

AGENDA ITEM REQUEST

Community Corrections Partnership Executive Committee (CCPEC)

*Note: This agenda item request is due at least eight (8) weeks prior to CCPEC meeting.
Email requests to ProbationCommunityPrograms@acgov.org.*

TO: Community Corrections Partnership Executive Committee (CCPEC)
c/o Alameda County Probation Department
Brian K. Ford, Chief Probation Officer
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FROM: **Name:** Alameda County Probation Department
Title: AB 109 Early Court Intervention Program
Agency/Organization/Department: Leaders in Community Alternatives
Address: 1220 Seventh Street, Berkeley, CA 94710
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This agenda item is being submitted for consideration by the Community Corrections Partnership Executive Committee (CCPEC) at their meeting on March 16, 2026.

Title: AB 109 Early Court Intervention Program

Subject/Description: Funding request for contract extension.

Background Information:

Fiscal Impact*, if any: \$1,299,676

Recommended action to be taken: Allocate \$1,299,676 to the AB 109 Early Court Intervention Program to allow services to continue from 7/1/2026 through 6/30/2028.

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

Signature: _____

Print Name and Title: _____

Section 2: Request to Renew or Extend an Existing Contract

A. Provider Information

- 1. Contractor Name:** Leaders in Community Alternatives, Inc. (LCA)
- 2. Program Name:** AB 109 Early Court Intervention Program
- 3. City and Board of Supervisors District in which your office is located:** Oakland, District 5

B. Information About the Program

1. Please provide a summary of the program.

LCA will deliver evidence-based services that achieve measurable positive outcomes impacting the well-being of justice-involved individuals and that contribute to a reduction in recidivism. Our comprehensive approach will address the criminogenic factors, determined by Risk/Needs assessments, of local justice-involved adults and align with Alameda County's mission of commitment to protecting the community and minimizing the impact of crimes by providing high-quality professional services to the courts, probation, and clients.

The primary goal is to increase access to programming and supportive services for populations related to the implementation of AB 109 Public Safety Realignment, SB 678 California Community Corrections Performance Act, and pretrial services related to the SB 129 Budget Act of 2021.

Assessment, Planning, Services, and Accountability are the primary ingredients of the service delivery model employed by the LCA. This service delivery model utilizes multiple tools and strategies and depends upon an array of services to address specific criminogenic needs of defendants referred.

This service system includes early validated assessment and service engagement. LCA provides interventions and services to assist individuals with criminogenic risk reduction. LCA Case Managers develop active links with community-based services to address risks/needs and barriers to healthy living.

A dedicated program of case managers will provide, coordinate and track all intervention services. This begins with a comprehensive and research-validated assessment of risk and need. Risk level determines supervision and service intensity, with high-level monitoring and service delivery reserved for individuals at the highest risk for recidivism, as supported by research.

Areas of criminogenic need - risks which have been clearly linked by research to recidivism - are identified and prioritized by the Criminal Court Assessment Tool – Short Screener (C-CAT-S).

Assessment data is used to develop an individualized case plan that incorporates all court terms and conditions, priority need areas to be addressed by specific supervision plans, services, client and family goals, and service plans that articulate objectives and timelines. Case Managers, in partnership with Alameda County Probation and Alameda County District Attorney's Office, are responsible for ensuring delivery of strengths-based and culturally responsive services to engage participants and address key areas of criminal thinking and behavior. Case managers will serve as a resource for referrals and system advocacy to help participants access community supports and meet with family members, mentors, and others who play a role in ongoing support for clients.

2. What part of the AB 109 population was served under the contract? (For example: unhoused individuals, clients disengaged from Probation Services, etc.)

EIC is primarily a pre-conviction program, but all individuals in the program would have been AB109-eligible because they would have been on felony probation if convicted. This is a collaborative court, which also makes it eligible for AB109 funding.

3. What client needs were addressed? (For example: housing, employment, substance abuse, etc.)

Over the years, LCA has supported clients by providing direct links to housing and employment opportunities,

anger management courses, career counselling, and received program support letters. Participants were able to satisfy their court obligations by completing the required courses, such as the gun safety course or Theft awareness course. Clients who were struggling with substance use issues were referred to Drug Court services.

4. Please provide a list of the objectives for this program/activity.

- a. Work with Participants to ensure compliance with court orders
- b. Provide early intervention and case management support
- c. Providing different types of services to Participants including transportation services as needed
- d. Increase participants' accountability and responsibility for their actions
- e. Improve life skills, decision making, and conflict resolution abilities
- f. Tracking compliance with court orders and attempting to locate Participants who have become not engaged
- g. Reporting on compliance or non-compliance with court orders or program productivity.
- h. Promoting successful completion of mandated programs such as job training, life skill courses, etc.

