Public Safety
Realignment Act of
2011
Implementation Plan

Presented by the Community Corrections Partnership
Alameda County
Realignment Legislation

On April 4, 2011, the Public Safety Realignment Act (AB 109) was signed into law by Governor Jerry Brown. The policy changes in the Act focus on alleviating overcrowding in the California State prisons and reducing the state corrections budget. This is achieved largely through transferring responsibility for incarceration and supervision of many low level inmates and parolees from the California Department of Corrections and Rehabilitation (CDCR) to the county level. AB 109 went into effect October 1, 2011.

Public Safety Realignment (Realignment) does not allow early release for any inmates currently in state prison. AB 109 and several subsequent pieces of clarifying legislation shift three criminal justice populations from state to county responsibility effective October 1, 2011:

- Inmates in state prison for non-violent, non-serious, non-high risk sex offenses will be released to local supervision, not state parole. This population is referred to in AB 109 as “Post Release Community Supervision” (PRCS).

- Defendants newly convicted of non-violent, non-serious, non sex offenses (who also do not have any prior serious, violent, or sex offenses) will serve their terms of imprisonment in county jail rather than state prison. The following sentencing options exist for this population:
  - Full term of imprisonment in the County Jail (which can be served via available alternative custody programs, such as electronic monitoring);
  - A “split sentence” through a combination of a term in County Jail and mandatory supervision. The two periods together cannot exceed the term selected by the sentencing judge, and upon release to mandatory supervision, a defendant will be supervised by the Probation Department (Probation) under the same terms, conditions, and procedures of formal probation (Penal Code or PC 1203.1); and
  - Traditional probation pursuant to PC 1203.1, which can include up to one year in County Jail. A defendant sentenced to probation who violates the terms and conditions of probation could be sentenced to a full term of imprisonment or to a combination of County Jail and mandatory supervision.

- Parolees who violate the terms of their parole cannot be revoked and sent to state prison. They can be revoked and sent to County Jail for up to 180 days. Parolees under a life sentence are excluded and can be sent to state prison for violations.

The Impact on Alameda County

Full implementation of Realignment will result in a number of new populations being served by the County, as described below:

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1 The legislation deliberately excluded a number of felonies, which otherwise fall within the “non-non-non” crimes, from imprisonment in County Jail, and requires instead that imprisonment for these crimes be served in state prison (e.g. PC 12021.245(a)(1))
**Post-Release Community Supervision Population**
 According to CDCR and Department of Finance (DoF) statistics, there are $848^2$ inmates currently in state prison who will be released to PRCS in Alameda County over the course of the next three years. In the first fiscal year (October 1, 2011 through June 30, 2012), 577 inmates are estimated to be released to PRCS.

**In-Custody Population**
 Individuals newly convicted of non-violent, non-serious, non-sex crimes after October 1 (who have no prior conviction for serious, violent, or sex crimes), who would have otherwise been sentenced to state prison, will instead be sentenced to County Jail$^3$. There is no statutory limitation on the length of the sentence to be served in County Jail. The Alameda County Sheriff’s Office (ACSO) estimates that there will be up to 47 new inmates admitted each month into County Jail due to implementation of Realignment. DoF estimates that the County’s average daily jail population could increase by 267 inmates when Realignment is fully implemented.

**Mandatory Supervision Population**
 Individuals newly convicted of non-violent, non-serious, non-sex crimes after October 1, who would have otherwise been sent to state prison, can also be sentenced to a term of mandatory supervision by Probation upon completion of a sentence in County Jail. This will result in an additional increase in the population to be supervised by Probation (above and beyond the 848 inmates currently in state prison who will be released to local supervision). Although a relatively small number of individuals have received a mandatory supervision "tail" to their respective County Jail sentences thus far, the number is expected to grow significantly during the remainder of the current fiscal year.

**Parolee Populations**
 With rare exception, those parolees who violate the terms of their parole can only be incarcerated in County Jail. This will mean an additional increase to the County’s Jail population. In addition to the quantifiable workload increases for Probation and the ACSO outlined above, the District Attorney (DA), Public Defender (PD) and the Court will realize increased workload and caseloads as a result of Realignment. The DA and the PD will be required to staff PRCS violation hearings, a new hearing type; further, due to the limited incarceration sanction available as part of the PRCS and parole violation processes, the DA may decide to file new charges in lieu of violations. This decision would result in an increase in prosecutions in the County, which in turn would translate into the need for additional DA, PD and Court services.

