



# COUNTY OF SAN DIEGO

## AGENDA ITEM

### BOARD OF SUPERVISORS

NORA VARGAS  
First District

JOEL ANDERSON  
Second District

TERRA LAWSON-REMER  
Third District

VACANT  
Fourth District

JIM DESMOND  
Fifth District

**DATE:** May 23, 2023

**20**

**TO:** Board of Supervisors

### **SUBJECT**

**FINAL REPORT AND RECOMMENDATIONS: DATA-DRIVEN APPROACH TO PROTECTING PUBLIC SAFETY, IMPROVING AND EXPANDING REHABILITATIVE TREATMENT AND SERVICES, AND ADVANCING EQUITY THROUGH ALTERNATIVES TO INCARCERATION (DISTRICTS: ALL)**

### **OVERVIEW**

On October 19, 2021 (3), the Board of Supervisors (Board) directed a series of actions now known as the County's Alternatives to Incarceration (ATI) initiative. The direction came approximately 18 months into the COVID-19 pandemic, when emergency public health measures restricted people from being booked into jail on most nonviolent and low-level charges and lowered jail populations. The Board noted such policy changes provided an opportunity to review evidence-based treatment and supportive programs to continue to prevent people from entering custody while protecting public safety and advancing equity by addressing underlying issues that lead to justice involvement. The Board directed the County to engage an independent consultant for specific analyses and stakeholder outreach, and to develop recommendations for community-based services that create permanent alternatives to incarceration. The County issued a competitive solicitation and contracted with San Diego Association of Governments (SANDAG), which conducted extensive data analysis, issued and analyzed community surveys, took broad stakeholder input, including numerous meetings with a community Advisory Group and a County Working Group, hosted multiple community listening sessions, and conducted a best practice review of local and national model programs that can prevent individuals from entering or reentering jail.

SANDAG published its analysis and findings in a series of reports and recently issued its last report: *Final Report: A Data-Driven Approach to Protecting Public Safety, Improving and Expanding Rehabilitative Treatment and Services, and Advancing Equity Through Alternatives to Incarceration* (Attachment A), which summarizes the information contained in previous reports and includes 52 recommendations for the County.

The Board also directed the Chief Administrative Officer to bring forward ATI recommendations. County and regional public agency justice and health partners (ATI Working Group) have been collaborating throughout the project to review SANDAG's iterative reports and review local programs and best practices. The ATI Working Group has identified local opportunities to create

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pathways and supportive services to prevent or reduce justice-involvement by addressing underlying needs. The ATI Work Plan (Attachment B) identifies 20 actions and eight service enhancements that will fully or partially implement more than half the SANDAG recommendations.

Today's recommendations are to receive the SANDAG report, the ATI Work Plan, and a presentation and to authorize grant application and contracting actions that will expand person-centered care coordination and housing services for individuals contacted by law enforcement or booked into jail with unaddressed homelessness and other unmet needs.

