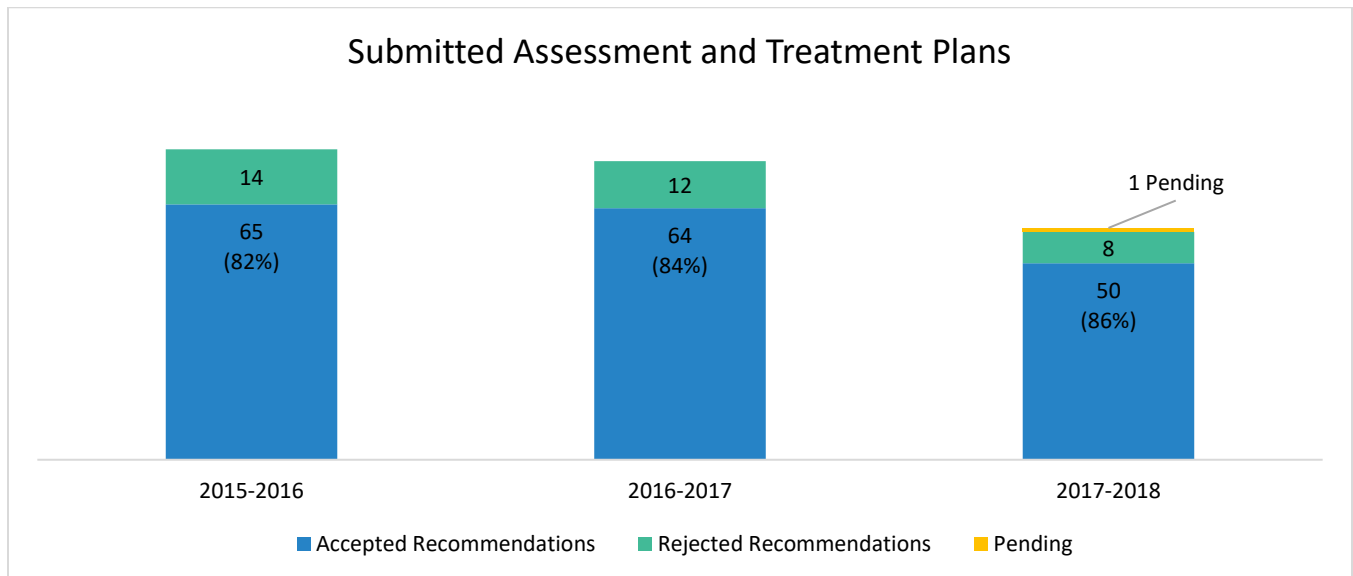
## How Well Did We Do?

Number of Cases (Excluding Consultations)



“SW Positively Impacted Case” is defined as a case in which Social Workers provided counseling, conducted intervention, developed re-entry plans, or submitted reports to the Court, District Attorney and/or other stakeholders.

Submitted Assessment and Treatment Plans



This chart reflects social work recommendations, submitted to the District Attorney and Court, for clients to be mandated into treatment in lieu of additional jail or prison time. In FY 17/18, Public Defender Social Workers made 59 recommendations, and the District Attorney and Court agreed with the recommendations 86% of the time!

## Is Anyone Better Off?

In calculating the amount of time and dollars saved resulting from the Public Defender Social Workers' interventions, there are two methods of measuring success:

### Proposed Plea Offer: Time and Amount Saved

This is a comparison of the District Attorney's plea offer made prior to the involvement of the Public Defender Social Worker, with the ultimate resolution of the case, after the intervention.

Number of Cases Positively Impacted	Custody Time Saved	Daily Cost of Incarceration	Total Amount Saved
129	464 years	\$142.50	\$24,150,330

The Public Defender Social Worker program saved Alameda County **464 years** in custody time when comparing the clients' proposed plea offer to the outcome following the Public Defender Social Workers' interventions.

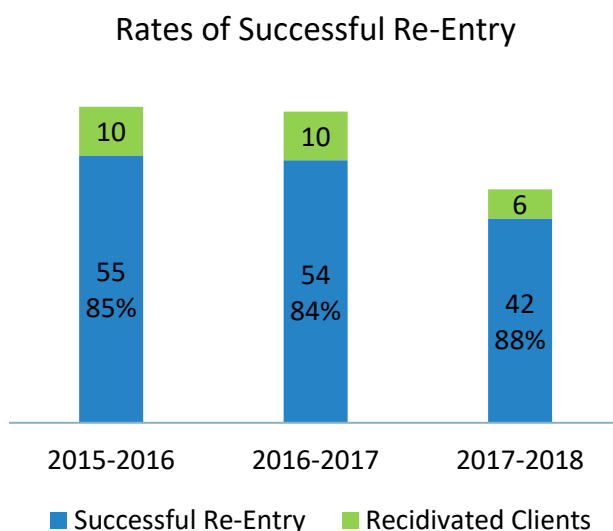
### Legal Exposure: Time and Amount Saved

This is a comparison of the total time clients could serve in jail or prison (maximum legal exposure), with the ultimate resolution of the case, after the intervention of the Public Defender Social Worker.

Number of Cases Positively Impacted	Custody Time Saved	Daily Cost of Incarceration	Total Amount Saved
129	886 years	\$142.50	\$46,114,639

The program saved Alameda County **886 years** in custody time when comparing the clients' legal exposure to the outcome following the Public Defender Social Workers' interventions.

## Rates of Successful Re-Entry



Recidivism is defined as a new conviction or new probation violation finding within **1 year** of release or sentencing date, whichever came second.

