

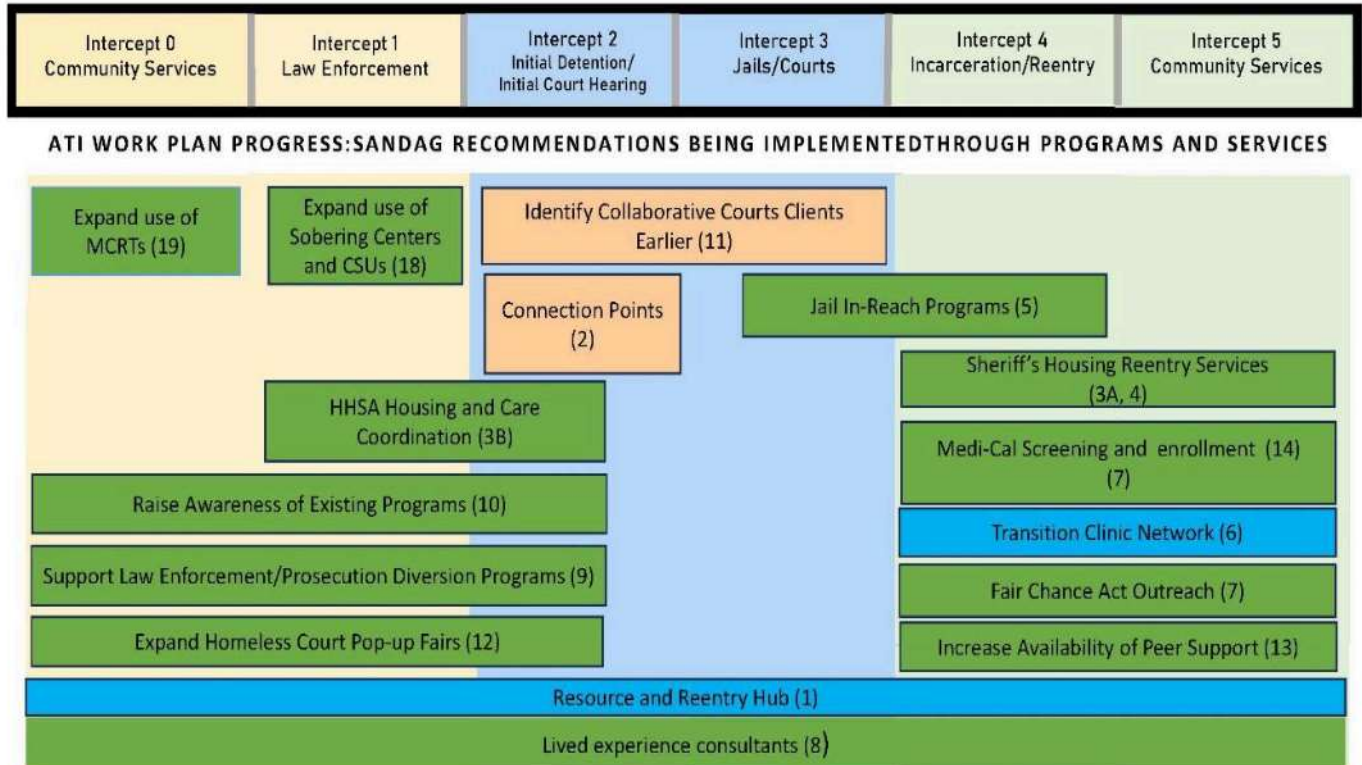
## Initial Alternatives to Incarceration Work Plan Progress Report

## Alternatives to Incarceration Work Plan Progress

Active/Implemented

Preparing for implementation

Not implemented



\*ATI Work Plan item numbers in parentheses

The Alternatives to Incarceration (ATI) Work Plan Progress Report outlines efforts by the County of San Diego (County) and regional partners to implement recommended programs and services across various stages of the justice system. The 20-item work plan follows a sequential intercept framework pictured above (Sequential Intercept Model, or SIM), from community-based interventions to reentry support, among them increasing Mobile Crisis Response Teams (MCRTs), increasing access to sobering centers, enhancing homeless pop-up resource services, and strengthening jail in-reach programs. Other strategies focus on early identification of individuals for diversion, improved housing coordination, peer support expansion, and awareness campaigns. These initiatives aim to reduce incarceration rates by providing effective alternatives and supportive services at multiple intercept points. The Work Plan is also published online at <https://www.sandiegocounty.gov/content/sdc/alternatives-to-incarceration/ATI-work-plan.html>. The Work Plan was first presented to the County Board of Supervisors (Board) on May 23, 2023. Results below are reported generally through December 31, 2024, unless otherwise stated.