**RECOMMENDATION(S)  
CHIEF ADMINISTRATIVE OFFICER**

1. Receive SANDAG's Final Report and recommendations (Attachment A).
2. Receive the Alternatives to Incarceration Work Plan (Attachment B).
3. Receive a presentation from the Public Safety Group and SANDAG on the Alternatives to Incarceration project.
4. In accordance with Section 401, Article XXIII of the County Administrative Code, authorize the Director, Department of Purchasing and Contracting, subject to available funding, to issue a competitive solicitation(s) for case management, system navigation and housing services or similar services for justice-involved populations who need person-centered support after leaving custody, being contacted or transported by law enforcement to a custody alternative, or as part of their criminal case resolution, and/or to amend existing contracts for similar services serving similar populations, and, upon successful negotiations and determination of a fair and reasonable price, award contracts for a term of up to one (1) year, with up to four one-year option periods and up to an additional six months if needed, subject to the approval by the Deputy Chief Administrative Officer for the Public Safety Group or the Health and Human Services Agency Director and, for existing contracts, the designated authority from the lead department, and to amend such contracts as needed to reflect changes to services and funding.
5. Pursuant to Board Policy B-29, authorize the Deputy Chief Administrative Officer for the Public Safety Group or the Health and Human Services Agency Director or his/her designee, to submit grant applications and accept grants that support prevention, diversion and reentry programs to support individuals who commit low-level, non-violent offenses with the goal of reducing individuals' jail booking or time in jail by providing supportive services that address underlying needs, through June 30, 2026.
6. Direct the Chief Administrative Officer to return to the Board in early 2024 with plans for an enterprise structure for Alternatives to Incarceration (ATI) that includes the engagement of the Public Safety Group, Health and Human Services Agency, Office of Equity and Racial Justice, Office of Evaluation, Performance, and Analytics, and members of the community; an initial assessment of resources and personnel advancing ATI; a proposed evaluation framework for the ATI Work Plan; and an initial update on Work Plan actions.

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### **EQUITY IMPACT STATEMENT**

Nationally and in San Diego County, arrest and incarceration disproportionately impact people of color and those who are poor, have a mental health need, are struggling with addiction, are disabled, or are experiencing homelessness. For example, San Diego County jail data indicate that Black individuals composed more than 21 percent of the average daily jail population in 2022, while only 5.6% of San Diego County's overall population are Black, according to 2020 Census data. In the Regional Task Force on Homelessness' (RTFH) 2022 Jail Point in Time (PIT) Count, 31% of more than 900 people surveyed said they were experiencing homelessness at the time of their arrest; a prior survey question from the 2020 PIT Count found 7 of 10 unsheltered individuals interviewed in the community had been to jail at some point. The goal of the Alternatives to Incarceration work is to reduce justice system contact and address unmet basic needs for people who commit low-level, non-violent offenses by providing community-based programs and services.

Throughout this project, community stakeholders have been engaged in the review of data to provide diverse perspectives. The San Diego Association of Governments (SANDAG) facilitated six community forums throughout the project, including two bilingual Community Listening Sessions in January 2023, to gather public input on priorities and service gaps in regional efforts to reduce incarceration rates. The Public Safety Group also facilitated a Community Listening Session on May 4, 2023, to gather public input on SANDAG's Final Report, in addition to releasing a separate community feedback form for written input.

### **SUSTAINABILITY IMPACT STATEMENT**

The actions proposed in today's item contribute to the County of San Diego's Sustainability Goals of engaging the community, providing just and equitable access, and protecting health and wellbeing. The ongoing initiative to provide prevention, diversion, and reentry services will impact the communities and socioeconomic groups historically burdened by incarceration by providing better long-term outcomes through rehabilitative treatment. Extensive community engagement through surveys, community listening sessions, and an external Advisory Group including individuals with lived experience is a major component of the project. Rather than perpetuating the cycle of incarceration, this project seeks to provide community connections to improve health outcomes, including sobering services, mental health treatment, and crisis stabilization services.

### **FISCAL IMPACT**

Today's requests include a total of \$6,100,000 budgeted in Fiscal Year 2023-24 CAO Recommended Operational Plan for:

- Ongoing costs and revenue of \$1,500,000 in Sheriff's Department for interim housing services, 3.0 Full Time Equivalent (FTEs) for Alternatives to Incarceration program staff support, and jail-in reach and transitional services for clients with behavioral health needs. The funding source is Local Revenue Fund 2011, Community Corrections Subaccount.
- One-time costs and revenue of \$4,600,000 in the Probation Department for Connection Points and related case management and navigation services for pretrial populations. The

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funding source is state funding through the Judicial Council of California for pretrial services.

There will be no change in net General Fund costs and 3.0 additional FTEs based on funding from Local Revenue Fund 2011, Community Corrections Subaccount.

