

# REIMAGINE ADULT JUSTICE

## ALAMEDA COUNTY BOARD OF SUPERVISORS

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**Wendy Still**

**Public Safety Advisor to the Public Protection Committee**



*In*  
*Memoriam*



**Richard Valle**  
Alameda County Board of Supervisor  
District 2

# AGENDA ITEM



- Recap of the Reimagine Adult Justice Initiative
- Status Update
- Transition Plan

## **ADOPTION OF THE REIMAGINE ADULT JUSTICE INITIATIVE**

- **Board of Supervisors adopted the Reimagine Adult Justice initiative in July 2021 after receiving input from the Public Protection Committee on safe ways to reduce the jail population.**
- **The objective of the Reimagine Adult Justice initiative is to, over an 18 to 24 month period, assess and inventory existing in and out of custody justice related programming, identify gaps and opportunities that will reduce our reliance on incarceration, and build on our current reform in order to further strengthen re-entry systems, reduce recidivism and prevent victimization.**
- **RAJ consists of 12 elements or specifically, 12 questions which we will need to answer to inform our reforms efforts and to help determine what other actions should be taken to build upon the progress Alameda County has already made.**

# OVERARCHING STRATEGY: REIMAGINE ADULT JUSTICE INITIATIVE



1. **ONGOING COLLABORATION:** Collaborate and leverage partnerships with justice partners, county departments, local and state government, community partners, external experts, and others to improve the existing service delivery model for the justice-involved population.



2. **ACCESS TO INFORMATION:** Access and analyze existing data, information and systems to inform decisions.



3. **RESOURCES:** Leverage internal and external resources, existing processes and funding opportunities to support and strengthen the existing system.



4. **STRATEGY:** Develop and execute a short and long-term strategy in collaboration with stakeholders and the county's leadership.



5. **CONTINUOUS PROCESS IMPROVEMENT:** Develop a quality control system to ensure continuous process improvements continue into perpetuity.

# Reimagine Adult Justice Strategy

1	How does the new model address and achieve reductions of racial disparities in the Alameda County justice system?	Data (local & state), Independent & Ongoing Analysis
2	What are the arrest rates in each police jurisdiction in Alameda County?	Data & Analysis
3	What new health and funding related opportunities exist to transform Alameda County's justice model?	Existing Processes, Data Analysis & Leveraging CalAIM/PATH Funding & Other Opportunities
4	How can/should a Sheriff's Oversight Body and/or an Office of the Inspector General be designed into the new RAJ model?	Data Analysis, Review of Research/Literature, Collaboration with Experts/Other Jurisdictions, Community Engagement Meetings
5	How can the pretrial program be permanently established and expanded to reduce the jail population. An assessment of Alameda County's pre-trial hold rate should be conducted as a part of this analysis.	Data Analysis, Review of Research/Literature, Pretrial Redesign, State Funding

# Reimagine Adult Justice Strategy

6	What is the actual cost impact to Alameda County of the contract to house federal inmates?	Jail Data & Federal Contract Analysis & Other County Costs
7	Should Alameda County's federal contract at Santa Rita Jail be terminated?	Jail Data & Federal Contract Analysis & Other County Costs
8	What opportunities exist to reduce the Alameda County's Jail populations and costs?	Jail Data/Simulation Model & Program Outcome Analysis & Best Practice Review
9	What information does the existing jail population analysis provide to assist in the RAJ effort?	Jail Data/Simulation Model Analysis
10	Can investments in RAJ efforts mitigate or eliminate the need to increase jail staffing and jail capital expenditures? How does the current jail litigation impact the alternatives?	Jail Data, CalAIM, Babu Consent Decree Mandates & Alternative Program Opportunities

# Reimagine Adult Justice Strategy

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What jail data is currently available that can assist in this project's analysis of alternatives and existing populations? An analysis of the jail data should be conducted to determine its sufficiency.