### 1. Initiate planning for a one stop Diversion, Reentry, and Resource Hub

- SIM intercept: 0-5

- Lead agency: Public Safety, Office of Community Safety
- May 23, 2023 Planned action:
  - Initiate planning for a Diversion, Reentry, and Resource Hub (Hub) in an urban area of high need, if possible close to jail booking and release facilities. The Hub would be a “one-stop shop” with co-located services and basic needs assistance. Planning would review the feasibility of a 24/7 location with resources to allow law enforcement to drop off individuals on low-level charges and other justice system pathways. It would also review the feasibility of services to engage and assist justice-involved or at-risk individuals who are homeless.
- Actions taken:
  - Conducted planning for the Resource Hub during the 2023-2024 calendar year, with site visits to Santa Ana, California and Denver, Colorado, where similar models are operating successfully.
  - Requested and received Board authority in March of 2024 to establish the Resource and Reentry Hub through contracting actions.
  - Held planning meetings with stakeholders, including representatives from the Health and Human Services Agency (HHS) Self-Sufficiency Services, Medical Care Services, and Behavioral Health Services, Assessor Recorder, Child Support Services, Public Defender, San Diego Police Department, San Diego City Attorney’s Office, San Diego County Sheriff’s Office, the Office of Homeless Solutions, and the Probation Department to understand how departments would operate on site or create pathways to the Hub.
  - Conducted two community listening sessions focused on this project, one virtual and one in person. These listening sessions were attended by close to 100 stakeholders, including numerous individuals with lived experience of justice involvement and smaller community-based providers.
  - Conducted two smaller listening sessions with incarcerated individuals at East Mesa Reentry Facility and Las Colinas Reentry and Detention Facility and attended the Homeless Pop-Up Fair to gather input from attendees.
  - Collaborated with the Department of Purchasing and Contracting to host two Industry Days in June and December 2024, and one in January of 2025, to engage a wide variety of organizations and individuals on concrete planning steps prior to issuing the Request for Proposals (RFP). The December in-person Industry Day was followed by a networking session which many attendees used to meet community and public agency partners. 111 individuals and 61 organizations, including public agency partners and six Lived Experience Consultants under contract with Peer Professionals of California, attended this Industry Day.
  - Based on this careful planning, the shared vision for the Hub includes a low-barrier, friendly environment where people receive multiple services to meet their various needs, interact with peers who have shared lived experiences of justice involvement and is staffed by professionals from a range of community based and public agencies.
- Next steps:

- Compose RFP/Statement of Objectives incorporating community input and model elements, issue a procurement in June 2025 and include careful tracking and evaluation of their use, service design, and effectiveness.

## **2. Launch “Connection Points” pilot program to meet immediate needs of people leaving jail**

- SIM intercept: 2-3, 4-5
- Lead agency: Probation
- May 23, 2023 Planned action:
  - Leveraging state funding available for pretrial services, work with partners to implement a “Connections Points” pilot program for individuals leaving jail. The model employs engagement specialists and peers with lived justice system experience to meet people walking out of jail and assist with immediate basic needs such as food, clothing, temporary phones/service, and transportation while making service connections for people with acute needs.
- Actions taken:
  - Not implemented. The County issued two solicitations on September 21, 2022, and August 21, 2023, for comprehensive services, but no community provider was identified who could provide the services as designed.
  - To offer connection point services, Probation collaborated with the Public Defender Pretrial Advocacy and Community Connections (PACC) team and modified current contracts to include services for the pretrial population. Efforts to connect broader populations leaving jail to supportive services shifted to the development of the County’s Resource and Reentry Hub (see Number 1 above.)
  - In alignment with best practices in other counties, started providing cell phones to pre-trial clients to offer court reminders, enable direct communicate with Probation staff, and provide access and linkage to community resources and social service programs. In partnership with the Public Defender, Probation’s pretrial clients can complete their check-in and receive services at the PACC location. Probation’s Behavioral Health Advocacy unit was incorporated into the pretrial staff to connect clients to behavioral and substance use disorder programs.
  - In January of 2025, Probation executed a Housing Resource Navigator contract which includes staff with lived justice-involved experience, whose role is to advocate for and advise clients on establishing residence.
  - Probation has expanded a previous contract to provide transportation services to clients who are exiting from local custody. This transportation service is expected to provide immediate transportation, upon release, to resources, housing, or community programs.
- Next steps:
  - Continued follow-up is needed to ensure that the newly expanded transportation contract becomes fully operational before the end of Fiscal Year 2024-25. Collaboration between the Sheriff’s Office, the Office of the Public Defender, and community programs is being planned. Ongoing evaluation of outcomes is needed to assess the effectiveness of current pre-trial operations. This includes reviewing court appearance data, the number

of clients linked to housing, behavioral health, substance use treatment, and basic needs. Further collaboration with the contract partner is pending to ensure all pretrial clients, in need, receive a cell phone upon release from custody. Ongoing adjustments of processes and regular reviews of client data will help the department better respond to client needs, changes in County resources, and provide the best support to the justice-involved community.

### **3. Expand low-barrier housing options with transportation to ongoing care coordination.**

**3a. Sheriff's Reentry will connect and transport clients directly to interim housing from custody; 3b. Provide care coordination and housing to individuals assisted through the "Connection Points" pilot program**

- SIM intercept: 2-3, 4-5
- Lead agencies: Sheriff, Probation, and Health and Human Services Agency
- May 23, 2023 Planned action:
  - Design new services and leverage current contracts to increase the availability of transportation, low-barrier interim housing, and case management for homeless or at-risk individuals leaving jail.
  - Coordinate transportation to transitional housing for individuals with an identified housing need.
  - Contract with community-based providers for care coordination and housing services to create additional capacity for individuals identified by Sheriff's correctional counselors or through Connections Points services.
- Actions taken:

#### *Sheriff's Program (3a):*

- Amended eight Probation contracts for interim housing, which allows Sheriff's Correctional Counselors to refer individuals in custody directly to interim housing placements upon release.
- Signed a new contract for transportation that takes people directly to interim housing upon release from custody.
- Transportation and housing programs were implemented in Spring 2024, and as of December 31, 2024, had 428 referrals in interim housing and 226 rides to this housing.

#### *Care Coordination and Housing, HHSA-Office of Homeless Solution (3b)*

- Signed a contract for new Care Coordination and Housing services and began serving clients in October 2024. Although envisioned in the Work Plan as providing ongoing care coordination from "Connection Points" (see Work Plan item 2) near the County's three busiest booking and release jail, since the "Connection Points" service was not implemented, the focus population shifted and includes individuals who are at risk of or experiencing homelessness with additional unmet needs, such as behavioral health treatment and employment, with repeated encounters with the justice system on low-level matters. The service population also includes high-need individuals experiencing



homelessness who touch jail briefly on felony cases and are at risk of failures to appear or other poor outcomes. Clients are referred by OHS, the ATI contractor (Union of Pan Asian Communities), and partners from law enforcement, City Attorney, Sheriff, Public Defender, and Probation.