Today's requests also include total funds of \$3,638,000 in Fiscal Year 2023-24 CAO Recommended Operational Plan Change Letter for:

- Ongoing costs and revenue of \$550,000 in the Health and Human Services Agency (HHS) Medical Care Services for Transitions Clinic Network Pilots; \$738,000 in the Sheriff's Department for staffing (5.0 FTEs) to provide service connections for homeless individuals in custody; and \$50,000 in the Public Safety Group Executive Office (PSG) for lived-experience consultancy services. The funding source is Local Revenue Fund 2011, Community Corrections Subaccount.
- One-time costs and revenue of \$250,000 in PSG for planning for a Diversion, Reentry and Resource Center; \$2,000,000 in HHS for expansion of case management, system navigation and housing services; and \$50,000 in the Office of Labor Standards and Enforcement for outreach related to the Fair Chance Act. The funding source is Local Revenue Fund 2011, Community Corrections Subaccount.

There will be no change in net General Fund costs and a total of 5.0 FTEs will be added based on funding from Local Revenue Fund 2011, Community Corrections Subaccount.

**BUSINESS IMPACT STATEMENT**

N/A

**ADVISORY BOARD STATEMENT**

The San Diego Association of Governments (SANDAG) convened an Alternatives to Incarceration (ATI) Advisory Group to review and provide input into its analysis, reports, and recommendations. The Advisory Group is composed of 14 community members representing diverse perspectives, including individuals with lived experience in the criminal justice system. The County and SANDAG have incorporated their feedback to the extent possible in SANDAG's Final Report and in the ATI Work Plan.

**BACKGROUND**

The County's Alternatives to Incarceration (ATI) initiative was directed by the Board of Supervisors (Board) on October 19, 2021 (3). The Board directed engagement of an independent consultant for analysis, stakeholder outreach and the development of recommendations, and the County contracted with the San Diego Association of Governments (SANDAG) through a competitive solicitation. SANDAG issued a series of reports after analyzing and synthesizing local jail, law enforcement, and program data, analyzing community surveys about the availability of and need for community-based services that may provide alternatives to custody, reviewing best local and national model prevention, diversion and reentry programs, and conducting broad

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stakeholder outreach, including a series of community listening sessions and regularly consulting a community Advisory Group and public agency stakeholders.

SANDAG's work culminated with its last report, released in April 2022: *Final Report: A Data-Driven Approach to Protecting Public Safety, Improving and Expanding Rehabilitative Treatment and Services, and Advancing Equity Through Alternatives to Incarceration* (Attachment A), which summarizes prior reports and includes 52 recommendations to advance incarceration alternatives.

**SANDAG's Findings about Common Misdemeanor Charges and Justice System Contact**

The final report summarizes previous findings and adds new data about law enforcement contacts before and during COVID for certain frequent misdemeanor charges. The findings paint a picture of a significant cohort of individuals with repeated contact with the justice system for low-level charges, through contact with law enforcement in the community or jail bookings. The repeat charges represent a notable fraction of all jail bookings, usually with very short stays in custody. They reflect behavior related to drug and alcohol use, poverty, and mental health crisis that could potentially be addressed with treatment and supportive services.

With jail bookings restricted during the public health emergency, misdemeanor bookings fell sharply, and the proportion of felony bookings increased from 46 to 59 percent. However, misdemeanor public intoxication charges remained bookable and represented the most common charge leading to a booking before and during the COVID-19 emergency, respectively representing 17 and 19 percent of all jail bookings during these times. Misdemeanor public conduct and drug/paraphernalia possession charges together accounted about a third of jail bookings prior to COVID-19. The median length of stay for most bookings during COVID-19 was one day, compared to pre-COVID median stays of one day for women and three days for men.

