

# AGENDA ITEM REQUEST

Community Corrections Partnership Executive Committee (CCPEC)

*Note: This agenda item request is due at least six (6) weeks prior to CCPEC meeting.  
Email requests to [ProbationCommunityPrograms@acgov.org](mailto:ProbationCommunityPrograms@acgov.org).*

TO: Community Corrections Partnership Executive Committee (CCPEC)  
c/o Alameda County Probation Department  
Marcus Dawal, Chief Probation Officer  
1111 Jackson Street, P.O. Box 2059  
Oakland, CA 94604-2059

FROM: **Name:** Juan Taizan  
**Title:** Forensic, Diversion, and Re-entry Services Director  
**Agency/Organization/Department:** Health Care Services Agency/Alameda County Behavioral Health  
**Address:** 2000 Embarcadero Cove, Suite 400, Oakland, Ca 94606  
**Phone #:** (510) 383-8535 **Alternate Phone #:** \_\_\_\_\_  
**Email:** Juan.Taizan@acgov.org

---

This agenda item is being submitted for consideration by the Community Corrections Partnership Executive Committee (CCPEC) at their meeting on March 18<sup>th</sup>, 2024.

**Title/Subject/Description:** AB 109 Reentry Services: Sustaining Access and Supporting Success for the Alameda County Justice Involved Reentry Population.

**Background Information:** In fiscal year 2021-2022, the CCPEC allocated \$1,038,000 to support a contract between Alameda County Behavioral Health (ACBH) and Felton Institute (Felton) to provide intensive services for individuals with severe mental illness who are justice involved. Felton uses a Forensic Assertive Community Treatment (FACT) model aimed at providing reentry case management and treatment services. Felton's program Success: Movement from Incarceration (SMI), has provided services to 155 Alameda County Probation Department clients in South/East Alameda County since February 1, 2020. Felton's contract expires on June 30, 2024. This is the second time ACBH and Felton SMI are returning to the CCPEC for an additional allocation.

**Fiscal Impact\*, if any:** Would require allocation for FY 2024-2025 of \$1,795,872.

**Recommended action to be taken:** Approve a one-year contract extension (July 1, 2024-June 30, 2025) for Felton, Success: Movement from Incarceration reentry program in the amount of \$1,795,872 to ensure continuity and sustainability of services.

*\*When requesting funding, please answer the questions in either Section 1 or 2 below. If requesting funding for a new program idea, answer the questions in Section 1. If requesting funding for a program with an existing AB 109-funded contract, answer the questions in section 2.*

DocuSigned by:  
 Signature: Juan Taizan  
 FB2AF3594F3948A...

Print Name and Title: Juan Taizan, Forensic, Diversion, and Re-entry Services Director

**Section 2: Request to Renew, Modify or Extend an Existing Contract**

**Information About the Program**

- What part of the AB 109 population was served under the previous contract? (For example: unhoused individuals, clients disengaged from Probation Services, etc.)
  - Clients referred by Probation, clients recently released from jail, clients disengaged from Probation services, unhoused clients, clients with serious mental illness.
- What client needs were addressed? (For example: housing, employment, substance abuse etc.)
  - Mental health services, case management/brokerage, crisis intervention, medication support, referrals to housing, employment, and government funding agencies (e.g., Social Security). Emergency financial and food assistance. Skill building, counseling, and groups.
- How many people did your organization serve under the contract?

Fiscal Year	FY 2020-2021	FY 2021-2022	FY 2022-2023	FY 2023-2024
Actual FYTD Clients	22	51	82	56 to date

- How many people was your organization expected to serve under the contract?
  - Felton Success: Movement from Incarceration is contracted to serve 120 clients a year.
- Please provide a summary of the program.
  - Felton’s Success: Movement from Incarceration program provides intensive and comprehensive case management to clients with serious mental illness. The program is based on three phases. First, program staff work to help stabilize the client, meeting immediate basic needs i.e., mental health services, housing, food, Medi Cal enrollment; second, staff help the client transition into the community by providing linkages to presenting needs; third, staff support the client’s sustainability while continuously monitoring and assessing the client’s ability to independently maintain services within their community.
- Please provide a list of the objectives achieved by the program/activity.
  - 82 clients served in FY 22/23
  - 2,450 Services Provided
  - 83 Referrals made
  - 11 average # of episodes open per quarter
  - 52 average # of episodes open in FY 22/23
  - Linkages Made:
    - Linked to local primary care provider
    - Linked to Psychiatry Services
  - Resources Provided:
    - Clipper Cards
    - DMV Vouchers
    - Clothes

