



REIMAGINE ADULT JUSTICE



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Reimagine Adult Justice

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**Changing Lives....
One At A Time**

OVERARCHING PURPOSE OF THE REIMAGINE ADULT JUSTICE INITIATIVE

- Examine and enhance the operation and impact of jail operations and inmate programs, to include re-entry services, continuum of care services, etc., and analyze federal inmate occupancy feasibility,
- Explore diversion and investment options for preventative services,
- Leverage state and federal funding opportunities to enhance physical and mental health services,
- Refine and streamline existing county systems serving the justice-involved population and their families, to include physical and mental health, social services, probation and in-custody programs, community-based services, etc.
- Reduce racial and ethnic disparities, and
- Examine and provide a recommendation whether a Sheriff's Oversight Body and/or Office of the Inspector General should be established within Alameda County.

TODAY'S PRESENTATION

Purpose

- Present a high-level overview of the final ***Reimagine Adult Justice Report (RAJ)***
- Provide a high-level recap of the elements which have previously been presented to the Public Protection Committee
- Present the *remaining* Reimagine Adult Justice elements that have not previously been presented to this body



Recommended Next Steps for Immediate Implementation

- Transition the implementation phase of RAJ (Phase 2) to the Public Protection, Justice & Health Collaborative (PPJHC)
- Establish a RAJ Project Manager to lead the implementation of RAJ and CalAIM
- Execute a new contract with Researcher/Consultant Wendy Ware to help further the county's justice reform goals as it related to the Santa Rita Jail analysis
- Execute a contract with CalHPS to help build upon existing gains and strategies in the implementation of CalAIM for the justice-involved population

Reimagine Adult Justice Report

- 238 Pages
- 53 Overarching Recommendations

The Reimagine Adult Justice report can be found under the **REPORTS** tab of the following website. [Reimagine Adult Justice | \(acgov.org\)](https://www.acgov.org/reimagineadultjustice)

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12 REIMAGINE ADULT JUSTICE ELEMENTS

1	How does the new model address and achieve reductions of racial disparities in the Alameda County justice system?
2	What are the arrest rates in each police jurisdiction in Alameda County?
3	What new health and funding related opportunities exist to transform Alameda County's justice model?
4	How can the Sheriff's Oversight Body and/or an Office of the Inspector General be designed into the new RAJ model?
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.
6	What is the actual cost impact to Alameda County of the contract to house federal inmates?
7	Should Alameda County's federal contract at Santa Rita Jail be terminated?
8	What opportunities exist to reduce the Alameda County Jail populations and costs?
9	What information does the existing jail population analysis provide to assist in this RAJ effort?
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?
11	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.
12	What are the outcomes of the programs in the jail? Can additional investments in jail programming and re-entry result in decreased costs?

Prior Presentations to the Public Protection CommitteeCaAIM: [June 22, 2023](#)Sheriff's Oversight: [June 22, 2023](#)Alameda County Resident & Santa Rita Jail
Population Trends & Analysis: [May 25, 2023](#)

ELEMENT #3 – CalAIM/PATH

Leveraging Funding Opportunities for the Justice-Involved Population

PATH 1 PLANNING GRANT

- Alameda County applied for and received a state *planning* grant to develop a proposal on how it intends to implement the CalAIM mandate for improving pre-release Medi-Cal application processes for the justice-involved population
- Award Amount:** \$125,000

PATH 2 IMPLEMENTATION GRANT

- The planning process associated with PATH 1 led to the submission of the County’s March 2023 for PATH 2 implementation funds. On July 22, 2023, Alameda County was notified this grant had been awarded as outlined below:
- Award Amount:**

Sheriff	\$500,000
Probation	\$500,000
Social Services	\$450,000

PATH 3 PLANNING & IMPLEMENTATION

- In June/July 2023, Alameda County applied for this *planning and implementation* grant. Similar to PATH 2, this round of funds is dedicated exclusively to justice-involved pre-release services provided in the jail and juvenile facilities and behavioral health “warm hand-off” linkage implementation.
- Award Amount:**

Sheriff	\$5,000,000
Probation	\$2,500,000
Behavioral Health	\$3,451,000

Consultant Dave Panush’s report and recommendations may be found by clicking the FINAL REPORTS tab and accessing the *CalAIM Report for the Public Protection, Justice & Health Collaborative (Element #3)* at the weblink below.