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$^2$ The Population numbers provided in this document reflect estimates; careful tracking of actual Population counts is being conducted and those figures will be regularly reviewed by the Community Corrections Partnership Executive Committee and included in future Realignment reports.

$^3$ The Community Corrections Partnership Executive Committee has determined that individuals sentenced as “non-non-non’s” will serve in Local Prison, with all other individuals serving in County Jail; the different terminology is being used to enable data collection specifically as related to the new in-custody population (non-non-non’s). Throughout this document however, County Jail is used generically to reference all in-custody time.
Local Planning and Leadership

Realignment legislation builds upon previous statewide initiatives designed to expand the use of evidence-based practices in sentencing and probation to reduce the state prison population. The California Community Corrections Incentives Act of 2009 (SB 678) established a Community Corrections Partnerships (CCP) in each county, which consists of several government and community stakeholders.

AB 109 expanded the role of the CCP, through the establishment of an Executive Committee. The CCP Executive Committee (CCPEC), chaired by the Probation Chief, and consisting additionally of the Sheriff, District Attorney, Public Defender, local Chief of Police, Health Care Services Agency Director and Superior Court representative, provides planning, oversight, implementation, and assessment of Realignment in Alameda County. Realignment objectives and goals will be accomplished through the expanded use of evidence-based practices and programming that will promote positive behavioral change and outcomes. A CCPEC roster is provided as Appendix A.

The CCPEC has undertaken its planning and oversight role collaboratively, with input from all stakeholders, consistent with the Realignment objectives of ensuring public safety, reducing recidivism, and promoting community-based alternatives to incarceration. The CCPEC has sought input from the broader array of community-based providers and interest groups that will be critical to ensuring the successful implementation of the Realignment initiative. Community meetings have been regularly scheduled and have been attended by representatives from various organizations that may provide direct services to the realigned population. These meetings have provided the CCPEC with an opportunity to hear directly and regularly from key non-County partners. A listing of CCPEC and Community meeting dates is provided as Appendix B.

The initial work of the CCPEC, as informed by strong community voice, has manifested in the development of Guiding Principles and Objectives for the County’s Realignment work, as well as the specifics of this Realignment Implementation Plan (Realignment Plan or Plan).

Alameda County Realignment: Guiding Principles

The CCPEC is committed to AB 109’s stated intent of increasing public safety by reducing recidivism of the adult offender through reinvestment in community-based corrections programs and utilization of evidence-based strategies that increase public safety while holding the offender accountable.

The CCPEC will collectively and collaboratively implement the Realignment Plan and will ensure continued inter-agency cooperation to implement its provisions. The CCPEC will continue to meet to identify needed additions and/or modifications to the plan as determined by individual departments, to evaluate the Plan’s effectiveness, and to assess the resource needs associated with its successful implementation. As such, the Plan should be viewed as a living document, which will be appended on an ongoing basis, as the CCPEC institutionalizes the framework delineated in the Plan through the development of operational protocols, procedures and guidelines.
Community-Based Supervision

Community-based supervision represents a shift from conventional offender/probation officer (PO) relationship models focused heavily on individual accountability. Traditional supervision models alone have consistently proven insufficient in providing offenders with the skills, tools and resources that a large body of research now suggests are needed to reliably reduce recidivism.

The County’s plan for community supervision for the PRCS and mandatory supervision populations is outlined below; although this effort will be led by Probation, it is important to emphasize that its success is reliant on the maintenance of strong partnerships between the Department, other County agencies, and local community-based providers.

Risk Based Supervision & Need Based Services

One hundred and twenty days prior to release from CDCR, Probation should receive a detailed pre-release information packet on each PRCS offender. The pre-release packet may include classification documentation, photos, gang affiliation, medical, employment, family history, and initial assessment information. Based on this documentation, the Department will conduct an initial risk assessment and develop a preliminary case plan.

Risk Assessment. Meta-analysis of relevant research strongly suggests that the determination of both the level of supervision and treatment services to be provided should be based on validated assessment tools. As such, Probation will revise and implement a new validated actuarial risk assessment that evaluates an offender’s likelihood of re-offending. Consistent with the United States Department of Justice’s Fundamental Principles of Evidence-Based Correctional Practice, supervision and services should be focused on high risk offenders. "Consistent findings from a wide variety of recidivism studies show that supervision and treatment resources focused on lower-risk offenders produce little if any positive effect on the rates of subsequent criminal behavior and can at times increase the risk level of low-risk offenders." The Department of Justice instead recommends the prioritization "of primary supervision and treatment resources for offenders who are at higher risk to re-offend".