Of the clients who were able to participate in a treatment program as a result of the Program's intervention, 88% successfully re-entered into the community, and did not recidivate. This is a 4% improvement from FY 16/17.

**BUDGET SUMMARY**

The Public Defender’s Office was allocated funding to support AB 109 activities in four program areas: Clean Slate, Proposition 47, Parole and PRCS Revocations, and the Social Worker Program. In addition, the Public Defender’s Office receives AB 118 Realignment revenue to support revocations.

<b>FY 17/18 Realignment Summary of Expenditures by Program</b>	<b>Actual Expenditures FY 17/18</b>
Administration	\$163,015.57
Clean Slate	\$545,068.82
Prop 47	\$82,579.70
PRCS/Parole Revocations	\$730,675.42
Social Worker Program	\$592,648.22
<b>Total</b>	<b>\$2,113,987.73</b>

<b>Administration</b>	<b>Number of Staff</b>
Chief Assistant PD	1
Executive Programs Coordinator	1
<b>Clean Slate</b>	
Assistant Public Defender	1
Associate Deputy Public Defender	1
Legal Secretary	1
Specialist Clerk I	2
<b>Prop 47</b>	
Legal Assistant	1
<b>PRCS/Parole Revocations</b>	
Deputy Public Defender	4
Legal Assistant	1
Specialist Clerk I	3
<b>Social Worker Program</b>	
Assistant Public Defender	2
Social Worker II	4
Social Worker Supervisor	1
<b>Total</b>	<b>23</b>

***Realignment funding pays for all or a portion of the staff above.***

## XII. SHERIFF'S OFFICE: IN-CUSTODY SERVICES

### **Sheriff's Office Realignment Programs**

The Alameda County Sheriff's Office (ACSO) Inmate Services Unit coordinates transition services at the Santa Rita Jail (SRJ) in collaboration with the Probation Department and ACSO Youth and Family Services Bureau (YFSB) Operation My Home Town (OMHT).

Collectively, the ACSO provides an important part of the reentry process by offering a valuable linkage with community-based organizations and participants for post-release services. Pre- and post-case management services are offered through the Sheriff's Office Youth and Family Services Bureau. Pre- and post-release case management services are also provided through Centerforce for the Parenting participants. ACSO has partnerships with many community-based organizations to provide a variety of programs and services that start during incarceration with pre-release management plans. This linkage strengthens pre-sentencing reports with the help of the District Attorney's Office and the Public Defender's Office.

A few of the community-based agencies that who have partnerships with the ACSO are: the Oakland Housing Authority, Building Futures, Eden Area one-Stop, East Bay Recovery Project, Breaking the Chains, East Bay Community Law Center, Women on the Way, Oakland Youth Employment Partnership, Niropa Institute, the Deputy Sheriff's Activities League and the Youth and Family Services Bureau, Oakland Youth Employment Services, Oakland Homeless Families, Orchid Women's Perinatal Treatment, Chrysalis, Magnolia, Options Recovery Services, Habitat for Humanity, the UCSF Benioff Children's Hospital, Abode, Roots, California Forensic Medical Group (CFMG), American Job Center, Five Keys, Transition Day Reporting Center, East Oakland Community Project, Tri Valley Haven, A Safe Place, Centerpoint, Roots of Labor Birth Collective, Refocus, and Building Opportunities for Self-Sufficiency.

Youth and Family Services Bureau OMHT is an intensive pre- and post-release clinical case management model for re-entering participants on Probation and AB109/PRCS. The clinical case managers conduct a validated risk needs assessment (Level of Service Case Management Inventory) and utilize the assessment to inform the individualized reentry plan. The clinical case managers collaborate with Probation Officers to coordinate services and link participants to services post-release.

Through 5 Keys Charter and Schools Program, ACSO provides extended education to include GED/Adult Basic Education, computer training, food services, parenting classes, substance abuse, restorative justice, employment training through the Alameda County Workforce Development Board's reentry services, and clinical case management.

OMHT and the Inmate Services Unit also have additional services for participants who chose to participate in the Maximizing Opportunities for Mothers to Succeed (MOMS) and Dads Acquiring Developing Skills (DADS) programs. The MOMS and DADS participants participate in parenting and substance abuse classes, in addition to the clinical case management services. Participants are also screened for eligibility to apply for the Parents and Children Together (PACT) housing complex upon release from jail. The PACT housing complex is run in partnership with the Sheriff's Office and Oakland Housing Authority (OHA). Those participants who are eligible for the PACT housing complex will

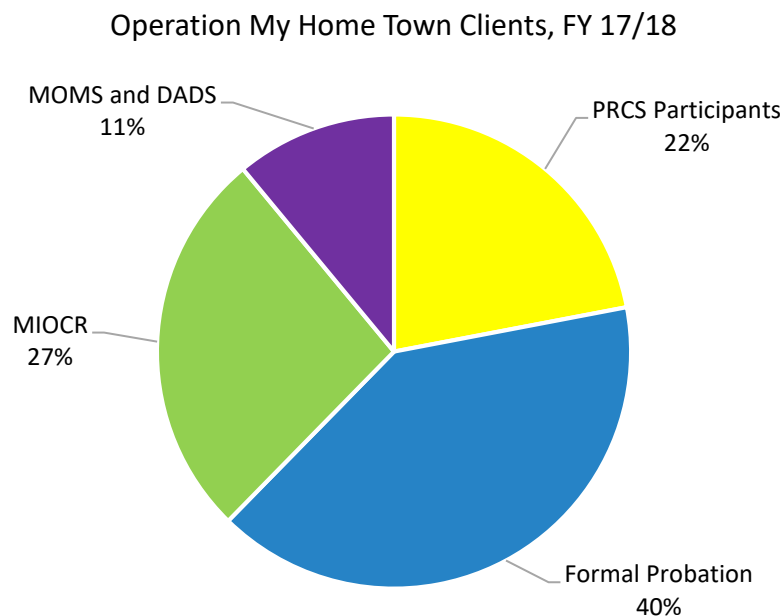
transition into the complex upon release from SRJ. The participants reside at the PACT housing complex while participating in program services such as parenting classes, substance abuse groups, GED classes, etc. The participants reside in the PACT housing complex for 18 months, and if they obtain their treatment goals, reentry goals, and program requirements within that time, the participants will graduate and move into their own OHA Section 8 Apartment.