- The ATI program provides intensive care coordination, individualized case management, and housing services for up to 12 months, with a goal of reducing justice involvement, increasing permanent housing placements, and increasing other positive outcomes such as improved health and increased self-sufficiency. The program can serve up to 90 individuals at any given time and about 125 people a year, County wide.
- The program has received 120 referrals and enrolled 60 individuals as of March 2025. OHS has developed equity dashboards to ensure that the population served closely mirrors the ATI population of focus. Other outcomes tracked include number of participants:
  - Immediately housed
  - Permanently housed
  - Connected to self-sufficiency benefits
  - Linked to mental health treatment, substance use disorder treatment and healthcare
  - Connected to employment, education/training, and other supportive services
  - With justice involvement after enrollment (number of bookings and days in custody)
- Next steps:
  - Both housing models will be evaluated for effectiveness to better understand the clients being served and assess whether the models are implemented equitably. The ATI program is being carefully monitored and adjusted as the County and referring partners identify effective ways to engage individuals when there is insufficient time in custody for traditional re-entry planning and coordinated releases to community providers.

#### **4. Add housing-focused Correctional Counselors in County jails**

- SIM intercept: 2-3, 4-5
- Lead agency: Sheriff
- May 23, 2023 Planned action:
  - Initiate a pilot program in the Sheriff's Office that will dedicate a correctional counselor with housing expertise in each of the County's five detention and reentry facilities to identify homeless or at-risk individuals among populations that do not currently receive housing assessments and may be released quickly or at any point in their case.
- Actions taken:
  - Onboarded and trained correctional counselors in the five detention and reentry facilities.
  - Identify various reentry needs for linkage to service, including interim housing, through case management and comprehensive reentry planning services.
  - Able to offer better support to the unsentenced population with access to interim housing and transportation services.

- 428 Individuals have been referred to interim housing, the Sheriff's Office submitted 185 referrals to Project In-Reach, 201 referrals for Community Care Coordination (C3) services, and 50 referrals for Peer Support Navigation for survivors of Human Trafficking. Since the ATI Care Coordination and Housing program was started in late 2024, the Sheriff's Office has submitted 13 referrals.
- Next steps:
  - Intensify efforts to better engage clients in ATI services.
  - Distribute contact information for the ATI Care Coordination and Housing program for potential self-referral after release.
  - Continue to refer individuals to community-based programs such as Project In-Reach and care coordination programs while using interim housing options based on an individual's interest and need.
    - Tailor housing referrals for survivors of Human Trafficking to the organization that offers the services specific to their unique needs.

#### **5. Expand jail in-reach and transition services to additional populations with behavioral health needs**

- SIM intercept: 2-3, 4-5
- Lead agency: Sheriff
- May 23, 2023 Planned action:
  - Jail in-reach services (Project In-Reach) currently assist people with serious mental illnesses to reenter the community from custody by working with them while they are still in jail and providing case management and connections to community-based services after they are released. This action will expand these in-reach and transition services to additional populations with moderate and mild behavioral health concerns.
- Actions taken: 185 referrals to Project In-Reach.
- Next steps: Project In-Reach continues to provide pre- and post-release services in detention facilities through a coordinated effort with the reentry teams embedded in the detention facilities.

#### **6. Initiate Transitions Clinic Network Pilot(s)**

- SIM intercept: 4-5
- Lead agency: Health and Human Services Agency, Medical Care Services
- May 23, 2023 Planned action:
  - Pilot up to two Transitions Clinics, which leverage individuals with lived justice experience to connect individuals leaving jails to a primary care doctor and clinic they can identify as their "medical home." The Transitions Clinic Network (TCN) is a national program model with the goal of addressing health inequities faced by individuals transitioning out of incarceration.
  - CHW's engage with and support individuals returning from incarceration, serving as liaisons to help navigate health and social services.
- Actions taken:

- MCS worked closely with key partners such as the TCN national office, the Sheriff's Office, the Office of Evaluation, Performance and Analytics (OEPA) and a County-employed CHW's with experience working with justice-involved individuals to develop the solicitation documents.
- The resulting RFP was released in July 2024 and the contracted start date was March 15, 2025.
- Next steps: The contractor will have three months for program start-up, which includes working closely with the Sheriff's Office to identify a referral process to maximize program efficiency. After the program start up period, the contractor will begin receiving referrals and providing services. Contractor will track key data such as but not limited to:
  - Number of clients enrolled in Transitions Clinic Services
  - Number of clients CHW's met with in jail prior to intake
  - Percentage of clients in need of primary care services with a scheduled clinical appointment made within one month of intake
  - Percentage of clients with identified social care service needs linked to needed services within one month of intake

## **7. Launch employer and job-seeker outreach around the Fair Chance Act**

- SIM intercept: 4-5
- Lead agency: Office of Labor Standards and Enforcement
- May 23, 2023 Planned action:
  - Through contract amendments, develop and implement an action plan to raise awareness of the California Fair Chance Act (FCA) of 2018 among local employers and help job seekers with prior convictions to know and assert their rights under the law.
  - Include conducting symposiums for employers, facilitating "Know Your Rights" training sessions, and developing outreach materials and resources with accessible information for employers and justice involved individuals.
- Actions taken:
  - On August 27, 2024, the Board of Supervisors (Board) approved the enactment of a local ordinance that would authorize OLSE to reduce barriers to employment by conducting investigations regarding allegations of violations of the San Diego County Fair Chance Ordinance (FCO), provide educational outreach services to businesses in the unincorporated area, and improve enforcement by introducing penalties for Ordinance violators.
  - Since 2021, OLSE has implemented multilingual outreach and education in partnership with justice-focused employment programs and outreach contracts. Through a contracted partnership with Shaw Law Group, OLSE has provided a six-part training regarding FCA and associated laws, barriers justice-involved workers face, and frequently asked questions to more than 360 employers, including outreach materials in English and Spanish.
  - To date, OLSE has hosted more than 100 "Know Your Rights" seminars for justice-involved adults and transitional-age youth and engaged an estimated 650 incarcerated people at the Las Colinas and East Mesa reentry facilities through job fairs and training

sessions. Since 2021, OLSE has co-hosted three job fairs linking previously justice-involved with employers who welcome hiring those with histories of incarceration.