Individual Achievement Plans. Probation officers will be responsible for developing detailed case plans with every PRCS and mandatory supervision client on their case loads. These “Individual Achievement Plans” (IAP) address seven domains of need, based on their known relationship to criminogenic factors that lead to recidivism: Education, Employment, Anti-Social Thinking/Anti-Social Peers, Drug Use, Mental Health Challenges, Housing, and Connections, and will serve as contracts between the PO and PRCS and mandatory supervision clients, codifying the mutual responsibilities of each. The IAP will detail how often PO’s and their PRCS and mandatory supervision clients will have in-person contact, and the services and goals to be realized by successful case plan completion.

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5 ibid at page 23.
Based on interviews and discussion with the offender as well as other available information (evaluations, assessments, reports), PO’s will identify the three highest need areas among the seven domains, which will drive individualized case planning. The PO will sign the IAP agreeing to refer and connect the offender to the identified services, and the client will sign the IAP acknowledging his or her responsibility for actively participating in the services. The IAP will also be signed by the PO's supervisor who will be responsible for regularly reviewing the progress of each PRCS and mandatory supervision client.

**Community-Based Services**

The IAP process will result in the development of individualized achievement plans for each offender, based on the specific needs and strengths they present. Ultimately, an analysis of the pattern of service needs identified in IAPs will inform the nature and concentration of community-based provider programming funded for the Realignment population. Given the need to timely implement the program however, and based on existing information regarding the needs of this population, the CCPEC has identified three initial focus areas for community-based services and supports: Employment, Housing, and Behavioral Health (Drug, Alcohol, and Mental Health Services).

**Employment Services**

Offender workforce development is a crucial tool in recidivism reduction. Addressing the need for employment of both men and women is essential to any reentry program. Finding a job upon release is difficult for most individuals with convictions. Therefore, the Realignment Plan reflects an employment program model that focuses on life skills education, short-term paid intermediary employment, full-time job placement, and post-placement services:

- **Life Skills Education.** Addressing behavioral and skills gaps including resume writing techniques, job-search skills, personal presentation, and the basics of communication including how to answer specific employer questions about past convictions.

- **Transitional Jobs.** Granting immediate temporary work and frequent paychecks. Establishing an educational work environment for participants as well as creating a platform for evaluating participants’ ability to be on time, communicate and be productive.

- **Placement Service.** Providing support to acquire unsubsidized employment with suitable public and private sector employers based on participant assessment and skill levels.

- **Post Placement Services.** Offering continuing support and incentives to encourage participants to remain employed as well as assistance with job upgrades or job replacement in the event of a layoff or other circumstances.

Further, the DA will take leadership in creating an Ambassador Team of representatives from multi-disciplinary agencies to reach out to the business community, job training programs, institutions of learning, and other relevant organizations, to create a network of private programs
that will engage, employ and create opportunities for formerly incarcerated individuals. The
CCPEC is also exploring pathways for employment for the realigned population within the
County itself.

Housing Services
Homelessness is a real concern for many offenders. It is difficult for an offender to maintain a
job or get regular services if they do not have a place to live. Transitional and subsidized housing
is a valuable tool for offenders because it is often paired with employment opportunities and
mental health services. These services are imperative to reducing recidivism and returning
offenders to productive membership in society. As such, the CCPEC is committed to identifying
supportive housing services for the realigned population, through active partnerships with
County and local government entities, and community-based organizations.

Community Behavioral Health Services
Alameda County Behavioral Health Care Services (BHCS) will provide a wide range of services
designed to address the mental health and substance use treatment needs of persons released
from state prison or County Jail pursuant to AB109. In doing so, BHCS will build upon its
extensive continuum of existing services, particularly those already focused on persons involved
with the criminal justice system. BHCS will closely coordinate its services with Probation,
CDCR Liaisons in the Prisons, and the Health Care Services Agency (HCSA). It will provide
centralized assessment, triage, and follow-up authorization oversight to ensure that clients
receive the level and quality of care required to most appropriately address their needs.