ACSO, through the Inmate Services Unit, has two deputy sheriffs and two YFSB clinician/clinical case managers designated to focus on AB109/PRCS reentry participants. OMHT has nine additional clinicians/clinical case managers who provide services for felony probation participants, Severely Mentally Ill (SMI) reentry participants (who are PRCS and felony probation participants), MOMS and DADS participants. All the clinical case managers follow the same OMHT model and work with each participant to conduct a risk and needs assessment to inform the individualized reentry plan (IRP). The IRP addresses the participants' risks and needs in support of their successful transition back into the community and details the individual's appropriate pre-release needs and post-release case plan. The clinical case manager and the participants are assisted by one of the two Inmate Service Unit deputies, medical/mental health staff, and staff from the Probation Department.

### Outcomes

A total of 6,430 clients visited the Santa Rita Jail Transition Center from July 1, 2017 - June 30, 2018.

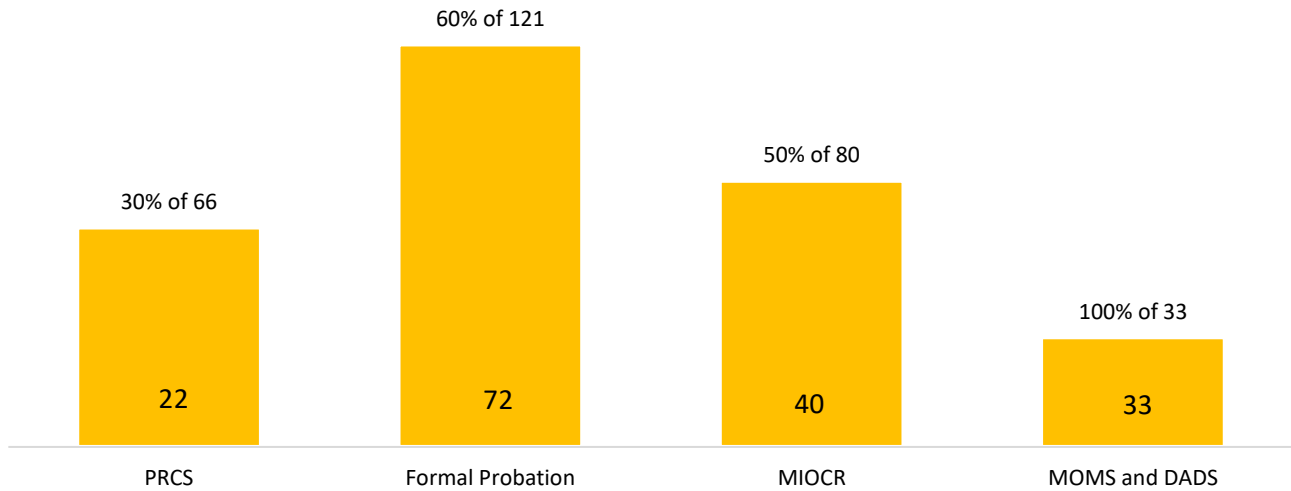
A total of 300 clients/participants were served by Operation My Home Town (OMHT) in Santa Rita Jail (SRJ) from July 2017 - June 2018.



Of the 300 total OMHT clients/participants, 66 (22%) were PRCS participants, 121 (40%) were Formal Probation (felony probationers) participants, 80 (27%) were Mentally Ill Offender Crime Reduction (MIOCR) participants, and 33 (11%) were MOMS and DADS participants.



## Operation My Home Town Participants' Engagement Post-Release, by Service Type



Three hundred (100%) of the OMHT participants engaged and participated in pre-release services. Approximately 30% of 66 PRCS participants, 60% of 121 Formal Probation (Felony Probationers) participants, 50% of 80 MIOCR participants, and 100% of 33 MOMS and DADS participants engaged and participated in post-release services.

### BUDGET SUMMARY

The Realignment housing costs at Santa Rita Jail (SRJ) for FY 17/18, based on the average daily rate of \$207.03 and average daily realignment population of 241, was \$18,234,230.13.

The Youth and Family Services Bureau (YFSB) provides pre- and post-release case management and a comprehensive range of reentry services for individuals at the SRJ facility. The cost for providing these services in FY 17/18 was \$725,201.96.

SRJ facilitates inmates receiving reentry services in the Transition Center. The designated staff providing these services include two (2) Deputy Sheriffs and two (2) Youth and Family Services Therapists. Case managers handle these services on-site with the Deputy Sheriffs providing security and facilitating the movement. The cost for providing these services in FY 17/18 was \$664,218.32.