- Next steps:
  - OLSE has hired a business expert who began leading employer-focused training and will be starting full-time soon.
  - Implement an education program that provides employers and workers in the unincorporated area with training on the Fair Chance hiring process to support compliance.
  - Develop universal templates, resources, social media content, website messaging, and guides for fair chance hiring, including available financial incentives that employers can use when hiring justice-involved individuals.
  - In collaboration with Board offices, conduct door-to-door canvassing to share information and resources with businesses and answer any questions they may have.
  - Create mechanisms by which community members and organizations can contact the OLSE office to follow up on suspected violations.

## **8. Engage lived-experience experts as County consultants**

- SIM intercept: 1-5
- Lead agency: Public Safety, Office of Community Safety
- May 23, 2023 Planned action:
  - Work with Department of Purchasing and Contracting (DPC) to develop contracts to engage with and compensate individuals with lived justice system experience to provide input and guidance into service design and implementation of new ATI programs.
- Actions taken:
  - Issued a procurement to equitably compensate people with lived justice experience to provide input and guide service design and implementation of new programs that support justice involved individuals, including current and future work plan programs. Services through a lived experience consulting contract started April 15, 2024.
  - Widely distributed announcement of the recruitment for open consultant positions, which drew over 40 interested individuals.
  - Contractor hired and onboarded 7 consultants and completed group training and mentoring sessions.
  - Consultants have provided insight on a number of projects, including the County's Resource and Reentry Hub, a justice-involved peer workforce event, justice-involved healthcare programs.
- Next steps:
  - Consider consultant recommendation to expand the role of peers with justice system experience across ATI programming.
  - Extend the contract for an additional year and assess the contract's performance and alignment with its intended design, including whether County departments incorporate the lived experience consultants into their planning, whether the consultants' perspective influences County planning, and whether the contract as designed provides a valuable career and growth experience for people with lived experience in the justice system.



## **9. Supporting law enforcement and prosecution-led diversion programs**

- SIM intercept: 0-1, 2-3
- Lead agencies: Prosecution (District Attorney, City Attorney) and law enforcement agencies
- May 23, 2023 Planned action:
  - Public Safety (PS) and HHSA will collaborate with law enforcement, the District Attorney, and the City Attorney to develop options for developing diversion pathways to services such as housing and care coordination for people with law enforcement contact for low level, misdemeanor charges.
- Actions taken:
  - Partners reviewed the potential to support existing and expanded diversionary programs under their authority and discretion.
  - Specific projects and pathways supported:
    - ATI Community Care and Housing services (See Work Plan 3b) were designed and procured to accept direct referrals by the San Diego Police Department for service users with high behavioral health needs; the City Attorney's Office for high needs individuals with numerous failures to appear for misdemeanor hearings; and direct referral of high needs individuals diverted to the Recovery and Bridge Center (RBC) on public intoxication charges. These diversionary referral pathways began in November 2024, with a referral from San Diego Police Department and 15 from the City Attorney's Office in the first two months of the program.
    - Justice partners engaged in the design of the Resource and Reentry Hub helped define service features that will allow them to refer individuals to the Hub for formal and informal diversions at various points in justice involvement. The procurement will include requirements for law enforcement drop off and close coordination with the justice partners to help clients meet their requirements for any new diversionary pathways.
- Next steps:
  - Continue to build and monitor pathways to care coordination programs, RBC, and the Resource and Reentry Hub.
  - Continue goal for increasing diversionary pathways on current ATI Work Plan.

## **10. Raise awareness of key community-based and diversionary services**

- SIM intercept: 0-1
- Lead agency: Public Safety, Office of Community Safety
- Planned action:
  - Conduct outreach to law enforcement agencies to raise awareness and increase use of the enhanced central sobering services, Crisis Stabilization Units, and other sources of community care to divert people at risk of public intoxication charges away from jails.
- Actions taken:
  - On June 1, 2024, the Sheriff's Office launched a pilot program led by the Rancho San Diego Station to divert individuals arrested for public intoxication (PC 647(f)) and being

under the influence of a controlled substance (HS 11550) to the RBC instead of detention facilities.

- Determine appropriate candidate selection criteria and equip deputies with the necessary knowledge and skills for successful program implementation.
- The Sheriff's Office provided comprehensive training, including educational materials, bulletins, and briefings, to deputies assigned to the Rancho San Diego and Lemon Grove Stations.
- Following a successful initial phase, expanded program to the Imperial Beach Station on September 1, 2024.
- The Sheriff's Office diligently tracked each arrest instance, recording whether individuals were booked into San Diego Central Jail (SDCJ), Las Colinas Detention and Re-entry Facility (LCDRF), or diverted to the RBC. This data tracking emphasized ensuring all eligible arrestees were considered for the RBC program. To date, of the 77 individuals arrested for these offenses, 23 were successfully diverted to the RBC. Deputy discretion remains a key factor in program implementation, with combative or uncooperative individuals generally being ineligible for the RBC.
- Next steps:
  - Since February 1, 2025, the program has expanded to all Sheriff's Stations, including the Homeless Assistance Resource Team (HART), who typically book these types of arrests into San Diego Central Jail or Las Colinas Detention and Reentry Center.
  - The Sheriff's Office will continue to closely monitor program implementation, track diversion data, and collaborate with RBC staff and HHSA to develop strategies that maximize the use of the RBC, reduce reliance on detention facilities, and ultimately provide individuals with the resources they need to address their underlying issues. Public Safety (PS) will work with the Sheriff's Office and HHSA to conduct outreach to additional law enforcement agencies and work with the ATI Advisory Group and community to understand what the expected level diversion to RBC vs. jail should be.