Jail Population Data & Simulation Model Analysis

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What are the outcomes of the existing programs in the jail? Can additional investments in jail programming and re-entry result in decreased costs? Part of the cost benefit analysis should include a literature review of correctional program opportunities and the anticipated return on investment for any suggested new or program modifications.

Jail Data/Program Outcome Analysis, Literature Review & Best Practices & Other Program Opportunities



# Reimagine Adult Justice Workplan

## Reimagine Adult Justice Question #3



What new health and funding related opportunities exist to transform Alameda County's justice model?					Complete: <b>BLUE</b> On Target: <b>GREEN</b> Past Due: <b>RED</b>				NOTES
TASK	RESPONSIBLE PARTY	START DATE	END DATE	25%	50%	75%	100%		
1	Contract with a physical and behavioral health consultant to assist in identifying and leveraging health-related funding opportunities, to include identifying strategies to maximize access and enrollment in physical and behavioral health programs, building sufficient capacity and infrastructure systems, and facilitating access to housing for the justice-involved population.	Wendy Still Special Advisor to the Public Protection Committee & RAJ Project Manager	Nov-21	Jan-22					David Panush, President, CalHPS, was selected and is currently providing services to Alameda County.
2	Identify and submit data needs to the appropriate county partners to support the identification of gaps in services, inefficiencies and/or duplication.	David Panush President, CalHPS	Jan-22	May-22					Requests have been submitted to the ACSO, ACPD, HCSA, and BHCS. Data will be received on a flow basis upon execution of the data user agreements.
3	Receive and utilize data to identify gaps in services and programs, eliminate duplication and increase efficiencies.	David Panush President, CalHPS	Apr-22	Dec-22	GREEN				
4	Identify new-health related funding opportunities and strategies to support the justice involved population.	David Panush President, CalHPS	Jan-22	Dec-22			GREEN		
5	Collaborate with ACHCSA and BHCS on the development and ongoing refinement of a CalAIM-RAJ data dashboard.	Wendy Still Special Advisor to the Public Protection Committee & RAJ Project Manager Chris Lanzetta, Interim Tech. Strategy Director Sarah Garmisa, CalAIM - HCSA	May-22	Jun-22		GREEN			
6	Engage with Medi-Cal managed care plans on the coordination of Enhanced Care Management to support the reentry/justice-involved population. This includes applying for funding to support the infrastructure and capacity building.	David Panush President, CalHPS	Jan-22	Jun-23	GREEN				
7	Identify opportunities to access PATH (Providing Access and Transforming Health) funding to build capacity and infrastructure and to assist enrollment and transitional care for the justice-involved population.	David Panush President, CalHPS	Jan-22	Dec-22	GREEN				

<b>Collaborative Accomplishments or In-Process</b>	<b>Purpose/Strategy</b>	<b>RAJ Question #</b>
<b>Reimagine Adult Justice Workplan</b>	<p>The RAJ workplan is an 18 to 24-month strategy and schedule intended to memorialize and track "actions" necessary to support the accomplishment of tasks associated with the Reimagine Adult Justice initiative. The workplan is also aligned with priorities outlined in Alameda County’s Vision 2026, the Care First Jails Last initiative, Sheriff Sanchez’s Transition Plan, Probation’s strategic plan, the 14 recommendations from the Grand Jury Report 2021/22 related to mental health, and other county initiatives/service areas.</p>	<p>1 through 12</p>
<b>Data Sharing Agreements &amp; Processes</b>	<p>Developed and executed a multi-partner data sharing agreement to support existing health, behavioral health and jail processes intended to improve services for the justice-involved population. The agreement included the Sheriff’s Office, Probation, Social Services, Alameda Alliance for Health, California Health Policy Strategies, LLC., Wendy Ware, Consultant and Researcher, and myself.</p> <p>Currently in the process of finalizing a second data sharing agreement, between the Social Services Agency, Sheriff’s Office and Probation, to facilitate the sharing of criminal justice, jail and court/probation data to facilitate Medi-Cal enrollment.</p>	<p>1 through 3 &amp; 5 through 12</p>