In-custody housing costs associated with Realignment inmates	\$18,234,230
Pre- and post-release services and case management (YFSB)	\$725,202
Transition services at SRJ	\$664,218
<b>Total:</b>	<b>\$19,623,650</b>

# XIII. TRANSITION/DAY REPORTING CENTER (TDRC)

The Alameda County Transition Day Reporting Center (TDRC) opened on March 23, 2015 at a temporary site located at 400 Broadway on the second floor. The current program is operated in partnership with Leaders in Community Alternatives, Inc. (LCA), a leading provider of criminal justice services. The TDRC is a comprehensive program with coordinated wrap-around support services that address the needs of AB109 clients.

The TDRC aligns law enforcement and support services into an approach that is focused on evoking change in criminal thinking by emphasizing: participant strengths, accountability, responsibility, and opportunities for long-term change.



**TDRC Goal:** To reduce recidivism and address the challenges of returning residents and ensure participants experience a smooth transition back into their communities.

**Service Recipients:** Reentry individuals residing in Alameda County (e.g. Mandatory supervision, PRCS medium/high risk/need, and those with at least 6 months remaining on PRCS) can participate in monthly cognitive behavioral groups

**Service Delivery:** The Clinical Supervisor, Case Managers, Intake Specialist, and Program Monitors provide services at no cost

**Outcomes:** Current research supports empowerment-focused, evidence-based psychosocial interventions as a strategy towards reducing recidivism. The current TDRC model utilizes evidence-based program services, such as Cognitive Behavioral Therapy, substance abuse treatment, parenting, and gender responsive programs.

## **Services and Program Design**

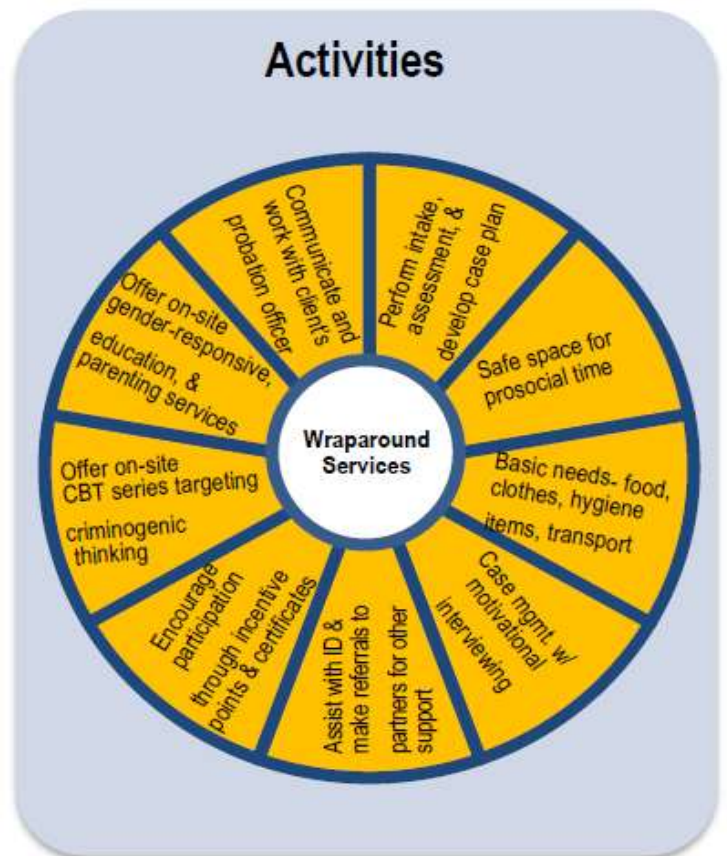
The TDRS services are onsite, evidence-based, culturally appropriate, and respect the participants' values and beliefs. The program structure includes the following elements:

- Adult Education/GED Programs
- Community Service Activities
- Gamification
- Life Skills Training
- Mentoring
- Peer Support Groups
- Vocational Training and Development
- And more

## **Cognitive Behavioral Therapy (CBT)**

The core components of the TDRS program are evidence-based Cognitive Behavior Therapy (CBT) workshops that are proven to change criminal thinking by addressing targeted criminogenic risks and needs that are identified through validated assessment tools. Research has clearly revealed that targeting individualized risks and needs is essential for helping formerly incarcerated individuals to permanently exit the criminal justice system. CBT is used in individual and group sessions as it has been demonstrated to be effective for the treatment of a variety of conditions commonly identified in justice-involved individuals, such as personality and substance abuse disorders.

Evidence-based curricula are delivered through group sessions, small group discussions, and one-on-one meetings with Case Managers. For each group session, clients are responsible for completing Interactive Journals® that provide individualized, structured programming for each participant. Additional group enhancements focus on the following: Anger Management, CBT, Culture Centered Coaching, Mentoring, Education & parenting, Life Skills, and Relapse Prevention.



## Complementary Case Management and Coordinated Care

Engagement for high-risk justice-involved clients is a major challenge throughout the country. TDRC has deployed several strategies to address this issue through a coordinated system of care. One-to-one case management is provided through a Motivational Interviewing (MI) framework where participants become empowered to make positive choices in their life. Through case management, participants are provided guidance and referrals on a range of topics/services, along with incentives for participation in the TDRC model. Participants are celebrated upon completing classes, accomplishing milestones, contributing as graduates of the program, and completing the program.