[Reimagine Adult Justice | \(acgov.org\)](https://www.acgov.org/ReimagineAdultJustice)

ELEMENT #4, SHERIFF'S OVERSIGHT (Assembly Bill 1185)

July 18, 2023 Direction from the Alameda County Board of Supervisors

Adopt option 2 which includes the establishment of an Office of the Inspector General, Ombudsman, Oversight Board and Executive Officer in year 1.

Establish a hybrid oversight system to allow Alameda County to build a system that is tailored to the needs of Alameda County. The system shall, minimally, have the authority to conduct independent oversight and monitoring; issue subpoenas; audit, investigate and inspect operations; review policies, procedures and trends; and prevent civil rights violations and litigation by proactively identifying patterns and practices.

Create and hire an Inspector General classification to lead the Office of Inspector General. The classification of the Inspector General shall be a civil service position and subject to removal, at will, by the Board of Supervisors.

Create an Oversight Board consisting of volunteers from the community. Prior or retired law enforcement personnel would not be prohibited from being considered for membership. Additional discussion will occur regarding the number of Oversight Board members and the composition.

The initial budgetary allocation and future technical adjustments shall be made in collaboration with the County Administrator and Auditor-Controller through the normal budgetary process and shall include the staffing levels outlined in option 2.

A half time Senior County Counsel shall be identified and/or established to support the hybrid oversight system, and to provide the Office of the Inspector General and the Board of Supervisors with dedicated and privileged legal counsel. This position will report to the Office of the County Counsel.

Establish the oversight system through the enactment of a county ordinance and in collaboration with the Office of the County Counsel.

The Assembly Bill 1185 County Board of Supervisors; Sheriff's Oversight Final Report (Element #4) and recommendations may be found by clicking the FINAL REPORTS tab at the following weblink.
[Reimagine Adult Justice | \(acgov.org\)](https://www.acgov.org/ReimagineAdultJustice)

ELEMENTS 2, 5, 8 THROUGH 11

Alameda County Resident & Santa Rita Jail Population Trends & Analysis

The Board of Supervisors contracted with Researcher/Consultant Wendy Ware to assist in addressing specific RAJ elements associated with the Santa Rita Jail. Her methodology centered entirely around implementing data-driven and evidence-based policies, practices, and programs. Aggregate and case-level data from various County departments and entities were examined to identify factors that drive jail population growth, and to find and strengthen solutions that would lead to improved outcomes.

Researcher Ware's analysis was responsive to the following elements:

RAJ ELEMENT #5 (Pretrial)

This element was intended to explore alternatives to incarceration in the form of diversion opportunities and the expansion of pretrial services and the collaborative courts.

RAJ ELEMENTS #2, #8 THROUGH #11 (Population & Trends Related to the Santa Rita Jail)

The overall goal of answering these questions was to reduce racial and ethnic disparities and to determine alternatives by which to safely reduce the jail population.

Researcher Ware's report and recommendations may be found by clicking the FINAL REPORTS tab and accessing the *Alameda County Resident & Santa Rita Jail Population Trends & Analysis Final Report (Elements #2, #5, #8, #9, #11)* at the following weblink. [Reimagine Adult Justice | \(acgov.org\)](https://www.acgov.org/reimagineadultjustice)

SANTA RITA JAIL ANALYSIS & THE NEED FOR CONTINUITY

A critical facet of the Reimagine Adult Justice initiative involved an analysis of the Santa Rita Jail in which Researcher Wendy Ware developed a jail simulation model based upon the attributes of the population in an effort to inform justice reforms and safe ways to reduce the inmate population. Her analysis included pretrial assessments associated with jail releases and county probationers identified in jail releases.