Information exchange. Pre-release packets sent by CDCR to Probation in advance of inmate
release to PRCS will include information about salient behavioral health disorders. Probation in
turn will send weekly spreadsheet updates to BHCS with information regarding persons about to
be released to the County. BHCS will run weekly checks to identify which persons being
released have a history of behavioral health treatment with BHCS. This information will prove
useful in treatment planning for those who are eventually referred to BHCS for treatment.

Screening and referral. BHCS will provide the screening and referral functions necessary to
place AB109 clients in treatment most appropriate for their individual needs. Screening and
referral may result in a number of different treatment and intervention outcomes including:

Psychiatric Emergency Services (PES). In rare cases, the CDCR prison Liaison may determine
that a person about to be released is in immediate need of psychiatric hospitalization. In such
cases, the Liaison will first contact BHCS’ ACCESS unit and discuss the situation. If BHCS
concurrents with CDCR, then the Liaison will facilitate transportation for the person, and a direct
transfer to PES for psychiatric evaluation will occur.

ACCESS. Upon a determination by Probation and a PRCS or mandatory supervision client that
mental health and/or substance use treatment needs will be included in a given individual’s IAP,
Probation will refer that client to BHCS’ ACCESS unit. ACCESS staff members will receive
basic information from Probation, conduct a phone screening, and make a triage determination.
As a result of that process, clients may be referred to the:
• Crisis Response Program: for further assessment and possible referral to high intensity treatment and case management; and/or
• Substance Use Disorder Treatment: either residential treatment, outpatient plus sober living, or outpatient treatment without accompanying housing.

Short-Term Counseling. Short-term services may include primary care clinic services, individual outpatient therapy, or medication evaluation and monitoring until stabilization and referral back to primary care.

Enrollment into a health plan or health insurance. Probation will inform clients of the Health Plan of Alameda County (HealthPAC) and Medi-Cal. They will connect clients to resources to help facilitate their enrollment in health insurance or health plan. HCSA may provide weekly onsite assistance to PRCS and mandatory supervision clients to facilitate enrollment.

Continuum of treatment services. BHCS will offer PRCS and mandatory supervision clients a highly differentiated continuum of treatment programs including those specializing in serving clients involved with the criminal justice system. A full range of services will be provided, including services designed to meet the needs of those with extensive mental illness histories, those with episodic difficulty functioning in the community due to mental illness, and clients with substance use or addiction disorders.

In-Custody Supervision

While full implementation of Realignment will result in a significant increase in the number of individuals supervised in the community, the impact of the legislation will also manifest in an increased demand for in-custody services. The ACSO is fully committed to providing the highest quality training and educational programs available to those inmates under its care, custody, and control. Expanded partnerships with participating outside service providers and community-based organizations will result in an enhancement of programs currently offered in County Jail.

Re-Entry Programming
The ACSO Inmate Services Division provides educational, vocational, self-help and faith-based programs to inmates at both of its detention facilities. Implementation of Realignment will facilitate the expansion of the following existing programs, which currently support the rehabilitative goals of AB 109:

D.E.U.C.E. (Deciding, Educating, Understanding, Counseling and Evaluating). A 60-day substance abuse program that addresses addictive behavior and lifestyles. This program offers counseling, pharmacology and relapse prevention.

Independent Studies. For students wishing to earn high school credits or obtain the skills necessary to pass the General Educational Development (G.E.D.) test and receive a General Education Certificate.
A.B.E. (Adult Basic Education). A pre-G.E.D. class designed for those with an 8th grade education and below. This program teaches the necessary skills to progress towards obtaining a G.E.D. Certificate.

Literacy. One-on-one tutorial program sponsored by the Alameda County Library for those students who need to improve their reading and writing skills.

E.S.L. (English as a Second Language). A program designed to improve English language, conversation and writing skills.

M.O.M.S. (Maximizing Opportunities for Mothers to Succeed). Direct services for female offenders who are pregnant or parenting young children, including gender-responsive substance abuse and mental health treatment and parenting skills.

Anger Management. This program is designed to explore the roots of anger and family violence. Intervention techniques are taught through counseling, recognizing and controlling anger, communications techniques, stress reduction, changing behavior patterns and follow-up upon release.

A Safe Place Incarcerated Women's Counseling Program. Domestic violence victim counseling for women inmates incarcerated within the County jail system. This counseling program is designed to assist incarcerated women to address their victimization, gain an awareness of the dynamic of domestic violence and build their road to independence and self-sufficiency.