Collaborative teamwork between the supervising Probation Officers and TDRC Case Managers is an essential component of the TDRC model. TDRC clinical staff and Probation Officers participate in multidisciplinary client case conferences which provide a forum to exchange information through weekly client engagement reports to enable coordination between staff and address barriers related to low client engagement. The TDRC also employs collaborative teamwork opportunities with other County agencies. For example, for clients exiting SRJ, TDRC staff coordinate a transition plan with the client and their Probation Officer thirty days prior to their discharge date. TDRC staff provide transportation from Santa Rita Jail to Probation, the TDRC, and/or housing on the day the client discharges.

## Partnerships

TDRC managers participate in several County-level forums to engage in discussions about effective service delivery. Such forums include the *Community Correction Partnership (CCP)*, the CCP Programs and Services Workgroup meetings, and the AB 109 Planning and Coordinating Committee meetings with BHCS.

As a part of its ongoing efforts to build a comprehensive continuum of care for the clients, the TDRC has also established working partnerships with an array of community agencies. **Formal partnerships** exist with the following agencies: Community Works West (parenting classes and former SLEB staff support); Youth UpRising (Corners Café/meals and SLEB staff support); and BrainyPro, Inc. (database support).

**Informal partnerships** exist with more than 13 agencies including: Abode Housing, Building Opportunities Self-Sufficiency (BOSS), Center for Employment Opportunities (CEO), East Oakland Community Programs (EOCP), Five Keys Charter, La Familia, Men of Valor (MOCA), Oakland Private Industry Council (OPIC), Roots Community Clinic, Alameda County Social Services Agency, and Village Connect. TDRC staff continue to reach out to community providers to expand its continuum of services to address the clients' identified needs. Making access to needed services seamless is significant in helping clients succeed in the long term.



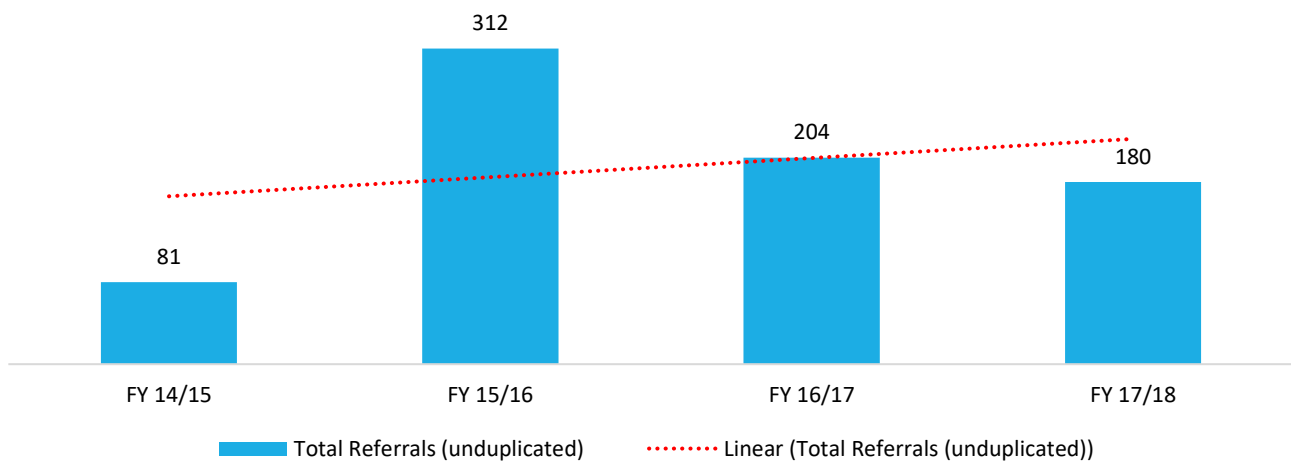


### “Their Story”: Client Vignette

Ronald K. successfully completed the TDRC program on March 16, 2018. Through the CBT groups, he learned strategies such as challenging negative thinking and being held accountable for his own actions. Throughout his time at the TDRC, Ronald had some challenges, but he remained resilient and hardworking. He often spoke about the benefits of living a conventional lifestyle, utilizing his positive support system and being a positive role model to his son. In addition, Ronald often spoke about continuing his education so that he could make his mark in the world. Ronald stated that he appreciates all the support he received while enrolled in the program.

## How Much Did We Do?

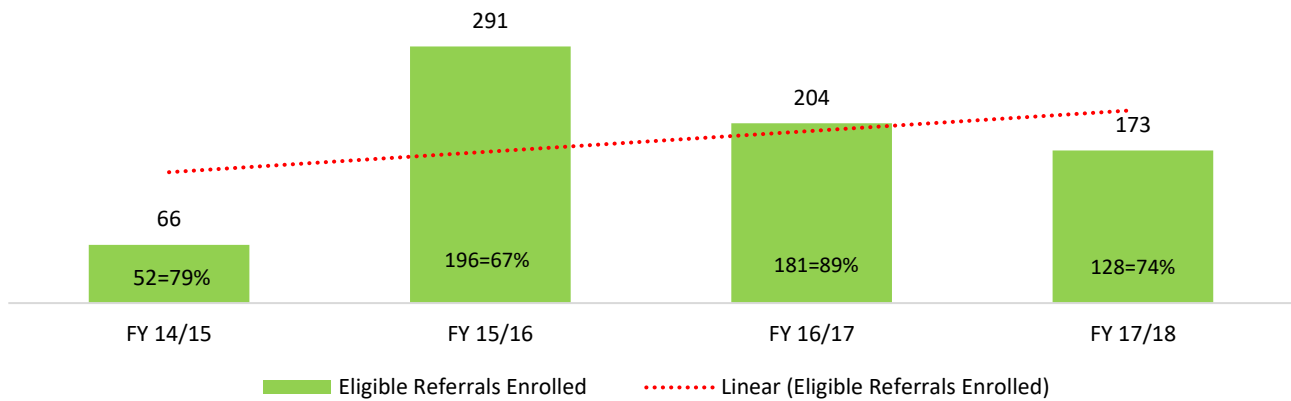
Number of Probation Referrals to the TDRC



The pathway for clients to enroll into the program is through a referral generated by an Adult Deputy Probation Officer (DPO). In 2016, referral eligibility expanded to include all probationers with realigned offenses (Post-Release Community Supervision; individuals charged and/or resolved with an 1170(h)-eligible offense). This change resulted in increased referrals received and processed by the TDRC.