Researcher Ware's methodology centered around implementing data-driven and evidence-based policies, practices, and programs. Aggregate and case-level data from various County departments and entities were examined to identify factors that drive jail population growth and to identify solutions that could lead to improved outcomes.

To build upon this analysis, Alameda County should leverage the results of this analysis and Researcher Ware's expertise to:

- Update the initial report with new data and trends surrounding the Santa Rita Jail population;
- Expand the analysis to include behavioral health data merged with jail data;
- Establish the jail simulation model within ITD and;
- Train county staff to run the jail simulation model in an effort to inform methods by which to improve outcomes, including replicating annually the various aspects of the jail analysis report initially produced by Wendy Ware.

A contract with Researcher Ware should be executed to allow her to transition her expertise to ITD, at which point the County would continue to conduct this analysis independently.

ELEMENT #1

How does the new model address & achieve reductions of racial disparities in the Alameda County justice system?

- **Objective:** The overall objective of this element was to explore how public policy changes, that safely reduce the jail population and provide alternatives, can positively impact racial disparities.
- **RAJ Elements Impacting Racial & Ethnic Disparities:** Almost every element of RAJ, by its very nature, will reduce the number of minorities penetrating deeper into the justice system through the preventative services, programs and alternatives that will be offered through the following elements:
 - **RAJ Element #3:** CalAIM - PATH health funding opportunities that offer “whole person care,” re-entry services, enrollment in Medi-Cal prior to release, enhanced care management and community supports to the justice-involved population,
 - **RAJ Element #5:** Alternatives to incarceration in the form of diversion opportunities and the expansion of pretrial services and the collaborative courts, and
 - **RAJ Elements #2, #8 through #11:** Jail reduction strategies outlined in the Santa Rita Jail analysis conducted by Researcher Wendy Ware.

However, additional strategies, beyond those that peripherally impact racial and ethnic disparities, will be necessary to effect *additional* positive change on an ongoing basis.

ELEMENT #1

How does the new model address & achieve reductions of racial disparities in the Alameda County justice system?

Based on national best practices, Alameda County should establish a long-term strategy to address the issue of racial and ethnic disparities (RED) as it relates to adults and juveniles. The strategy should include:

- an initial assessment of data and decision points along the adult and juvenile justice continuum;
- development of a workplan to address RED issues that are identified based upon the initial assessment;
- education and training for those who interact with the justice population;
- a community engagement component; and
- an ongoing monitoring and a continuous process improvement plan.

The ultimate goal of this strategy would be to:

- eliminate disparities across the justice continuum while focusing on the need to engage the community to help improve outcomes;
- examine the intersection between implicit bias decision-making in the justice system; and
- apply principles that focus on just, fair and effective correctional practices.

ELEMENT #1

How does the new model address & achieve reductions of racial disparities in the Alameda County justice system?

RECOMMENDATIONS

- 1. Direct the PPJHC to Establish a RED Subcommittee to Collaborate, Where Appropriate, with the Ad Hoc Committee and Reparations Commission to Address RED Issues, and to ensure Alignment with Overarching County RED Strategies:** The PPJHC should establish a PPJHC RED Subcommittee to, where appropriate, collaborate with the Ad Hoc Committee and Reparations Commission, to address overarching Alameda County RED strategies and goals.
- 2. Expand the Role of the Existing Director of Diversity, Equity and Inclusion to Include Acting as Coordinator for the PPJHC RED Subcommittee:** Alameda County should expand the role of the existing Director of Diversity, Equity and Inclusion to include acting as the Coordinator for the PPJHC RED Subcommittee.
- 3. Develop and Execute a Long-Term RED Strategy:** A long-term *written* strategy is needed to comprehensively layout RED goals and how Alameda County intends to explore, address and resolve these issues.
- 4. Establish or Collaborate with Existing Working Groups to Address Issues Related to RED:** Unless already in existence through the Ad Hoc Committee and Reparations Commission, dedicated RED working groups should be established to examine the entire justice continuum, with a focus on disparities in arrest, charging, and sentencing.