Employability. This program provides office skills, job search and placement training, continuing education, and pre-release planning to assist program recipients upon release.

Outside Partner Workshops. Regularly scheduled on-site visits from community-based organizations and outside partners. These workshops are designed to connect program recipients with resources and employment opportunities and training upon release. These workshops are designed to reinforce the Employability program.

Transition Planning
To improve and expand the coordination of services, supports, and opportunities for inmates being released from Santa Rita Jail and coming home to the County, the CCPEC’s Realignment Plan includes the establishment of a Transition Center at the Jail. The Transition Center will be staffed by personnel from Probation, HCSA, the Social Services Agency (SSA), and possibly, community-based organizations. Through these newly formed partnerships, the ACSO will create a network of supports to connect program recipients with community-based organizations and outside service providers upon release. This continuum of supports and services will allow program recipients the opportunity to create a bridge of supportive contacts to improve their likelihood of success post-release.

As part of transition planning, Probation will ensure that those being released have correct information about their release conditions, who to report to and where; HCSA will ensure that
those being released have needed medical appointments, medication as needed, and are appropriately connected to behavioral health care providers. The SSA will address reconnecting public assistance and health care benefits, if previously disconnected as a result of federal inmate exclusion. Additionally, SSA will connect any eligible clients to relevant Agency services.

Alternatives to Incarceration
Realignment legislation also affords expanded opportunities for formal alternatives to incarceration, including electronic monitoring. The DA will work closely with the Board of Supervisors and the ACSO to create reasonable rules and regulations under which an electronic monitoring program can operate, pursuant to Penal Code sections 1203.018(b)-(j).

Advocacy
Realignment will result in new responsibilities and workload for both the DA and the PD, as described in part below:

Violations and Revocations
When an individual is alleged to have committed a new offense, Probation and the DA will coordinate in determining whether the DA will file new charges in lieu of, or in addition to, Probation's filing of a revocation petition.

When Probation has elected to file a revocation petition, notice will be provided to the PD, who will represent the individual. During the course of the representation, services provided by the PD may include, but will not be limited to, contesting the Court's determination of probable cause, seeking sanctions short of revocation and settlement, or litigation of the revocation at a revocation hearing, whether or not in conjunction with newly filed charges for which the PD will also provide representation. At each stage of the process or proceeding the PD will act to ensure that the individual is afforded due process to the full extent provided by law.

PD attorneys representing individuals subject to these proceedings will advocate for their clients while also working collaboratively with County agencies, community partners and other service providers to ensure the application of evidence-based practices, appropriate placements and the efficacious delivery of services.

The DA will continue to provide sufficient attorney staff in the courts that handle probation violation petitions, inspector staff to assist in violation hearing preparations and administrative staff to support the court process.

New Prosecutions
The DA is the only entity that has the constitutional and statutory authority to file criminal charges against an individual. The filing decision lies within the discretion of the DA, and its staff is bound by the Canons of Prosecutorial Ethics and Standards. Each case will be evaluated on a case-by-case basis, as is ethically and legally required. The evaluation will be at the time of review for charging as well as at the pre-trial, trial, and disposition/sentencing stages.

The DA will continue to effectively use the sentence negotiation of alternatives to prison through Imposition of Sentence Suspended or Execution of Sentence Suspended and placing the
defendant on Formal Felony Probation pursuant to PC 1203.3. The DA has documented that the use of Formal Felony Probation as an alternative to prison has been effective, with an average of only a 27 percent recidivism rate.

Protection of Victims
The DA is constitutionally mandated to ensure and uphold the rights of crime victims as articulated in California Constitution, Article 1, Section 28(b) (Marsy’s Law), which include, but are not limited to, the right to be notified of case dispositions, the right to be heard, the right to be notified of a change in custody status, and the right to restitution. The DA, through its Victim-Witness Division, will be responsible for victim notification, and will partner with Probation to ensure that all victims have contact with Probation to expedite information sharing related to PRCS supervisee status, the existence of any stay-away orders, and restitution. The DA will employ all efforts to secure restitution orders including working with the California District Attorney’s Association to effect legislative change allowing for the collection of restitution through County Jail/local prison, and will work with the ACSO, Probation, community-based programs, and offenders to collect restitution on behalf of victims of crime.