SANDAG's Final Report contains new data about trends among individuals who law enforcement contacted but did not book into jail during the pandemic on nine low-level charges: Possession of narcotics, possession of drug paraphernalia, under the influence of a controlled substance, possession of a controlled substance, trespassing, illegal lodging, disorderly conduct involving alcohol or drugs, disturbing the peace, and possession of marijuana. Between April 2020, and March 2021, law enforcement made over 19,000 contacts with nearly 12,000 individuals on these charges. Of those individuals, 55 percent had another law enforcement contact within one year; three-quarters of these contacts were also for a low-level charge and 90 percent were for a nonviolent crime. These figures, and other data SANDAG includes, show a large majority of people with repeated law enforcement contact on low-level charges continue the behavior rather than escalating in criminal or violent offenses over time. Common charges seen among continued contacts include drug or alcohol-related misdemeanors, mental health calls, fare violations, and failure to appear in court, echoing other data in the report showing the nexus of poverty, untreated behavioral health needs, homelessness, and justice involvement.

**Addressing underlying needs**

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SANDAG’s Final Report emphasizes the importance of addressing the underlying needs of justice-involved populations to reduce the likelihood of further law enforcement contact, arrest, or jail. Individuals who identified as justice-involved and responded to a SANDAG community survey identified assistance with income, transportation, employment, and housing as top needs.

Numerous sources point to the local intersection of homelessness and justice involvement: the 2022 Point in Time Count and the 2021 SANDAG Substance Abuse Monitoring surveys of jail populations both found about 30 percent of individuals in San Diego County jails were experiencing homelessness at the time of arrest. People experiencing homelessness are more likely to be both perpetrators and victims of crime than housed individuals, according to the District Attorney’s Blueprint for Mental Health Reform, which contains recommendations for addressing the intersection of homelessness, justice involvement, and mental health.

SANDAG’s analysis also shows the intersection of mental health issues and indicators of substance use disorders among people in the local criminal justice system. Despite a significant decrease in the jail population before and during COVID, the number of people receiving psychotropic medication, an indicator of mental health need, remained steady, averaging approximately 1,400 people in both periods—one-quarter and one-third of the average daily jail population before and during COVID, respectively. Moreover, 2021 SANDAG’s Substance Abuse Monitoring program 2021 data show that 83 percent of male adult arrestees surveyed tested positive for an illicit substance at time of arrest.

While the need for supportive services and treatment is high, SANDAG’s surveys of justice-involved individuals found that most individuals said they did not receive supportive services in the community. Barriers to services included being too difficult to find, learn about, or reach. To meet individualized needs and reduce barriers to services, SANDAG highlights strategies such as case management, peer mentorship, and limiting the use of restrictive eligibility criteria and waitlists.

**SANDAG’s Final Recommendations**

The Final Report contains 52 recommendations outlining actions the County can take and programs it can add or expand by working collaboratively with local public agency stakeholders, service providers, and community stakeholders to address underlying needs that lead to justice involvement. The recommendations are organized by the Sequential Intercept Model, which describes the points, or “intercepts,” before or during justice system involvement when an individual can potentially connect to treatment or supportive service interventions. Intercept 0-1 includes community-based services, 9-1-1 interactions, and law enforcement contact; Intercept 2-3 includes jail and court interactions, especially those prior to sentencing; and Intercept 4-5 includes jail reentry interventions and community supervision after release from jail or prison.

**Summary of SANDAG Recommendations** (Full recommendations on pages 172-181 of Attachment A)

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- Intercept 0-1: Expand resources to meet the needs of individuals experiencing homelessness, build programs that connect clients to a broad spectrum of services. In the medium and long term, invest in expanding sobering and crisis stabilization services for law enforcement drop-offs, expand the reach and staffing of Mobile Crisis Response Teams, and establish additional law enforcement assisted diversion programs.
- Intercept 2-3: Provide sentencing alternatives to incarceration and other means of connection to community-based services. These include increasing the use of Collaborative Courts—judicial programs that combine supervision with monitored rehabilitation services—and working with defendants during the pretrial phase to reduce likelihood of failures to appear and increase connections to community resources.
- Intercept 4-5: Promote successful reentry to reduce an individual’s likelihood of further engagement in the justice system and improve their life trajectory. This includes expanding access to housing and rent support in the short and medium term for people leaving jail who have a history of housing instability and expanding education and employment services, vital document assistance, and criminal record expungement services. In the long term, build programs that incorporate jail in-reach and include peers with lived justice-system experience to establish linkages to social and clinical services in custody with continuity upon reentry in the community.
- Sequential Intercept Model-spanning recommendations: Conduct program evaluations and establish uniform data collection, sharing, and governance to guide program strategy and evaluation. Engage service providers to remove barriers for small-scale organizations assisting justice populations.