ELEMENT #1

How does the new model address & achieve reductions of racial disparities in the Alameda County justice system?

RECOMMENDATIONS

- 5. Continue Utilizing the Expertise of a Researcher/Consultant to Inform the Resolution of RED Issues Through the Continued Analysis of Trends Related to the Santa Rita Jail:** Alameda County should continue to utilize the expertise of Researcher/Consultant Wendy Ware to build upon the existing assessment of the Santa Rita Jail population to inform practices related to RED.
- 6. Provide RED training to stakeholders along the adult and juvenile justice continuum.** Training on topics related to RED should be provided to stakeholders along the adult and juvenile justice continuum. These trainings would help to educate stakeholders and the community in finding solutions to reduce RED within the County.
- 7. Create and implement continuous monitoring systems.** An ongoing monitoring process should be put in place by the County to allow for continuous process improvements through ongoing evaluations and the impact of decisions along the adult and juvenile justice continuum.
- 8. Develop an ongoing community plan to reinforce expectations in collaboration with the Ad Hoc Committee and Reparations Commission.** The significance of consistently communicating the importance and impact of staff's decisions on the issue of disparity cannot be overstated and will be critical in the County's efforts to maintain this issue at the forefront.
- 9. Integrate the Sheriff's strategic objective related to racial justice into the overarching County strategy.** The Sheriff's racial justice work group identified strategies and reforms needed to allow the organization to demonstrate fair and equitable practices. This effort aimed to identify internal and external concerns around race and inequity in all policies, practices, and procedures.

ELEMENTS #6 & 7

What is the actual cost impact to Alameda County of the contract to house federal inmates? Should Alameda County's federal contract at the Santa Rita Jail be terminated?

Objective: The overall objective of this element was to determine if the federal contract is cost-effective and adequately considers all tangible and intangible risk and benefits (e.g., programs, medical and mental health services, litigation) associated with the housing of federal inmates at the Santa Rita Jail.

- The previous three-year contract included a daily rate of \$148 and expired as of July 1, 2022.
- The ACSO has since entered into a new contract, effective May 1, 2023, for a period of 48 months, at a daily rate of \$170.

The table below reflects the revenue received during Fiscal Years (FY) 2019/20 through 2021/22. *A difference in revenue was reported between the ACSO and the A-C for each FY, as noted below.*

Revenue			
	FY 2019/20	FY 2020/21	FY 2021/22
Federal Contract Revenue (Provided By ACSO)	\$23,043,008	\$21,378,452	\$20,539,884
Federal Contract Revenue (Provided by AC)	\$22,237,296	\$18,819,532	\$19,500,924
Difference between ACSO & A-C	\$805,712	\$2,558,920	\$1,038,960

ELEMENTS #6 & 7 (Continued)

What is the actual cost impact to Alameda County of the contract to house federal inmates? Should Alameda County's federal contract at the Santa Rita Jail be terminated?

During my analysis and in collaboration with the ACSO, several issues surfaced with respect to services that were a part of the per diem rate in the old contract that reflected a loss of revenue and an increase in potential liability for the County. These issues have since been resolved through the new contract with the Marshal's Office effective May 1, 2023. They are as follows:

- The old contract required ACSO to pay for medical transport and guarding services as part of the \$148 daily per diem rate. This means Alameda County was responsible for:
 - transporting federal inmates to the medical facility from the Santa Rita Jail;
 - transporting federal inmates to the court from the Santa Rita Jail;
 - providing guarding services while at the medical facility while in outpatient care; and
 - providing transportation and guarding services for federal inmates admitted to a medical facility for the duration of their stay.