#### **11. Identify and encourage potential Collaborative Court clients at early case points**

- SIM intercept: 2-3
- Lead agency: Public Defender
- May 23, 2023 Planned action:
  - Add simple screening questions at arraignment to identify potential Collaborative Court participants early in the Court process and work with the District Attorney on ways to reach quick case resolutions for Collaborative Court candidates when appropriate.
  - Work with the County Communications Office and justice partners to create client handouts explaining the various Collaborative Court programs and their benefits.
- Actions taken:
  - This action was partially implemented but could not be fully implemented. The Public Defender has added questions to their client intake form to help attorneys identify potential Collaborative Court participants. However, due to case timelines and the implementation of race-blind charges, it is not currently feasible for the District Attorney to review cases for potential Collaborative Court involvement before arraignment. The

Public Defender has created informational sheets on the different Collaborative Courts for internal use, and there are discussions amongst partners about providing detailed informational sheets in courtrooms for review during pretrial status hearings. However, partners determined that publishing general information about Collaborative Courts in the jails before the District Attorney or Court determines eligibility could interfere with the attorney-client relationship, especially if a Collaborative Court is not offered as a plea or sentence option. It was also determined that pre-screening cases by Collaborative Court teams is not feasible within the short timeframes.

- Next steps:
  - Continued collaboration of felony disposition district attorneys and public defenders to identify cases suitable for alternatives to custody and Collaborative Courts. These offers will be discussed at readiness hearings, where the district attorney, public defender, and Court will review a defendant's case and history for potential referral to a Collaborative Court.

## **12. Homeless Pop-Up Resource Fairs**

- SIM intercept: 2-3
- Lead agencies: District Attorney and Public Defender
- May 23, 2023 Planned action:
  - Explore funding and partnership opportunities to increase the number of Homeless Pop-Up Resource Fairs in the community and expand the resources offered at each event.
- Actions taken:
  - As of January 2025, the number of annual Resource Fairs has doubled by partnering with the City of San Diego, from 11 resource fairs per year to 22.
  - Resources and services offered at the pop-up fairs vary and include warrant clearances, substance-use rehab programs, child support services, access to birth certificates, California identification cards and driver's licenses, self-sufficiency services through the Live Well mobile benefits bus, and legal advice on benefits, housing, bankruptcy, and restraining orders.
  - The number of fairs and people served has steadily increased over the years, with the increases accelerating due to the partnership with the City of San Diego. Since Fiscal Year 2021-22, a total number of 40 Homeless Pop-Up Resource Fairs have been organized in the community.
  - Over 4,000 individuals have been served at the events. In conjunction with the City of San Diego Partnership, the Public Defender has arranged with Veteran's Village of San Diego to allow the use of their pop-up tents and tables as an in-kind contribution, and the City of San Diego has purchased more chairs to supplement County participation in the Central Region.
- Next steps:
  - Starting in January 2025, the District Attorney CARE Center has arranged for food trucks to be present at the North, South, and East County Branch (Branch) events, and staff will seek to expand that to the Central events as well

- Throughout 2025, staff will gather data from providers present at both Central and Branch events regarding barriers removed, demographics, and outputs and outcomes at the events to increase data reporting footprint.

### **13. Identify strategies to increase the availability of peer support for justice involved clients**

- SIM intercept: 2-3, 4-5
- Lead agency: Public Safety, Office of Community Safety
- May 23, 2023 Planned action:
  - Public Safety (PS) will work with HHSA and partners to develop options for growing a peer workforce with lived justice system experience available to work in local prevention, diversion, and reentry programs, including reviewing options for expanding pathways to certifications such as community health worker or peer support specialist, and non-certified pathways.
- Actions taken:
  - Planning committee organized a justice-involved peer workforce event to provide information to people with justice system experience about career pathways as certified and non-certified peers, local paid peer certification and internship opportunities, and the experiences of those working as peers.
  - Peer Workforce event took place at the Southeastern Live Well Center on Friday, September 13, 2024, following collaborative planning by ATI partners and the San Diego Workforce partnership, attended by approximately 110 participants.
  - The event provided presentations, panels, interviews and resume reviews, and networking.
  - A digital post-event survey was offered to all attendees in person and via email. 34 individuals answered and provided valuable feedback: 91% of respondents found the overall experience of the event to be excellent or good; 91% of respondents found the content of the sessions very informative or informative; 61% found the event to significantly increase their interest in working in a peer support role; 76% reported strongly increasing their knowledge and understanding of peer specialist job opportunities for individuals with lived justice experience.
  - Attendees voiced a clear desire for more direct and consistent engagement from the County, hosting this event in other regions, more employment resources, networking and on-the-spot interviewing opportunities.
- Next steps:
  - County ATI partners plan to host additional events in different regions and develop actions focused on how to develop workforce partnerships and pathways. The goal moving forward is to build upon the momentum of this initial event and incorporate the feedback received from the exit surveys regarding the format and content of future events.