## How Well Did We Do?

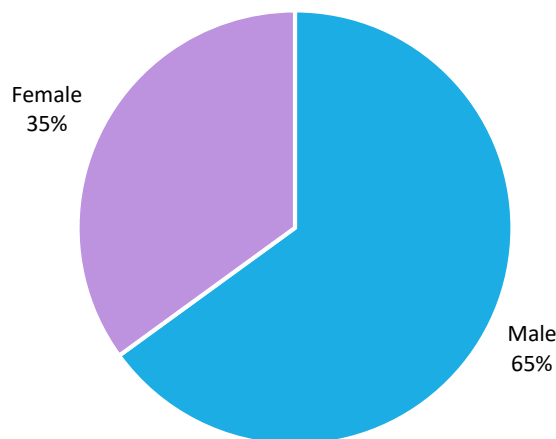
Number and Percent of Eligible Probationers Who Enrolled,  
(Completed Intake)



Note: The figures reported here **exclude** referrals that were determined as ineligible, based on the eligibility criteria established by Probation’s initial planning and implementation team, which consisted of a mix of DPOs and management staff from LCA and the Alameda County Probation Department.

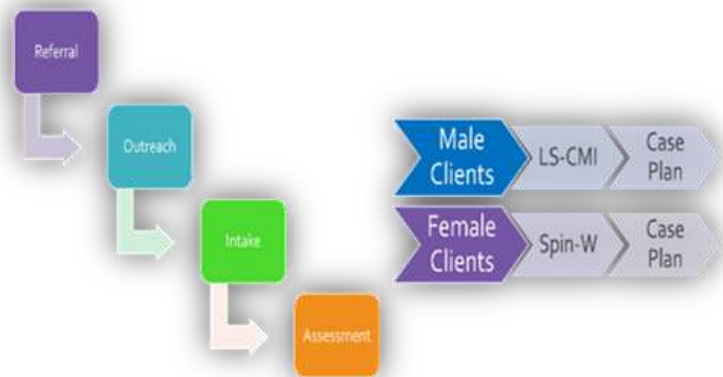
During FY 17/18, all referrals (**N=180**) were initiated by Alameda County Probation Department to the T/DRC. Of these 180 unduplicated/unique referrals, **96% or 173 referrals** met the eligibility criteria. **Seventy-four percent (N=128)** of these 173 unduplicated/unique eligible successfully **enrolled** for services. A person is deemed “enrolled” when they complete the intake process within 30 days which includes providing consent for services.

Percent of Enrollments by Gender



During FY 17/18, the TDRC changed their intake process from previous years. Typically, once a referral is made, the TDRC staff make numerous phone calls to reach clients and encourage them to come in for orientation. Once an eligible enrollee visits the TDRC, the TDRC Intake Specialist walks the participant around to meet each TDRC staff person and any onsite partners as part of their intake completion. Participants must also complete the Level of Service – Case Management Index (LS/CMI) assessment tool for male and female participants (formerly assessed via Spin-W).