These services were typically performed by at least two armed deputies. These tasks represented a significant cost for the ACSO to absorb on an annual basis, particularly given that there was no additional revenue reimbursement for these services. Additionally, these costs were not tracked. The new contract has been

ELEMENTS #6 & 7 (Continued)

What is the actual cost impact to Alameda County of the contract to house federal inmates? Should Alameda County's federal contract at the Santa Rita Jail be terminated?

During my assessment of a variety of documents from the Sheriff's Office, Chief Administrator's Office and the Auditor Controller, and after numerous discussions with representatives from these entities, it was discovered that there is specific data that is not tracked in the Sheriff's jail management system, ATIMS, to allow the production of automated reports for management purposes.

For example, the data below is either (1) tracked manually, (2) not tracked in ATIMS and (3) if it is tracked, it is not tracked separately for federal inmates. These items include, but are not limited to:

- federal medical guarding days and associated hours;
- U.S. court transports and associated hours;
- hours associated with the observation of the vulnerable population (tracked in manual logs only, but not collected for cost analysis);
- observation hours involving federal inmates on suicide watch (tracked in manual logs, but not collected for cost analysis);
- type and number of incidents involving federal inmates;
- staff injuries and workman's compensation costs as a result of incidents involving federal inmates; and
- litigation costs associated with incidents involving federal inmates, to include county counsel, external counsel, open federal cases, litigation settlement costs, etc.

ELEMENTS #6 & 7 (Continued)

What is the actual cost impact to Alameda County of the contract to house federal inmates? Should Alameda County's federal contract at the Santa Rita Jail be terminated?

RECOMMENDATIONS

- **Explore the reduction or elimination of federal inmates at the Santa Rita Jail based upon an ongoing population analysis.** Housing federal inmates is often not a requirement of county jails and eliminating the agreement to house the individuals long-term could have the potential to save around 300 beds in the Santa Rita Jail. More investigation would be needed to examine the underlying County and State criminal charges the individuals may have to firmly estimate the bed space impact. Furthermore, many of these inmates require specialized housing in restricted areas (30% on March 23, 2023) or in maximum security bedspace in the general population (14%). Based upon the population and the fiscal data review, it is not recommended that the contract to house federal inmates be terminated.
- **Given the significance of data and its potential impact on revenue, it is suggested that ATIMS be modified to include additional fields and automated reports to capture critical data.** These modifications would allow the Sheriff to track data to help inform the risk and benefits associated with the U.S. Marshal's contract.
- **Mandate an Annual Analysis of the Existing U.S. Marshal's Contract to Determine the Cost and Risk to Alameda County.** It is recommended that under the leadership of the County Administrator's Office, an annual comprehensive cost-benefit analysis be conducted to determine if the cost and risks associated with maintaining the existing contract is in the best interest of Alameda County and the justice-involved population.

ELEMENT #12

What are the outcomes of the programs in the jail? Can additional investments in jail programming and re-entry result in decreased costs?

Objective: This element is interrelated with elements 8 through 11 in that intake processes, physical and mental health screening, programming, diversion and re-entry opportunities all work together to impact outcomes. One of the primary areas of focus, as a component of the RAJ initiative, was on individuals with mental health and substance use disorders.

Strategic Plan: Under the leadership of Sheriff Sanchez, in mid-2023, the ACSO developed and adopted a strategic plan focused on six overarching categories, to include Re-entry and Rehabilitation. This particular category includes 10 objectives and a multitude of tasks geared towards building a robust program and re-entry system geared exclusively towards meeting the needs of inmates and their families. A status update, on all areas of focus of the strategic plan, can be found on the ACSO's website. [*Sheriff Yesenia Sanchez Transition \(Strategic\) Plan*](#)

Expansion of Inmate Programming: The ACSO is in the process of expanding inmate programming within Santa Rita Jail, to include Five Keys schools and programs, college-level educational courses through Chabot College, and construction-related vocational training made possible through a Department of Justice grant. In the event the ACSO, in collaboration with the Superior Court, opts to implement a milestone credit program, it will be able to use these programs to incentivize inmates to participate in programming to improve outcomes.