### **14. Enroll justice-involved individuals in benefits for which they are eligible**

- SIM intercept: 2-3, 4-5
- Lead agency: Health and Human Services Agency



- May 23, 2023 Planned action:
  - Expand opportunities for justice-involved individuals to learn about, be enrolled in, and receive the self-sufficiency and health benefits they are entitled to, such as Medi-Cal and its expanded benefits under CalAIM, CalFresh, and CalWORKS.
- Actions taken:
  - County departments have been working collaboratively to expand opportunities for justice-involved individuals to learn about, enroll in, and receive the self-sufficiency and health benefits for which they are eligible. Medical Care Services, Self-Sufficiency Services, Sheriff's Office, Probation Department, Office of the Public Defender, and the District Attorney's Office have taken actions to contribute to this ongoing workplan item.
  - Medical Care Services launched a justice-involved workgroup meeting series as part of Healthy San Diego in March 2023. The justice-involved workgroup brings together local MCPs, community providers, advocates, consumers, and County justice and health agencies to improve care and outcomes for the justice-involved population. The justice-involved workgroup meets monthly to discuss timely updates or challenges to Medi-Cal related benefits. It is co-chaired by Medical Care Services and Molina Healthcare, one of the four MCPs serving San Diego County, which also includes Blue Shield Promise, Community Health Group, and Kaiser.
  - Self Sufficiency Services created fliers tailored for individuals in reentry to share general information regarding Self-Sufficiency programs, that highlights the different methods available for applying (on-line, by phone, or in-person), and the addresses to all Family Resource Centers. These fliers are posted within the housing units and common areas in detention facilities. The electronic submission of applications has been implemented to expedite the evaluation and approval process. From January 1 through September 30, 2024, 1,097 Medi-Cal applications were received from the Sheriff's Office, 858 applications from the Probation Department, and 1,357 applications from State Prisons. Self Sufficiency Services have also gained access to a daily "Who's In Jail" report to remove the hold on justice-involved individual's Medi-Cal status when they are released, to ensure access to benefits upon release.
  - The Sheriff's Office has hosted the MCPs and Self Sufficiency Services staff at the reentry and detention facilities to provide insight into benefit enrollment in a custodial setting. The Sheriff's Office has extended its contract for Medi-Cal enrollment applications and is currently in the procurement process to have a contractor enhance enrollment efforts. The expansion of this contract is a result of Medi-Cal Transformation and includes supportive elements such as information necessary for inter-county transfer (ICT) and MCP packet support. Medi-Cal enrollment posters have been placed in the common areas and housing modules at the facilities.
  - The Probation Department has expanded opportunities for justice-involved individuals to learn about, enroll in, and receive the self-sufficiency and health benefits for which they are eligible. Probation established an ongoing collaboration with Self Sufficiency Services to provide status information, enrollment and troubleshooting concerns for eligible benefits. Probation uses case management best practices and Behavioral Health

Advocacy staff to ensure clients are enrolled in benefits and then linked to services. The hiring of Housing Resource Navigators (HRN) and Alcohol and Drug Program Specialists (ADPS) into the pre-trial units has expanded options for benefits education and enrollment for clients who are entering the initial stages of the justice system, facilitating earlier enrollment and linkage to appropriate benefits and services.

- Next steps:
  - By September 30, 2026, as part of the state's Medi-Cal Transformation Justice-Involved Reentry Initiative, eligible individuals on Medi-Cal will be referred to Enhanced Care Management services prior to their release from custody to assist with in-custody healthcare services, reentry care planning including connections to health and social services, and post-release wraparound support in the community. Local and state detention/correctional facilities are working towards implementing this mandate, which represents a monumental shift in how care is coordinated before and during incarceration and post-release to improve the likelihood of successful reentry.
  - The Sheriff's Office has recently awarded a contract to enhance benefit enrollments for the incarcerated population and will add updated information on Medi-Cal benefits and enrollment access to the incarcerated persons' orientation video.
  - The Probation Department will continue efforts to connect clients to benefits and collect relevant linkage data. Data collection will include the number of clients screened for benefits and the number of completed enrollment applications. Probation will continue to integrate benefits enrollment into the initial client action plan to ensure pretrial clients are given the opportunity to enroll in benefits at the earliest possible opportunity. Probation will continue to assess the development of processes to integrate benefit education into their client reentry teams.

#### **15. Develop collaborative strategies for expanding low-barrier housing and pathways to permanent housing for justice involved clients**

- SIM intercept: 4-5
- Lead agency: Public Safety, Office of Community Safety
- May 23, 2023 Planned action:
  - County justice and health partners and the Regional Task Force on Homelessness will collaborate through an ongoing workgroup to develop permanent housing strategies for justice-impacted populations, with a goal of developing a housing continuum that addresses the needs and challenges of justice-involved individuals. Strategies and investments will align with the development of the County's Housing Blueprint and with the County's Framework for Ending Homelessness. The partners and the County will also advocate at the local, state, and federal level for steps that promote the inclusion of justice populations in housing funding and programs.
- Actions taken:
  - As part of the Proposition 47 Cohort 3 Program, the County of San Diego connects individuals who have significant needs and who are reentering the community from jail with a variety of services, including emergency and permanent housing, behavioral health treatment, benefits, and connections to employment. The Community Care

Coordination Reentry Support (C3RES) program provides jail in-reach and wraparound services to up to 300 individuals transitioning from detention to the community. As of the end of March 2025:

- Of 247 individuals referred, 199 individuals have been enrolled while in custody
- Of the 182 who have been released from custody, 180 were immediately housed upon release.

Participants can stay in their housing after their program term ends. Participation is voluntary and some individuals choose to exit the program before they obtain stable housing. For these individuals, their housing status after they leave the program is unknown.

- County justice, health and housing partners met in a housing-focused ATI subcommittee throughout calendar year 2024 and mapped housing programs for justice-involved populations across County departments and the community.
- Insights include:
  - Housing programs for justice-involved clients are focused on transitional housing
  - Outcomes in transitional housing not known
  - Need for housing vs. access to housing unknown
  - Justice-involved use of public housing/Department of Housing and Urban Development (HUD) resources unknown
  - Supported need for better data collection
  - Supported need for more permanent housing pathways
- Public Safety (PS) worked with the County's Housing and Community Development Services Department to review proposed federal rule change to reduce criminal background lookback periods for HUD-funded housing and formalize appeals process for those with criminal histories; submitted San Diego County letter of support for federal rule change while increasing partners understanding of local practices and policies to assist justice-involved individuals to access public housing.
- PS reviewed models and options for advancing permanent housing for justice-involved populations, including Medi-Cal reform and enhanced case-management/community supports and the Regional Task Force on the Homeless Flexible Housing pool to support permanent housing in "naturally affordable" private market units.
- Next steps:
  - Data collection:
    - HHSA-Office of Homeless Solutions developed a definition of "justice-involved" for use across their homeless programs to track whether people who have been incarcerated are included in populations they support accessing housing resources. Tracking and reporting has commenced. Analysis to follow.
    - County justice and health partners collaborated with the Regional Task Force on Homelessness to establish a Justice-Impacted Ad Hoc Committee to develop regional analysis and recommendations specific to address additional barriers faced by justice-impacted populations. This could include creating data collection in the Homeless

Management Information System (HMIS) for justice-impacted individuals as a sub-population, to better address the intersection of homelessness and justice-involvement with state resources. The subcommittee meetings are set to begin in early May.