SANDAG’s reports and recommendations highlight evidence-based interventions proven to reduce recidivism. A large body of research shows that compliance-based interventions alone do not reduce the likelihood of future justice involvement, so protecting public safety and resources depends in part on providing an effective system of evidence-based rehabilitative interventions. Furthermore, SANDAG cites research showing arrest and jail without rehabilitation, and indeed any time in jail at all, can lead to increased recidivism.

Following the release of SANDAG’s final report in April, the County conducted outreach to encourage public review and comment on the report with a May 4 community listening session and online comment card. Nearly 40 community members and other stakeholders attended the listening session to provide input. Most participants were supportive of SANDAG’s recommendations and the Alternatives to Incarceration project. Others noted focuses they said should be more prominent in future recommendations, including the importance of considering the needs of specific groups, such as Transitional Age Youth ages 16 to 24. Other feedback included a desire to shift the focus primarily toward prevention, social service and behavioral health-led crisis responses, and booking alternatives instead of responses that involve law enforcement or

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interventions later in the justice system, and the importance of addressing individuals’ overlapping or cross-cutting needs when providing services to justice populations.

During the listening session, many community members have also called for actions that fall outside the realm of supportive service recommendations, such as systemic changes to law enforcement policies and practice, including limiting traffic stops, ending pretext stops, and changing jail booking criteria to disallow incarceration for low-level non-violent offenses.

**County Prevention, Diversion and Reentry Work Plan**

A Working Group<sup>1</sup> convened regularly throughout this project to review opportunities to enhance public safety and equity and reduce incarceration of people who do not pose a public safety threat by providing community-based rehabilitative services and supports. Meetings included four joint meetings with the Alternatives to Incarceration Advisory Group.

The Working Group focused on ways to provide alternatives to jail booking associated with the nine low-level misdemeanor charges analyzed by SANDAG and identified additional opportunities across the Sequential Intercept Model, finding that connections to supportive services could be enhanced at every point. Working Group meetings focused extensively on the best strategies to address housing, income needs, and behavioral health needs, identified as top needs by SANDAG.

The Working Group’s plans to implement certain SANDAG recommendations and advance the ATI initiative are expressed in an ATI Work Plan (Attachment B). The Work Plan is a living document that sets goals for the ATI initiative, establishes guiding principles, and outlines 20 actions including eight funded service enhancements, most to be initiated over the next fiscal year. These actions and proposed services span the Sequential Intercept Model, with a focus on adding new pathways and supports at key points that have insufficient supportive service connections. The Work Plan addresses 31 of SANDAG’s 52 recommendations. The remaining recommendations will be considered and prioritized, in collaboration with stakeholders and the community, as part of the ongoing ATI project.

**ATI Work Plan Highlights**

**Intercept 0-1 (Community Services and Law Enforcement)**

**Initiate planning for a one-stop Diversion, Reentry, and Resource Center:** A resource-rich community-based diversion and reentry hub in an area of high need would provide a law enforcement drop-off point and alternative to booking for people facing low-level non-violent charges, provide a drop-in resource for justice-involved individuals in the community looking

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<sup>1</sup> Public agencies represented on the Working Group included San Diego County District Attorney’s Office, San Diego Sheriff’s Department, Public Defender’s Office, Probation Department, San Diego City Attorney’s Office, San Diego Police Department, San Diego Superior Court, Office of Equity and Racial Justice, the Health and Human Services Agency, Behavioral Health Services, Department of Homeless Solutions and Equitable Communities, and Medical Care Services, and the Public Safety Group Executive Office.