ELEMENT #12

What are the outcomes of the programs in the jail? Can additional investments in jail programming and re-entry result in decreased costs?

- **Impact of Babu Litigation:** The Babu consent decree focuses on the County's failure to provide minimally adequate mental health care and conditions of confinement at the Santa Rita Jail, to include such things as relying on the excessive use of isolation, providing an insufficient amount of out-of-cell time and programming, inadequate classification systems, and a lack of due process protections.

Through the consent decree, the County agreed to enhance all of these areas, to include building a more robust re-entry process for inmates prior to release to ensure continuity of care, particularly in the area of mental health. The impact of the requirements of this action will require increased expenditures in the form of programming and re-entry services, increased staffing, and the enhancement of staff training, and systems and processes to ensure compliance with constitutionally minimum standards of care.

Ultimately, the impact of the consent decree will support many of the elements associated with RAJ through improvements to the existing system, and specifically programming and re-entry, to ones that are more robust and responsive to the needs of the inmates.

ELEMENT #12

What are the outcomes of the programs in the jail? Can additional investments in jail programming and re-entry result in decreased costs?

RECOMMENDATIONS

- **Support the Sheriff's Priority and Plan Related to Re-Entry & Rehabilitation:** Sheriff Sanchez' strategic plan includes a focus on re-entry and rehabilitation. Within this overarching goal, there are 10 subordinate objectives and 51 specific actionable tasks, to include an evaluation of the existing programs and re-entry services at the Santa Rita Jail. Given the alignment of these tasks with the overall objectives of the RAJ initiative, it is recommended that the County support the ACSO's goals related to re-entry and rehabilitation.
- **Conduct an Initial and Ongoing Evaluation of Programs and Re-Entry Services to Measure Outcomes:** To ensure the Sheriff's programs and re-entry services are improving outcomes and to identify gaps in services, an initial evaluation should be conducted by an external entity with expertise in evidence-based practices and programming – similar to the 2011/12 evaluation conducted on the Operation My Home Town program. Furthermore, to continue identifying gaps based upon the changing needs of the population and demographics, periodic evaluations should continue to be conducted into perpetuity. This analysis should take into consideration the impact of the Babu consent decree on programming and outcomes.

ELEMENT #12

**What are the outcomes of the programs in the jail?
Can additional investments in jail programming
and re-entry result in decreased costs?**

RECOMMENDATIONS

- **Create a Dedicated Research Unit:** To ensure the Sheriff's systems, practices and programs are informed by high-quality data and the latest knowledge in the field of evidence-based practices and effective rehabilitative programs, the ACSO should dedicate and/or establish a research unit to collect data and analyze and evaluate the ACSO's programs, services, inmate population, and processes. Through this unit, the ACSO will be better positioned to ensure its programs and practices are informed by data and strategies moving forward are implemented with fidelity.

RAJ ELEMENTS 1 THROUGH 12

1. Establish a RAJ Project Manager to Lead the Planning and Implementation of the RAJ Initiative and CalAIM for Justice-Involved Residents
2. Direct the PPJHC Executive Body to Continue the Implementation of the RAJ Initiative
3. Mandate the Development of a Long-Term Strategic Plan to Facilitate Continuous Process Improvements
4. Develop Interdepartmental Data Sharing Solutions
5. Support the Sheriff's Strategic (Transition) Plan

RACIAL & ETHNIC DISPARITIES (RED)

RAJ ELEMENT 1

6. Direct the PPJHC to Establish a RED Subcommittee to Collaborate, Where Appropriate, with the Ad Hoc Committee and Reparations Commission to Address RED Issues, and to ensure Alignment with Overarching County RED Strategies
7. Expand the Role of the Existing Director of Diversity, Equity and Inclusion to Include Acting as Coordinator for the PPJHC RED Subcommittee
8. Develop and Execute a Long-Term RED Strategy
9. Establish or Collaborate with Existing Working Groups to Address Issues Related to RED

