



March 20, 2020

The Honorable Board of Supervisors
Administration Building
1221 Oak Street
Oakland, CA 94612

SUBJECT: APPROVE AND AUTHORIZE FUNDING FOR REQUIRED POSITIONS FOR THE ALAMEDA COUNTY SHERIFF'S OFFICE AND HEALTH CARE SERVICES AGENCY

Dear Board Members:

RECOMMENDATION:

- A. Approve and authorize funding for 263 Full Time Equivalent (FTE) positions and other associated costs for the Alameda County Sheriff's Office; and
- B. Approve and authorize funding for 107 Full Time Equivalent (FTE) positions and other associated costs for the Alameda County Health Care Services Agency/Alameda County Behavioral Health

DISCUSSION/SUMMARY:

To ensure that inmates are provided with the highest level of supervision, care coordination, and behavioral health care and support, the Alameda County Sheriff's Office (ACSO) will be required to hire an additional 216 sworn positions and 47 non-sworn positions over the next three years; and Alameda County Health Care Services Agency (HCSA)/Alameda County Behavioral Health (ACBH) will be required to hire an additional 107 employees to meet staffing, service and care coordination needs at the Santa Rita Jail facility.¹

ACSO and ACBH have been working with several jail staffing consultants focused on the areas of security, operations, programming and custody. All of the independent staffing experts agree that Santa Rita Jail is severely understaffed in all areas. The staffing plans that the experts recommend will allow for the expansion of programs, more out-of-cell time for inmates, and increased observation of

¹ The County is engaged in pending class action litigation. These staffing changes are also important to resolving the litigation.

allow for the expansion of programs, more out-of-cell time for inmates, and increased observation of the suicide prevention cells on a twenty-four hour, seven days a week basis. Other changes recommended by the expert consultants will require the ACSO to provide private areas for medical/mental health interviews, offer additional programming, reconfigure safety cells, modify indoor and outdoor recreation space, and implement comprehensive policy revisions.

In addition to staffing shortages, your Board is well aware that there are significant recruitment /retention challenges that are exacerbated by the incentives that other local law enforcement agencies are offering recruits. The reduced number of applications received and higher attrition rates are not unique to the Alameda County Sheriff's Office. Other larger law enforcement agencies are also experiencing similar challenges. To address these issues (and increase the chances of meeting the identified staffing needs), the Sheriff seeks to establish a new recruiting team with 18 of the new positions tasked with developing and implementing recruitment strategies to attract qualified candidates for the testing process. Additionally, bringing on a large contingent of sworn staff will impact other areas of the Sheriff's operations and result in additional costs for law enforcement supplies to adequately equip the new sworn positions with radios, body worn cameras, duty weapons, vests and utility belts.

HCSA/ACBH will also need to recruit for positions specifically housed at Santa Rita Jail, to provide clinical and supportive services, community discharge planning, and care coordination. These additional positions will help ensure that inmates receive timely support due to the increasing complex bio-psycho-social factors experienced by this population. This expansion of ACBH staff will consist of the following new positions: (1) Forensic and Diversion Services Director, (2) Behavioral Health Clinical Manager, (7) Behavioral Health Clinical Supervisor, (14) Physicians, (2) Rehabilitation Counselor II, (50) Behavioral Clinician I/II, (14) Mental Health Specialist I/II, (2) Program Specialist, (1) Administrative Support Manager, (2) Administrative Assistant, (3) Supervising Clerk I, and (9) Specialist Clerk II. This represents 107 additional positions for ACBH in order to support Adult Forensic Behavioral Health Services within Santa Rita Jail and coordination across the system.

The goal of HSCA/ACBH's Adult Forensic Behavioral Health program is to assist inmates in achieving and/or maintaining stable behavioral health functioning during their incarceration and to provide crisis intervention services to prevent self-harm. The new ACBH positions will provide behavioral health services to jail inmates who have been identified with a mental health or substance use disorder; and to perform community care coordination activities with inmates while they are incarcerated or at the time of discharge/release. All services will be rendered in a manner that is both clinically appropriate and culturally relevant. Specifically, those services will include, but will not be limited to: conducting assessment and triage; providing medication management services, crisis intervention, and discharge planning; and providing ongoing behavioral health treatment and care coordination as needed. Behavioral health treatment services include short-term individual and/or group therapy follow-up, clinical monitoring of inmates in special housing areas and psychotropic medication management.

In addition to staffing, ACBH anticipates other costs associated with recruitment, such as new hire orientation and supervision of the new employee positions, providing information technology and systems infrastructure, and costs related to the planning and implementation of new clinical and procedural policies related to clinical services and community care coordination.

Your Board's approval of the proposed positions would mean that inmates at Santa Rita Jail would receive greater staff support, coordination, and supervision.

FINANCING:

The estimated annual cost of all requested positions, equipment and related expenditures is approximately \$85 million. With your Board's approval, these additional positions and costs will be reflected in the FY 2020-2021 Proposed Budget.

VISION 2026 GOAL:

The request to fund the required positions and other associated costs within the Sheriff's Office and Health Care Services Agency meets the 10X goal pathways of **Healthcare for All** and **Crime Free County** in support of our shared vision of **Thriving and Resilient Population**.

Respectfully submitted,

R.T. Lucia v/s
for

Gregory J. Ahern
Sheriff-Coroner



Colleen Chawla
Health Care Services Agency Director