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for a range of help, and serve people reentering the community from jail. Consideration will be given to the needs of transitional age youth.

**Raise awareness of key community-based and diversionary services:** In January, the County’s Central Sobering Services expanded capacity and added enhanced services based on previous ATI Board direction (February 8, 2022 (11)). The Recovery Bridge Center in San Diego is a 24/7 alternative to booking individuals into jail on drug or alcohol intoxication charges, with the capacity to accept most individuals who otherwise would be booked on these charges. Outreach to regional law enforcement is needed to maximize use of the services.

**Support law enforcement- and prosecution-led diversion programs:** The Working Group reviewed programs in other communities where individuals stopped for pre-defined charges who engage with case management and supportive services are not booked or charged. Working Group members agree the County should support local law enforcement agencies, the San Diego City Attorney, and District Attorney to create pathways to new and existing law enforcement- and prosecution-led diversion programs. This includes the District Attorney implementing the Transitional Age Youth Diversion Initiative, which seeks to ensure equitable access to diversion, intervention, and other services for all San Diego communities regardless of zip code and expands the DA’s Juvenile Diversion Program.

**Intercept 2-3 (Initial Detention / Jails and Courts)**

**Launch “Connection Points” pilot program to meet immediate needs of people leaving jail:** More than 54,000 people are released from County jails each year, over half of whom spend one to three days in custody. Connection Points, based on Project Kinship in Orange County, utilizes engagement specialists and peers with lived justice-system experience to meet and engage people leaving jail. The program would establish locations near jails to meet basic needs such as food, clothing, temporary phones, charging stations, and transportation. Individuals could receive an assessment and connections to ongoing case management, community resources, and housing assistance. The service would be launched through a competitive solicitation previously authorized as part of new Pretrial Services in the Probation Department (February 8, 2022 (12)).

**Provide Care Coordination and Housing to individuals assisted through the Connection Points pilot:** The Board has previously authorized competitive solicitations to provide community-based services to pretrial populations monitored as part of the Probation Department’s Pretrial Services Unit (February 8, 2022 (12)). If today’s recommendation is approved, the County would amend current contracts or conduct a competitive solicitation(s) to make available ongoing case management, peer support, wraparound services, system navigation, and housing services to additional high-need clients identified at Connection Points or other key intercepts where individuals may have a need for these services. This proposal would give the County flexibility to expand the services by adding funding to existing contracts or procuring additional ones with a focus on high need justice-involved populations across the intercepts who may be referred by or engaged with various health or justice partners.

**Intercept 3-4 (Initial Detention with Reentry Planning)**

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**Add housing-focused correctional counselors in County jails; Connect and transport clients directly to interim housing from custody:** A significant proportion of individuals in custody are experiencing homelessness at the time of arrest. This proposal would add correctional counselors in County jails to identify people who are at risk of homelessness and connect them to services prior to release, extending reentry planning to unsentenced individuals who are often released suddenly after a court hearing and spend less time in custody than sentenced populations. The Work Plan describes actions and added funding to allow the Sheriff’s Department to place individuals in interim housing and provide transportation directly from custody. Today’s action authorizes procurement activities related to housing, case management, and system navigation, which would include amending the Probation Department’s interim housing contracts to allow the Sheriff’s Department to refer individuals to these providers.

**Intercept 4-5 (Reentry / Community Corrections)**

**Expand jail in-reach and transitional services to additional populations with behavioral health needs; Initiate Transitions Clinic Network pilot(s):** In-reach services begin while an individual is in custody, focusing on a smooth transition to community-based services when a person is released. The plan calls for expanding existing in-reach and community-based services to additional individuals with behavioral health diagnoses to support linkages to ongoing community-based treatment. Expanded in-reach will also include piloting evidence-based Transitions Clinics, which are part of a broader Transitions Clinic Network. In this model, a community health worker with lived justice system experience establishes a relationship with clients in custody and then connects them to a community health center for comprehensive, culturally competent primary care and linkages to address additional needs in the community.