- Hygiene Products
- Gift Cards
- Linked to SSI and Vital Document Establishments
- Did your organization invest any resources to make the program/activity successful? (For example: staffing, development of workshops etc.)
  - The SMI program invested heavily in staff training to improve client engagement and clinical skills these trainings included:
    - Gender Affirming Trainings, Cultural Humility Trainings, Training on commercially sexually exploitation, Justice Services Participation in the George Mason Enhance Academy, Eye Movement Desensitization and Reprocessing Training, Motivational Interviewing Training, Groups of Stages of Change, Trauma-Informed Integrated Behavioral Health, and Black Music and Movement The Power To Heal.
  - The programs also invested in resources for their clients. These included:
    - Art groups, Black History Month Celebration, Hispanic Heritage month celebration, Team Building Activities, and resources such as DSM-5TR and DSM-5.
  - The SMI program has also invested into some of their staff that are not fully funded by AB 109 dollars, in order to keep them as full-time employees that support this program. Such roles include a Clinical Director of Innovation and Development, Division Director, Medical Director, & Psych Nurse Practitioner.
- Did you do any outreach to the target population, outside of referrals by Probation? If so, what were the results of your outreach?
  - Yes, Felton staff conducted outreach to Public Defenders staff and potential clients at Santa Rita.
  - The CORE (Center of Reentry Excellence) tabling events coupled with other outreach events have resulted in a robust and fruitful collaboration with community partners that help to identify resources for clients that are tailored directly to their needs. As a result, staff can feel more confident in their ability to support their client and clients are not having to be stagnant on their path to recovery and reintegration which often shared by the client.
- Describe how successfully your organization achieved your contract milestones and the other contract deliverables?
  - While Felton Success: Movement from Incarceration did not meet its contract milestone of total clients served last fiscal year, Felton remains committed to achieving this milestone and works hard with its system partners to increase referrals and clients. It is important to note, that the clients referred to the Felton Success: Movement from Incarceration program require a very intensive level of support. It is challenging to retain clients, typically due to the multiple life challenges our clients face (e.g., unstable housing). Felton works extremely hard to extend outreach and engagement efforts and specialize treatment to fit justice impacted individuals and families.

### **Background Research**

- Is the program/activity evidence based or a promising new idea?
  - Interventions and modalities provided by Felton Success: Movement from Incarceration are evidence based. These include:
    - Cognitive Behavioral Therapy/Interventions (CBT)

- Motivational Interviewing
  - Narrative Therapy
  - Systems Theory
  - Solution Focused Therapy
  - Harm Reduction
  - Cognitive Mapping
  - Peer-Based Mentoring Model
- If the program/activity is an evidence-based program, what does the research say about it?
  - Motivational Interviewing is a type of counseling approach that helps our clients resolve feelings of ambivalence and anxiety, empowering our clients in recognizing the stages of change and taking ownership of their transitional journey.
  - FACT Model is a service delivery model intended for folks with serious mental health issues and who are involved in the criminal justice system.
  - CBT allows for the client to evaluate and examine their own thoughts, behaviors, and emotions helping them to recognize escalating negative thoughts and emotions and how to regulate using strategies to change their thinking.
  - Harm reduction assists in working with clients with dual diagnoses through compassionate approaches to managing mental health without necessarily having to achieve sobriety first.
  - Peer-Based Mentoring Model- establishes a structured mentoring system where individuals who have had a successful reentry experience serve as mentors to those recently released from incarceration. Peer mentors undergo training to enhance their mentoring skills, including active listening, conflict resolution, and providing emotional support. They also receive information about available community resources. Peers are matched with mentees based on factors such as shared experiences, interests, and specific reentry needs. This matching process is designed to foster a sense of understanding and relatability between the Peer and the Client.
- If there is existing research, was the research done on a population like the population served?
  - Yes, there is existing research on the evidence-based practices, and the research shows these practices are used on reentry population with Substance Use Disorder and Mental Health issues.
- How do milestones/contract deliverables compare to the outcomes of similar work in other jurisdictions?
  - The milestones/contract deliverables are usually guided by the reentry service delivery model that can involve multiple organizations, e.g., CBO's and County Departments within a perspective jurisdiction to provide services to the AB 109 population. As a result, determining contract deliverables within other jurisdictions can be contingent upon the most needed and identifiable core services within that jurisdiction.
  - Alameda County's homeless population (9,747 in 2022) continues to grow and outpace neighboring counties:
    - San Francisco County, 4,397 in 2022
    - Contra Costa County, 3,000 in 2022
  - SMI program has identified some of the following challenges:
    - working with transient clients who are often homeless affects the ability to communicate (disconnected phone numbers) and no permanent housing address to meet with clients face to face
    - not receiving enough referrals to meet the goal of a target caseload of 120 SMI unduplicated cases per fiscal year