### Intake and Assessment

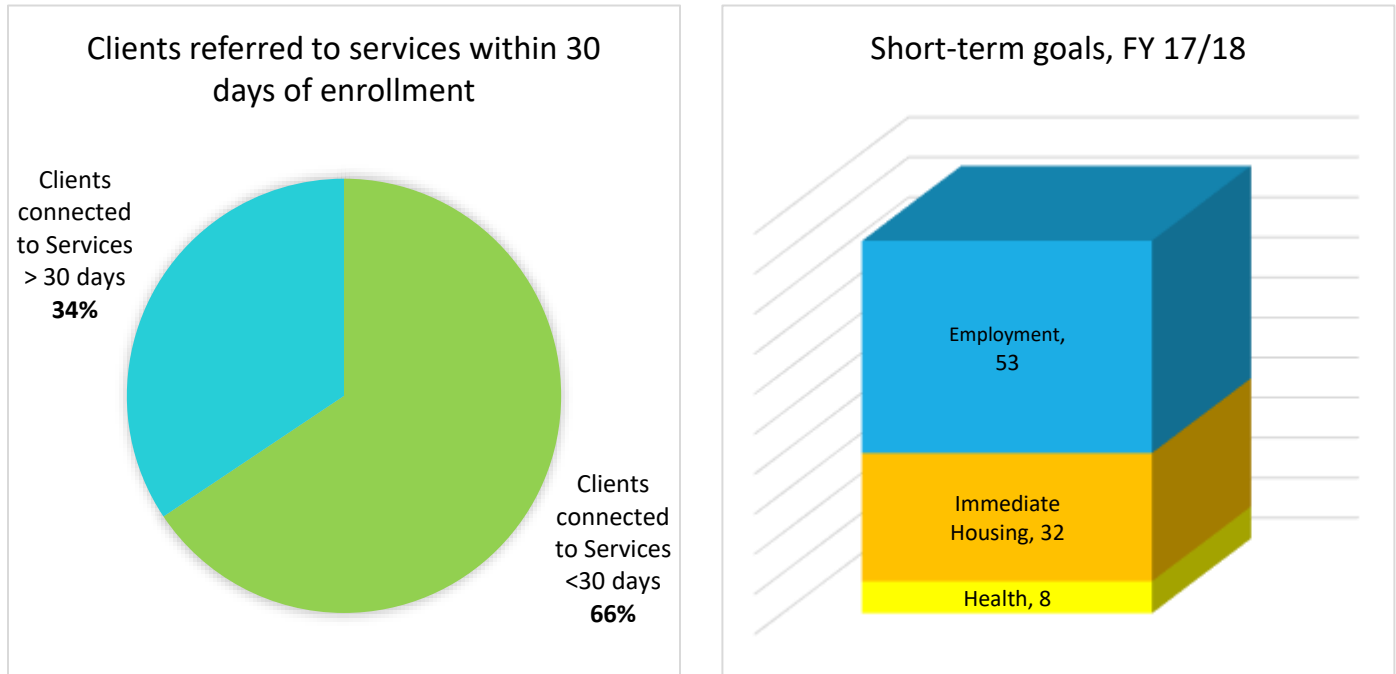


The TDRC has acknowledged a need to focus on issues and developing strategies which may affect enrollment, such as staff turnover, client engagement issues, client transportation, client readiness for CBT programming, and others.

During FY 17/18, the TDRC facilitated in-service trainings with South County Probation staff, provided DPOs with weekly engagement reports for TDRC participants who were non-communicative, increased outreach presentations at Santa Rita Jail, participated in workgroup series with PRCS staff, and invested more in their incentive program where clients earn points by completing activities and then redeem points for items such as gift cards, phones, duffle bags, computer tablets, and other desirable items.

In addition, Second Chance Act grant funding has provided an opportunity for the TDRC to hire an Outreach and Barrier Removal Specialist who mitigates barriers to accessing services which has resulted in a marked increase in retention.

## How Well Did We Do?



The TDRC contract goal is to ensure that 75% of all participating clients are connected to one or more services within 30 days of arrival. During FY 17/18, the program achieved a 66% connection rate to services within the first 30 days of enrollment, for a total of 84 TDRC enrollees.

Service provisions are based on a participant's case plan. During FY 17/18, a total of 84 clients (64% of all enrolled for services), received at least one (1) case conference with TDRC staff and Probation Officers, were assigned to a group intervention, developed an Individual Assessment Plan (IAP), and identified one (1) short-term and long-term goal.

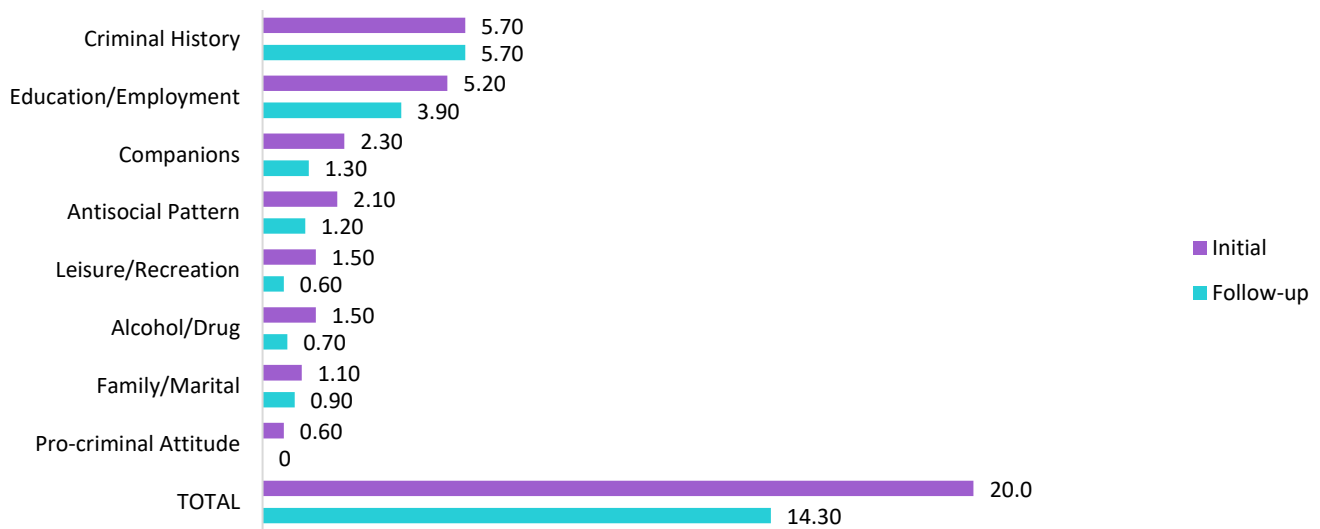
TDRC participants overwhelmingly identified employment as their preferred long-term and short-term goal, followed by immediate housing and healthcare.