- Prioritization and sustainability of housing resources for justice-involved populations:
  - While California and local data sources show a high intersection between people at risk of and literally homeless and justice-involvement, housing programs for justice-involved populations in San Diego County are often grant funded or restricted by eligibility to specific populations. Additionally, without data specific to justice populations collected or tracked in many housing programs, the impact and accessibility of broader housing efforts for justice-involved individuals is not fully understood nor anticipated. Therefore, it is important for ATI to prioritize housing programs and subsidized housing as a needed resource for justice involved populations. Paired with case management, resources, and interventions that target the roots of justice involvement, housing supportive services can increase stability and decrease arrests and incarceration.
  - Recommendations in development to support new housing options for justice-involved populations and commit new resources to sustain key grant funded housing programs, with a strategy to transition programs to blended funding to draw Medi-Cal Transformation funding available to case management and housing supports for rent and move-in costs.

#### **16. Establish an ongoing structure for the ATI initiative**

- SIM intercept: N/A
- Lead agency: Public Safety, Office of Community Safety
- May 23, 2023 Planned action:
  - Public Safety (PS) will continue to lead this ATI initiative and work with County partners to establish collaborative structures for fully considering SANDAG's final recommendations and planning for additional related actions, including continuing working meetings of public agency justice and health representatives and community stakeholders to monitor, update, and conduct planning for short- and long-term actions related to ATI.
  - Schedule regular public meetings for broad engagement and input.
  - Consider data being developed through this work plan and through countywide efforts to integrate data as part of its regular planning structures. Such data will inform collaborative determinations about the specific supportive services and pathways to create effective alternatives to incarceration.
- Actions taken:
  - Implemented ongoing Enterprise Structure in October 2023 that includes shared County leadership, an advisory group with public agency and community members, and a commitment to frequent broader community input.
  - ATI Advisory Group comprised of eight community members and representatives from thirteen County and City of San Diego justice and health partners. Community



representatives include service providers, justice reform, and people with lived experience in the justice system.

- Members of the Advisory Group have participated in developing the proposed evaluation framework for ATI, reviewing the progress of the ATI work plan, and through community listening sessions, considering feedback from the community for next steps.
- The ATI Executive Group is composed of the Office of Equity and Racial Justice Director, and the Deputy Chief Administrative Officers from PS and HHSA. The ATI Executive Group reviews collaborative actions proposed by the advisory group and recommendations that go forward to the Board of Supervisors for approval.
- Community involvement is frequent and intentional. For example, PS hosted two listening sessions in January 2024 with nearly 100 community participants and an online feedback form was posted on the ATI website. Based on the feedback received, community priorities pertaining to potential future updates to the work plan include employing more peers with lived experience to engage-justice involved people with behavioral health and social service needs, expanding family and community-based supports for people leaving jail, and analyzing ways to reduce probation violations. Likewise, planning for the Resource and Reentry Hub has been conducted side by side with the community (See Work Plan item 1).
- Next steps:
  - The Advisory Group will continue to meet on a bi-monthly basis to review the progress of the ATI work plan. PS will continue to host community listening sessions to capture community feedback on the progress of ATI related initiatives and work plan actions.

#### **17. Establish a Monitoring and Evaluation (M&E) framework for services that provide alternatives to incarceration**

- SIM intercept: 1-5
- Lead agency: Public Safety, Office of Community Safety
- May 23, 2023 Planned action:
  - Public Safety (PS) and HHSA will collaborate with OEPA and OERJ to identify metrics and establish an evaluation framework to monitor and evaluate services that provide alternatives to incarceration.
  - This will include identifying data needed to implement, monitor, and evaluate these services for equity, outcomes, and fidelity to evidence-based models, and establish ways for implementation partners to share this data for evaluation.
- Actions taken:
  - Based on the Measurement and Evaluation (M&E) Framework presented to the Board of Supervisors on March 12, 2024 (20), the Office of Evaluation, Performance, and Analytics (OEPA) developed and operationalized an M&E workplan. This plan establishes timelines for performance measurement and evaluation, delineates stakeholder roles and responsibilities, and addresses the key questions of the framework. OEPA has taken the lead on this work plan item and PS will continue to provide support to OEPA. OEPA staff participate regularly in executive ATI meetings to be able to plan jointly and continuously integrate data and evaluation-related elements into the work.