- when receiving referrals, they do not have an address or identifying picture, therefore approximately 50% of the referrals refuse services/are unable to be found/and or move out of state
  - Lack of funds to remove barriers from participants
  - Lack of funds and resources to provide temporary and/or permanent housing to the participants
  - Lack of funds to hire competent employees to work on the re-entry programs. Competitive pay for staff to increase retention and reduce turnover
- Is Probation funding any similar activities?
    - AC Probation is not funding similar activities targeting the justice involved community.
  - If Probation is funding similar activities, what is unique about this program/activity, why is it necessary?
    - Felton Success: Movement from Incarceration program is unique for several reasons, e.g., direct linkage to CORE triage pipeline, rapport with other MH providers in the community, able to establish positive relationship with Probation and ACBH, able to provide step-up and stepdown services without significant delay, culturally responsive, and we have a deep understanding and connection to the population that we serve.
  - Lived experience can often provide a layer of knowledge often not captured by traditional research methods. Please provide any anecdotal knowledge based upon lived experiences that contributes to or strengthens your proposed program/activity.
    - The SMI staff that have a shared lived experience with clients are able to dismantle any feelings of distrust and/or anxiety that are connected to the client's uncertainty around their immediate and long-term future. Moreover, staff with lived experience can genuinely share their own experiences and how they were able to successfully navigate the reentry process and overcome their obstacles. Staff with lived experience undergo training to enhance their mentoring skills, including active listening, conflict resolution, and providing emotional support. They also receive information about available community resources.

### **Program Data**

- How many people were referred to the program/activity by Probation?
  - 111 Clients were referred and 15 were re-referred to Felton's SMI program by Alameda County Probation for FY 22/23.
  - SMI is not receiving enough referrals to their program to meet the target caseload of 120. Many referrals do not have an address and/or identifying picture.
  - Approximately 50% of referrals received refuse services, are unable to be located, and/or move out of state
  - Funding does not allow for the employment of competent staff to work on re-entry programs, competitive salaries needed to increase retention and reduce turnover
  - Lack of resources for training staff and clients for the demands of the program and current workforce market
- Why should the contract be extended/renewed/modified rather than going out to bid?
  - Reentry programs are specifically created to assist clients who have been justice impacted and are living with substance use disorders (SUD) and/or mental health disorders. While other programs, that are not reentry, address issues related to SUD and mental health, it is important for us to write curriculum that specifically targets the type of trauma folks experience during

and after incarceration. The Felton SMI program works with these populations through a trauma informed, lens that addresses the special needs of our population.

- Please provide program milestones and other contract deliverable data.

- 82 clients served in FY 22/23
- 2,450 Services Provided in FY 22/23
- 83 Referrals made in FY 22/23

Linkages Made:

- Linked to local primary care providers
- Linked to Psychiatry Services

Resources Provided:

- Clipper Cards
  - DMV Vouchers
  - Clothes
  - Hygiene Products
  - Gift Cards
  - Linked to SSI and Vital Document Establishments
- Has this contract been extended or adjusted before? If so, how many times and why?
    - 1st amendment extended contract from 2.1. 20 – 6.30.21 (No fiscal impact) due to late start at onset of the Covid-19 pandemic.
    - 2nd amendment extended contract 7.1. 21 – 6.30.22 (No fiscal impact) due to continued Covid 19 pandemic.
    - 3<sup>rd</sup> amendment extended contract 7.1.22- 6.30.23 (No fiscal impact) to ensure continuity and sustainability of services.

**Fiscal Impact**

- What is the total proposed budget for the requested program/activity?
  - FY 24/25 proposed SMI Budget - \$1,795,872
- What was the total budget for the program/activity under the previous contract?
  - FY 23/24 SMI budget under previous contract - \$1,710,354. We anticipate from this amount, \$250k will be unspent mainly due to staffing shortages.
- If the proposed budget is higher than that of the previous contract, please justify the increase.
  - The proposed budget is slightly higher than the previous fiscal year due to a 5% COLA that has been approved by the Board.
- If the proposed budget is lower than that of the previous contract, please explain.

Signed by:  
  
Signature: \_\_\_\_\_  
FB2AF3594F3948A...

**Print Name and Title:** Juan Taizan, Forensic, Diversion, and Re-entry Services Director