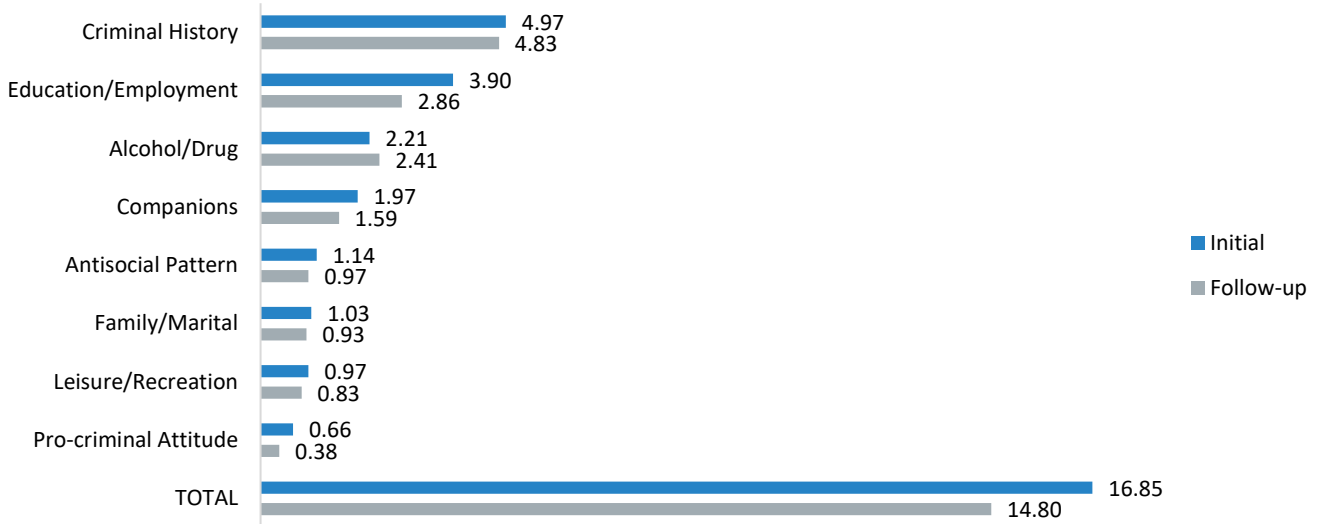
## Is Anyone Better Off?

The TDRC conducts initial and follow up LS/CMI assessment on all clients. These assessments are used to determine individual criminogenic risk and need levels at the time of referral and subsequent changes after consistent engagement in the program (after 6-months and/or at program completion). The assessed factors include Criminal History, Education/Employment, Family Relationships, Leisure/Recreational Activities, Companions, Alcohol/Drug Use, Pro-Criminal Attitude, and Antisocial Patterns. The results of these assessments are used to guide the discussions between the client and Case Manager to build the client's Individual Case Plan. The optimal successful outcome is a reduced LS/CMI score, which reflects a reduced likelihood of client recidivism.

**Average Risk/Needs Initial and Follow-Up Assessment Scores For Clients Who Consistently Participated in the program for 6-8 months, FY 16/17**



**Average Risk/Needs Initial and Follow-Up Assessment Scores For Clients Who Consistently Participated in the program for 6-8 months, FY 17/18**



As shown in the chart above, the average LS/CMI total risk/need scores in FY 17/18 declined from 16.85 to 14.80, demonstrating an improvement in criminogenic needs in TDRC clients. This is a significant drop in risk levels since it represents a shift from high to medium risk.

*Note: Data does NOT reflect the LS/CMI scores of new clients. The average total score of participants who were assessed for the first time during June 2018 was 27.25 points; the average total score of participants who were assessed for the first time during the past year (July 2017 – Present) was 20.13 points. This suggests that clients who stay engaged in the program for 6 – 8 months are, on average, lower risk than those who are assessed and do not stay engaged.*

**BUDGET SUMMARY**

Administrative Overhead (15%)	\$98,994
Facility Overhead (7%)	\$7,054
Subtotal Overhead	\$106,048
Operating Expenses	\$453,918
Personnel	\$306,810
Annual Operating Budget (FY 17/18)	\$866,776

# XIV. GLOSSARY OF TERMS

TERMS	DEFINITIONS/EXPLANATIONS
Formal Probation	Formal Probation- The suspension of the execution of a sentence (a prison commitment) for a felony conviction and the order of a conditional and revocable release in the community under the supervision of a probation officer.
Mandatory Supervision	Mandatory supervision is defined as a court ordered period of time in the community under the supervision of the county probation department.
PC 1170(h)	Individuals charged and/or resolved with a non-violent/non-serious felony offence as defined by Penal Code 1170(h). If a custody sentence is imposed, those individuals will no longer be sent to state prison but will instead be sentenced to serve their time in county jail or local prison. If they are not sentenced to local prison, the probation department under traditional probation will supervise them. If they are sentenced to local prison when released, they will receive no supervision <b>or</b> be placed on mandatory supervision to be supervised by the probation department (also known as split sentence).
Post-Release Community Supervision (PRCS)	<p>The PRCS population includes all persons released from prison on and after October 1, 2011, or those whose sentence has been deemed served pursuant to Section 2900.5 after serving a prison term for a felony. Upon release from prison, and for a period not exceeding three years immediately following release, this population is subject to community supervision provided by the probation department of the county to which the person is being released.</p> <p>This does not apply to individuals released from prison after having served a prison term for any of the following:</p> <ol style="list-style-type: none"> <li>(1) A serious felony (described in subdivision (c) of Section 1192.7).</li> <li>(2) A violent felony (described in subdivision (c) of Section 667.5).</li> <li>(3) Any crime for which the person is classified as a high-risk sex offender.</li> </ol>
Recidivism	The Board of State and Community Corrections (BSCC), to standardize the measurement of recidivism, released a Statewide definition of recidivism in November 2014. <b>Adult Recidivism</b> is defined as conviction of a new felony or misdemeanor committed within three years of release from custody or committed within three years of placement on supervision for a previous criminal conviction.