<b>Collaborative Accomplishments or In-Process</b>	<b>Purpose/Strategy</b>	<b>RAJ Question #</b>
<b>Launch of Two Websites to Promote Transparency</b>	<p>Developed and launched two websites; the first is the AB 1185 website (<a href="http://alameda-county.org">Alameda County Oversight   (acgov.org.)</a>) and the second is the RAJ website (<a href="http://reimagineadultjustice.org">Reimagine Adult Justice   (acgov.org)</a>). The intent of both websites is to keep all stakeholders informed of the county’s progress related to the potential establishment of a sheriff’s oversight structure and its plans to improve the existing service delivery model through the RAJ initiative.</p>	<b>1 through 12</b>
<b>Public Protection, Justice &amp; Health Executive Body (PPJHC)</b>	<p>Led the effort to convene the PPJHC Collaborative Executive Body, and the development and execution of an initial charter and 2 addendums. Through the PPJHC, the County is in a better position to align systems, eliminate inefficiencies, leverage resources, and improve the existing justice service delivery model into perpetuity. The Executive Body of the PPJHC consists of the Sheriff, Chief Probation Officer, Representatives from Health Services/Behavioral Health Services, the Social Services Agency Director, CEO of the Alameda Alliance for Health and the Public Safety Advisor to the Public Protection Committee.</p>	<b>1 through 12</b>

<b>Collaborative Accomplishments or In-Process</b>	<b>Purpose/Strategy</b>	<b>RAJ Question #</b>
<p><b>CalAIM PATH 1, 2 &amp; 3 State Department of Health Care Services Grant Funding</b></p>	<p><b>Facilitated the collection, analysis and preparation of the information needed for submission of the PATH 1 and 2 grant applications to the California Department of Health Care Services. The PPJHC is now utilizing the funding from the PATH 1 grant (\$125K) to further identify and implement strategies to maximize access and enrollment in physical and behavioral health programs, build sufficient capacity and infrastructure systems, and facilitate access to housing for the justice involved population.</b></p> <p><b>It is expected PATH 2 will generate a \$1.45 million award to the county to the allow for the implementation of strategies identified in PATH 1, to include supporting the development of IT interfaces to allow specific information to be shared among the Sheriff’s Department, Probation and Social Services, and in compliance with existing state and federal statutes.</b></p> <p><b>PATH 3 represents another opportunity for Alameda County to leverage funding from DHCS for continued planning and implementation between the Sheriff’s Department, Probation and Behavioral Health Services. The grant fund application is due by July 31, 2023 and is expected to generate \$4.5 million for the ACSO, \$2.5 for Probation and \$3.4 for Behavioral Health Services.</b></p>	<p><b>1 through 12</b></p>

<b>Collaborative Accomplishments or In-Process</b>	<b>Purpose/Strategy</b>	<b>RAJ Question #</b>
<b>CalAIM/State Funding Expert</b>	<p>Hired expert to assist the County to: (1) identify and leverage health-related funding opportunities, (2) develop and implement strategies to maximize access and enrollment in physical and behavioral health programs, (3) facilitate access to housing, and (4) help build sufficient capacity and infrastructure systems, to include at in-custody and community facilities and programs, i.e., Probation’s Juvenile Justice Center, Transition Center, and Camp Wilmont Sweeney, and the Sheriff’s adult facility at the Santa Rita Jail. This expert has facilitated the ability to identify gaps in services, processes, and infrastructure systems to improve enrollment in services for the justice-involved population. The expert also helped lead the effort to support the submission of the PATH 1 and 2 grants, and no later than July 31, 2023, the PATH 3 grant application. PATH 3 will require extensive collaboration among the county agencies and will extend beyond Phase 1 of RAJ. A dedicated team will need to be established to continue the implementation and to obtain compliance with the requirements of the grant.</p>	<b>1 through 12</b>
<b>Jail Simulation Model Expert</b>	<p>Hired an expert to develop a jail simulation model to support strategies to safely reduce the jail population. The draft report is under review and an initial presentation on its content will be made to the Public Protection Committee on May 25, 2023.</p>	<b>1 through 3 &amp; 5 through 12</b>
<b>AB 1185 – Sheriff Oversight</b>	<p>Conducted an extensive 16-month analysis of whether Alameda County should adopt a Sheriff’s oversight system pursuant to AB 1185. It is anticipated a final report will be provided to the Board of Supervisors in July 2023.</p>	<b>4</b>