**Expand employment opportunities for people with criminal histories:** The ATI Workplan proposes outreach and education for employers and job seekers about the California Fair Chance Act—also known as “Ban the Box”—to reduce the impact of criminal history on employment decisions.

**Connect and enroll justice involved-individuals to medical benefits:** Leverage extensive work under way to implement California Advancing and Innovating Medi-Cal (CalAIM), which will increase enrollment into health benefits in custody, provide Medi-Cal services 90 days prior to release, provide handoffs to health care providers upon reentry and intensive care coordination, and offer community-based services, such as enhanced care management and housing supports. Once CalAIM is fully implemented, County-funded services proposed in the Action Plan will be reviewed to maximize federal and State funding sources.

The Alternatives to Incarceration work will continue with collaboration among community stakeholders and public agency justice and health representatives to monitor, update, and plan actions related to ATI. The ATI initiative will include opportunities for further public input and stakeholder engagement, such as consulting with individuals with lived justice system experience and their families and working with law enforcement agencies to promote the use of alternatives to incarceration as additional services are implemented. The Public Safety Group will work with ATI partners to monitor Work Plan actions, review and prioritize recommendations for future

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Board consideration. The plan notes the importance of advancing assessment and data integration to develop a more precise picture of the supportive service needs of justice-involved populations and bringing forward future recommendations with evaluation data. Data development for ATI will include working with the Office of Evaluation, Performance, and Analytics and the Office of Equity and Racial Justice. An update on County plans to advance justice-involved data governance and integration are in a related item on today's agenda, *Supporting Care Coordination for Justice-Involved Individuals: Data Governance and Integration*. Today's action also includes a recommendation that will authorize the County to apply for and accept grants that support the goals of the ATI Work Plan.

The Work Plan reflects an integrated approach that takes both individual and systemic issues into account to address the complex drivers of justice involvement. Implementing alternatives to incarceration must also include identifying and addressing systemic decision points that determine whether an individual becomes incarcerated. Additionally, successful alternatives to incarceration will depend on community conditions and systems, such as the availability affordable public and private-market housing, and clinical care for individuals with serious mental illness. The County is developing enhancements to the mental health system, expected to prevent or reduce justice system involvement for some individuals, including through its Optimal Care Pathways model (September 27, 2022 (23)) and through data integration efforts seeking to advance coordinated planning.

The ATI Work Plan before the Board for consideration represents more than \$9.7 million in investments, adding dollars for prevention, diversion, and reentry. Importantly, the County has long invested in prevention and diversion with more than \$220 million included in Fiscal Year 2023-24 CAO recommended Operational Plan to support prevention, diversion, and reentry for youth and adults who are justice-involved or are at risk of justice involvement; program highlights are included as an attachment (Attachment C).

**LINKAGE TO THE COUNTY OF SAN DIEGO STRATEGIC PLAN**

Today's proposed action supports the Equity and Justice Strategic Initiatives of the County of San Diego's 2023-2028 Strategic Plan by providing access to health services to support reducing disparities in the justice system and to safely support alternatives to incarceration.

Respectfully submitted,



HELEN N. ROBBINS-MEYER  
Chief Administrative Officer

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**ATTACHMENT(S)**

Attachment A – Final Report: A Data-Driven Approach to Protecting Public Safety, Improving and Expanding Rehabilitative Treatment and Services, and Advancing Equity Through Alternatives to Incarceration

Attachment B – Alternatives to Incarceration (ATI) Work Plan

Attachment C – ATI Program Highlights from the FY 2023-24 CAO Recommended Op Plan