RACIAL & ETHNIC DISPARITIES (RED)

RAJ ELEMENT 1

10. Continue Utilizing the Expertise of a Researcher/Consultant to Inform the Resolution of RED Issues Through the Continued Analysis of Trends Related to the Santa Rita Jail
11. Provide RED Training to Stakeholders along the Adult and Juvenile Justice Continuum
12. Create and Implement Continuous Monitoring Systems
13. In Collaboration with the Ad Hoc Committee and Reparations Commission, Develop an Ongoing Communication Plan to Reinforce Expectations
14. Integrate the ACSO's Strategic Objective Related to Racial Justice into the Overarching County Strategy

CALAIM

RAJ ELEMENTS 3 & 10

15. Include the California Department of Corrections and Rehabilitation, State Hospitals, and City Jails in the Planning and Implementation Process
16. Deploy Community Health Workers with Lived Experience - “Trust is the Secret Sauce”
17. Engage the Broader Criminal Justice System – Not Just Jails and Juvenile Facilities
18. Actively Engage Individuals Incarcerated for Very Short Stays
19. Closely Monitor and Track the Medi-Cal Suspension and Unsuspension Process
20. Expand Access to Housing for the Justice-Involved Population by Identifying and Removing Barriers
21. Establish Data Systems with the Capability to Track Outcomes
22. Leverage the Knowledge Gained by Researcher Wendy Ware in the Development of a Santa Rita Jail Analysis to Further the County’s Justice Reform Goals
23. Execute a Contract to Help Build upon Existing Gains & Strategies in the Implementation of CalAIM for the Justice-Involved Population

SHERIFF'S OVERSIGHT

RAJ ELEMENT 4

24. Establish a Hybrid System Consisting of an Oversight Board, Executive Director and OIG
25. Establish a Seven-Member Oversight Board
26. Establish a Diverse Oversight Board Consisting of Members of the Community
27. Establish a Hybrid System with Expansive Authority
28. Establish a Civil Service IG Position to Oversee the OIG
29. Establish an Executive Director to Provide Support to the Oversight System
30. Allocate a Sufficient Budget to Allow the Oversight System to Carry Out its Functions Effectively
31. Appoint Dedicated Legal Counsel for the Oversight Board
32. Enact the Oversight System Through an Ordinance
33. Conduct Period Evaluations to Measure the Oversight System's Effectiveness

ALAMEDA COUNTY PRETRIAL PROGRAM RAJ ELEMENT 5

34. Expand Pretrial Release and Explore Removing Limitations
35. Expand the Existing Co-Occurring Disorders Court
36. Transform the Existing Re-entry & PRCS Court into a Co-occurring Disorders Court
37. Create or Expand Existing Diversion Courts
38. Support the District Attorney's advocacy efforts related to providing the justice-involved population with expanded diversion opportunities and sentencing reforms
39. Explore Funding Opportunities to Support Alternatives to Incarceration and Pretrial
40. Assess the Existing Inmate Population to Determine Options for Diversion

MARSHAL'S CONTRACT RAJ ELEMENTS 6 & 7

41. Explore the Reduction or Elimination of Federal Inmates Based upon the Population Analysis
42. Explore a Modification to the Sheriff's Jail Management System, ATIMS
43. Mandate an Annual Analysis of the Existing Marshal's Contract to Determine the Cost and Risk to Alameda County

SANTA RITA JAIL POPULATION ANALYSIS

RAJ ELEMENTS 1, 2, 8, 9, 10 & 11

44. Implement a Jail Population Review Team
45. Increase the Efficiency of Case Processing
46. Increase Data Management and Production of Standardized Reports
47. Begin Assessing Behavioral Health Needs at Intake and Explore Alternative Options
48. Alameda County Behavioral Health Care Services (ACBHCS) Should Have a Larger Role in the Substance Use Assessment of Inmates to Determine the Appropriate Community Level of Care to Connect Clients to ACBHCS Substance Use Treatment
49. Explore the Establishment of Cite and Release Centers
50. Establish a Community-Based Rehabilitation Program