Collaborative Accomplishments or In-Process	Purpose/Strategy	RAJ Question #
Racial & Ethnic Disparities	In process of conducting an analysis of racial and ethnic practices from throughout the nation, and in discussions with the Board of State and Community Corrections on previous studies of this nature and their plans for collecting this data in a more meaning and comprehensive fashion. It is expected a final report will be delivered in June 2023.	1
City Police Department Arrest Rates	In the process of collecting and conducting an analysis of pre and post covid arrest rate for each policy jurisdiction in Alameda County. This data will help inform decisions regarding the type of targeted services that should be offered.	1 through 3 & 5 through 12
Pretrial Redesign & Funding Opportunities	In the process of meeting with a variety of stakeholders, to include the Superior Court, County Administrator's Office, District Attorney, Public Defender, and Probation, to assess the state of the pretrial program and to discuss funding opportunities to expand and permanently establish the program.	5
Cost of Marshal's Contract to House Federal Inmates at the Santa Rita Jail	Conducted stakeholder meetings, gathered data and conducting an analysis of the contract to determine if it is cost effective for Alameda County to maintain this agreement for the Santa Rita Jail. We are awaiting critical data/information from the CAO's Office necessary to complete this analysis.	6 & 7

<b>Collaborative Accomplishments or In-Process</b>	<b>Purpose/Strategy</b>	<b>RAJ Question #</b>
<b>Modification of CalAIM Processes &amp; Systems to Enhance the Availability of Services to the Justice-Involved Population</b>	<b>Led the effort to modify screening documents and IT systems (CRIMS, ATIMS, CALSAWS [new system scheduled to go live in September 2023]) to facilitate the enrollment of the justice-involved population in Medi-Cal. This involved multiple workgroup meetings, with a variety of county and local stakeholders and community-based organizations, in which screening and data sharing processes, for the Sheriff's Department, Probation and Social Services, were modified to create data linkages and enhance data and information sharing. Ultimately these linkages and the sharing of data and information among these agencies will help with the early identification of those who are eligible for Medi-Cal/CalAIM services (particularly those in custody for a short period of time) and therefore, facilitate increased enrollments and reimbursements to Alameda County.</b>	<b>5</b>
<b>In-Custody Programs at the Santa Rita Jail</b>	<b>In the process of meeting with stakeholders from the Alameda County Sheriff's Office to review and assess their in-custody and re-entry programs, and the sufficiency of these programs. The jail population analysis will help inform this review and the development of potential strategies.</b>	<b>12</b>

# **TRANSITION PHASE - EXECUTION**

## **Phase 2 (Execution/Implementation)**

Given that RAJ is a multi-year blueprint that will guide activities and serve as a roadmap for change into infinity, it is recommended this initiative be transitioned to a RAJ Steering Committee (Committee) for the Phase 2 (execution/implementation) component of RAJ.

The Committee would be responsible for:

- convening stakeholders and community partners (i.e., impacted members, representatives from community-based organizations, faith-based organizations, advocacy groups, schools, public health, child welfare, legal advocacy, law enforcement, etc.), to support this initiative and help inform strategies and processes,
- developing a long-term strategy for accomplishing specific goals associated with the execution of RAJ (objectives, milestones, deliverables, etc.),
- Developing a long-term continuous process improvement system to facilitate continued improvements and refinements into perpetuity,
- preparing ongoing progress and recommendation reports, and
- making presentations to the Board of Supervisors.





Questions?



Thank you!