- OEPA developed a comprehensive M&E workplan, operationalizing the M&E Framework, which was reviewed by the ATI Advisory Group and PS Leadership in August 2024. The M&E milestones focus on addressing questions about the ATI initiative program design (Block 1) and the creation of performance measures (Block 3). Simultaneously, OEPA is actively exploring opportunities for future impact evaluations.
  - Program Design Analysis (Block 1): Part of the Program Design Analysis involves reviewing existing research on interventions using the Sequential Intercept Model (SIM). OEPA has completed a review of over 900 abstracts from scientific journals, forming the basis for developing a comprehensive program narrative. These findings will support a clear explanation of how the initiative will achieve its intended goals, address key assumptions, and identify potential challenges.
  - Performance Measurements (Block 3):
    - Data Collection: Meetings have been held with seven departments, resulting in 15 ATI Key Performance Metrics based on 98 potential performance measures under consideration for 13 ATI work plan items. The efforts also include using data from justice initiatives such as the Community Corrections Partnership (CCP) and Community Care Coordination (C3) Programs.
    - Data Collection and Analysis Plan: Completed in March 2025, the plan outlines the steps, standards, and requirements for establishing baseline data, data sharing, data reporting, outcomes development, etc.
- Exploration of future impact evaluation opportunities: In partnership with the RAND Corporation, the County of San Diego is seeking Arnold Ventures funding to host a one-day Innovation Day. The goal of the Arnold Venture Innovation Day is to bring together researchers, practitioners, and nonprofits to explore high-impact evaluation opportunities of the ATI initiative.
- Next steps:
  - Performance Measurement:
    - OEPA will finalize ATI data reporting tools and analytics for performance measurement by fall 2025.
    - Launch ATI data stories, an interactive data reporting approach that combines data reporting with storytelling, on the ATI website in late 2025.
    - Explore the implementation of a Data Steering Committee to advance justice-related data standards.
  - Evaluation:
    - OEPA and ATI partners will finalize the Program Design Analysis (Block 1), including the theory of change, program narrative, and design analysis, by mid-2025.
    - In May 2025, OEPA will begin assessing the implementation of the ATI Initiative and key workplan items to ensure they are carried out as intended. The process evaluation—including a review of ATI documentation, interviews with ATI leads, and focus groups with ATI program participants—will be completed in early 2026.

## **18. Expand Crisis Stabilization Units (CSUs) and co-locate with sobering services**

- SIM intercept: 0-1
- Lead agency: Health and Human Services Agency, Behavioral Health Services
- May 23, 2023 Planned action:
  - Explore the need to expand existing and planned regional Crisis Stabilization Units (CSUs) and regionally co-located recovery bridge services.
  - Consult with service providers, law enforcement, and community members to ensure services provided at CSUs and sobering centers meet the needs of the individuals using these services and the communities where they are located.
- Actions taken:
  - Community partners, crisis providers, and law enforcement personnel have expressed a need for CSU services to be regional, allowing for timely access for those experiencing a behavioral health crisis. Behavioral Health Services (BHS) engaged stakeholders during the planning stages and is collaborating with Sharp Chula Vista to establish a co-located CSU within the hospital's Emergency Department (ED). Behavioral health clients will be triaged through the ED to ensure appropriate care and support.
  - Review of current sobering services utilization in partnership with law enforcement. Determined that sobering Services are not needed within the East Region CSU because the existing Central Region Recovery Bridge Services program continues to demonstrate underutilization. Additionally, sobering services are not a Medi-Cal reimbursable benefit under Behavioral Health Services (BHS); however, they are a reimbursable benefit of the Medi-Cal Managed Care Plans (MCPs) under Cal-AIM's Community Services and Supports.
- Next steps:
  - The development of the East County CSU is underway with construction completion and service launch estimated for early 2026. The Sharp Chula Vista CSU is expected to be operational by Fiscal Year 2025-26.
  - Public Safety (PS) and the ATI Advisory Group will evaluate strategies to increase utilization of Central Sobering Services, which are currently underutilized.

## **19. Expand Mobile Crisis Response Team (MCRT) services and crisis response alternatives**

- SIM intercept: 0-1
- Lead agency: Health and Human Services Agency, Behavioral Health Services
- May 23, 2023 Planned action:
  - Work collaboratively to integrate region-wide law enforcement field contacts and 911 call data to inform community need for Mobile Crisis Response Teams (MCRTs). Continue to evaluate the impact and outcomes of the County's MCRTs compared to other models.
- Actions taken:
  - Behavioral Health Services (BHS) has successfully integrated Computer-Aided Dispatch (CAD) data from call centers where staff receive emergency calls from the public and dispatch appropriate resources, also known as Public Safety Access Points (PSAPs). The objective of integrating CAD data is to assess potential trends related to

MCRT services, such as the correlation between the volume of behavioral-health related calls received by law enforcement and the number of MCRT responses. Additionally, under Behavioral Health Payment Reform, the MCRTs began billing for federal reimbursement beginning in Fiscal Year 2023-24, which will support program sustainability.

- Next steps:
  - BHS will continue to identify additional data needs and optimize MCRT services countywide. Feedback from community advocacy groups about the importance of leveraging CAD data and ensuring appropriate response to community need has helped highlight the importance of this work. BHS will leverage CAD integration to fully comprehend and identify additional data sharing opportunities, which can be achieved through collaboration with law enforcement partners, ultimately enhancing the appropriate response to community needs. BHS continuously seeks to identify opportunities for improvement across all services to ensure effective and equitable use of resources.

## **20. Standardize and integrate justice system data elements for care coordination and system planning**

- SIM intercept: N/A
- Lead agency: Health and Human Services Agency
- May 23, 2023 Planned action:
  - Pursue screening and needs assessment at key justice system intercepts, standardize data elements, advance data sharing between systems to improve care coordination for justice populations, and allow for systematic planning for alternatives to incarceration based on data.
- Actions taken:
  - On May 10, 2022 (3), the Board of Supervisors approved supporting care coordination for justice-involved individuals by providing funding and directing the establishment of a new Integrated Data Infrastructure project. The Chief Administrative Officer directed HHSA to lead this project. In July 2023, HHSA led the County resource assessment, which assessed what resources existed or would be needed to advance data sharing, and it was completed in 2024. At the same time, the County's Chief Data Officer (CDO) started to chair a Cross-County Data Governance Team. The Cross-County Data Governance Team is composed of staff across the enterprise to work on improving data sharing to support care coordination of justice-involved individuals. The data governance group developed a list of assessments justice-involved or at-risk individuals commonly receive in the health and justice systems and shared it with the ATI team. This list of key assessments points out where individual assessment information might be shared or standardized for care coordination, or whether assessments are so unique that they cannot be streamlined or standardized. A Memorandum of Agreement (MOA) for data sharing is being developed.
- Next steps:
  - Finalize MOA and contracting language for data sharing.



- Integrate standardizing data elements with item #17.