SANTA RITA JAIL PROGRAMMING & RE-ENTRY PLANNING

RAJ ELEMENT 12

51. Support the Sheriff's Priority and Plan Related to Re-Entry and Rehabilitation
52. Conduct an Initial and Ongoing Evaluation of Programs and Re-Entry Services to Measure Outcomes
53. Create a Dedicated Research Unit

RECOMMENDED NEXT STEPS FOR IMMEDIATE IMPLEMENTATION

- **Transition the implementation phase of RAJ (Phase 2) to the Public Protection, Justice & Health Collaborative (PPJHC):** Given that RAJ is a multiple-year blueprint that will guide activities and serve as a roadmap for change into infinity, it is recommended that this initiative be transitioned to the PPJHC executive body for continued implementation of RAJ.
- **Establish a RAJ Project Manager to lead the implementation of RAJ and CalAIM:** For the County to continue to be successful in its effort to serve its residents through the elements of RAJ, the County should assign a dedicated RAJ Project Manager to continue leading the planning and implementation of the many interrelated and complex components of this initiative.
- **Execute a new contract with Researcher/Consultant Wendy Ware to help further the county's justice reform goals as it related to the Santa Rita Jail analysis:** A contract with Researcher Ware should be executed to allow her to transition the jail analysis simulation model and her expertise to ITD, at which point the County would have developed the expertise internally to conduct this annual analysis independently.
- **Execute a contract with CalHPS to help build upon existing gains and strategies in the implementation of CalAIM for the justice-involved population:** CalHPS has been assisting the county to leverage health related funding opportunities to benefit the justice-involved population since January 2022 and as a part of the RAJ initiative. Through the establishment of a new contract, CalHPS can continue assisting the County in the planning and execution of numerous mandates under CalAIM, and specifically, grants associated with the PATH initiative. This contract will allow CalHS to build upon tasks in which they have facilitated the identification of

Thank you for your partnership!

County Administrator's Office

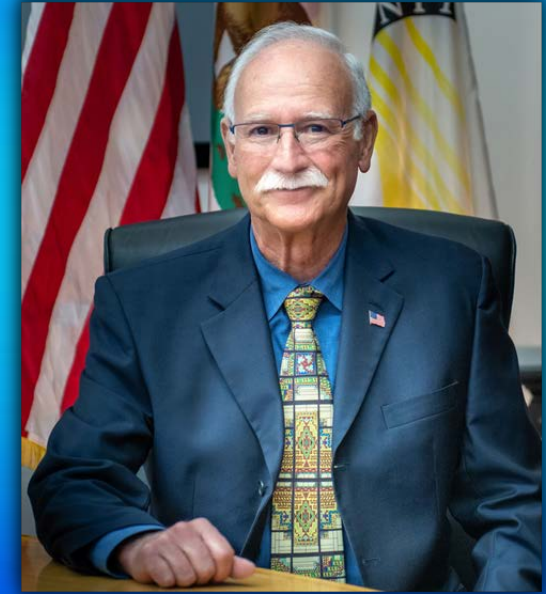
County of Alameda - CA



- Public Protection, Justice & Health Collaborative
- Alameda County Administrator's Office
- Alameda County Auditor-Controller
- Alameda County Behavioral Health Care Services
- Alameda County Counsel's Office
- Alameda County District Attorney's Office
- Alameda County Health Care Services Agency
- Alameda County Information Technology Department
- Alameda County Probation Department
- Alameda County Public Defender's Office
- Alameda County Sheriff's Office
- Alameda County Social Services Agency
- Alameda County Superior Court
- Alameda Alliance for Health
- Consultants
- County, Local, State & Federal Partners

In Memoriam

Your life was a blessing and your memory as a visionary and a compassionate human being will forever be a treasure for the residents of Alameda County.



Richard Valle

**Former Alameda County
Board of Supervisor
District 2**



QUESTIONS?