Systemic Reforms
The DA has, and will continue to, assign attorney staff to outreach to individuals and the defender community to provide them with information about opportunities for those who have experienced felony convictions for non-serious, non-violent, and non-sex related offenses, to have those convictions set aside. Requests for conviction set aside are submitted to the DA for review; where appropriate, the DA assists individuals in filing Penal Code section 1203.4 set aside petitions. The DA will work with the Court to establish a weekly or bi-weekly centralized court to review these petitions, and will assign attorney, inspector and administrative staff to support the specialized calendar with the goal of streamlining the process so that individuals who have suffered felony convictions can seek employment and participate in other programs that support successful rehabilitation.

Further, the DA will assign attorney and administrative staff to begin the process of reviewing those cases where a defendant has been placed on 5 years felony probation and has served at least 36 months of the period to determine if it is appropriate, consistent with public safety and the goals of rehabilitation, to petition the court to terminate formal probation before the conclusion of the 5 year period.

Fiscal Implications and Challenges
Due to the state's flawed Realignment funding formula, which effectively penalizes jurisdictions with historically low prison remittance rates, state resources available for community-based services, supports, and opportunities are inadequate to fully fund the needs of the County’s realigned population. However, the CCPEC is dedicated to providing funding for services and working to leverage state and federal dollars provided to garner additional resources.

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6 Only 27 percent of Formal Felony Probation cases have resulted in Felony Probation Violation Petitions being filed by the DA, annually, over the past 5 years.
7 For example, a portion of Realignment funding will flow to BHCS; because most of the services provided to PRCS and mandatory supervision clients will qualify as Certified Public Expenses, BHCS will be able to leverage a
The CCPEC’s initial Realignment budget allocation is provided as Appendix C. This allocation reflects the relative distribution of available funding among key Implementation Plan components as currently estimated by the CCPEC. The CCPEC has agreed to re-evaluate the funding distribution mid-way through the first year of Realignment implementation, with a specific focus on whether actual populations and workload conform with initially estimated levels. This analysis will inform subsequent allocation decisions. For instance, if the County Jail population does not increase as much as expected, then the In-Custody allocation should be reduced; conversely, if incarcerations increase more than expected, then the In-Custody allocation should increase accordingly. In the same vein, BHCS utilization will need to be carefully tracked to determine the amount of demand, as compared to the initial allocation for such services. If, as expected, the entire allocation for the County is not enough to cover expenses, the half way mark will also be a time to assess and determine how to equally share and proportionately distribute the shortfall.

**Evaluation**

The CCPEC is committed to careful assessment of the recidivism and re-incarceration rates of new populations to be served under Realignment. In addition, the CCPEC has prioritized the ability to track the services and outcomes of each individual in the realigned population, and to assess the efficacy of the programs those individuals are referred to. Using a portion of the one-time start up funds provided to the County through AB 109, the County will contract with a research firm to help analyze and evaluate Realignment data. It is anticipated that an Evaluation Plan will be developed as an addendum to this Implementation Plan, and that regular Realignment statistical reports reflecting outcomes, program capacity and effectiveness, and costs, will be produced and disseminated.

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high proportion of its share of Realignment Plan funding by billing for a 50 percent federal match through Federal Financial Participation. To achieve this outcome, clients must be enrolled in either MediCal or HealthPAC.
APPENDIX A:
COMMUNITY CORRECTIONS PARTNERSHIP
EXECUTIVE COMMITTEE ROSTER

Mr. David Muhammad, Chair
Chief Probation Officer
Alameda County Probation Department

Hon. Jon Rolefson
Presiding Judge
Superior Court of California, County of Alameda

Mr. Gregory Ahern
Alameda County Sheriff
Alameda County Sheriff's Office

Ms. Nancy O'Malley
Alameda County District Attorney
Alameda County District Attorney's Office

Ms. Diane Bellas
Alameda County Public Defender
Alameda County Public Defender's Office

Mr. Alex Brisco
Director
Alameda County Health Care Services Agency

Mr. Howard Jordan
Interim Chief of Police
City of Oakland Police Department

Mr. Mike Noonan
Chief of Police
City of Alameda Police Department
## APPENDIX B: COMMUNITY CORRECTIONS PARTNERSHIP
### EXECUTIVE COMMITTEE AND COMMUNITY MEETING DATES

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## APPENDIX C:
REALIGNMENT IMPLEMENTATION PLAN
INITIAL BUDGET

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