5. Did your organization invest any resources specific to this contract to make the program/activity successful? (For example: staffing, development of workshops, etc.)

LCA invested in a subcontract with ABC Norcal, which provided soft skills training courses and a pre-apprenticeship program in construction. Together, they hosted training sessions that addressed participant needs and encouraged students to consider building careers in the trades. ABC Norcal also offered support with additional employment services for students interested in pursuing other career paths.

6. Did you do any outreach to the target population, outside of referrals by Probation? If so, what were the results of your outreach?

Referrals are received by the District Attorney's Office and reviewed based on the facts and severity of each case. Depending on the client's age and the type of case, individuals may be referred to the program for evaluation and offered the opportunity to participate.

C. Background Research

1. Is the program/activity evidence-based or a promising new idea? This program is evidence-based.

2. If the program/activity is an evidence-based program, what does the research say about it?

LCA utilizes evidence-based practices. LCA has incorporated research evidence in developing programming strategies that reduce recidivism, including those outlined by the NIC: assess risk/needs; enhance intrinsic motivation; target interventions; skill train with directed practice; increase positive reinforcement; engage natural supports; and measure relevant processes/practices.

LCA's comprehensive approach to service provision has identified priority service areas to address factors directly linked to recidivism. The EIC Program intends to use the C-CAT-S assessment tool, which was developed and validated by the Center for Court Innovation. The C-CAT-S will provide information about 'Risk' as well as 'Need Flags' as they pertain to Education, Employment, Housing, Substance Abuse, Criminal Thinking, Mental Health, and Trauma. The presence of 'Need Flags' indicates a possible need for further assessment, treatment, or social services – and does not conclusively demonstrate that there is a problem or diagnosis. This assessment includes established dynamic criminogenic factors as well as basic needs to support community reintegration. All programmatic services include a focus on cognitive/behavioral strategies targeting dynamic criminogenic needs (e.g., antisocial personality; antisocial behavior; substance abuse; criminal associates; employment/school; homelessness; criminal thinking, etc.), and utilize motivational interviewing to increase participant engagement. Services include curricula that directly address criminal thinking, behaviors and identity (CBT), and services that infuse cognitive and behavioral strategies in other services to support a social

learning model that reinforces change in these areas. All services address established criminogenic needs and associated responsivity factors that impact recidivism risk. Case Managers and Alameda County referral agents can utilize a menu of service options to create responsive, individualized treatment plans for defendants. The C-CAT-S measures 'Risk', using a combination of static and dynamic factors to determine an individual's risk of rearrest or recidivism. The categories of risk measured by this instrument are: minimal, low, moderate, moderate-high, and high. As a voluntary program, EIC will work collaboratively with defendants to enhance intrinsic motivation to embrace the structure and support commensurate with risk level risk and need.

Evidence-based practices that LCA will actively employ, and have proven effective with justice involved individuals include, but are not limited to: Motivational Interviewing; Cognitive Behavior Therapy (CBT) workbooks conducted individually or in groups of the same risk level, such as Courage to Change Interactive Journaling which address: (Responsible Thinking, Substance Use, Strategies for Success, Peer Relationships, Skills for Successful Living, Family Ties, and Self-control); anger management; parenting education; case management; mentoring; job placement and coaching; and positive reinforcement for pro-social behavior.

3. If there is existing research, was the research done on a population similar to the population served?

Yes – The C-CAT-S was validated with pre-trial defendants. The interventions used have been rigorously researched in and across the criminal justice and behavioral health fields.

4. How do milestones/contract deliverables compare to the outcomes of similar work in other jurisdictions?

Most pretrial services programs – whether county probation departments, courts, or contracted providers – include similar baseline deliverables.

a. Intake & Risk Assessment

- i. Conduct standardized interviews and risk assessments for every eligible defendant.
- ii. Prepare risk assessment data and recommendation reports to the court within the required timeframe

b. Recommendations

- iii. Deliver written recommendations on conditions/services
- iv. Ensure these are aligned with actuarial risk tools or stakeholder consensus about risk/need

c. Supervision / Monitoring Activities

- v. Provide supervision services (check-ins, reminders, reporting).
- vi. Provide incentives for participation and barrier removal
- vii. Deliver required monitoring data and compliance reports periodically (e.g., monthly).
- viii. Track and report court appearance and violation outcomes.

d. Data & Performance Reporting

- ix. Monthly/quarterly reports showing key metrics
- x. Dashboard or analytics deliverables for judges, funders, and criminal justice partners.
- xi. Collaboration & Stakeholder Engagement
- xii. Meetings and alignment sessions with judges, defense counsel, prosecutors, and probation leadership.

5. Is Probation funding any similar activities? No. The only other program similar to this that probation is funding is Reentry Court, which serves a different population than Early Intervention Court.

6. If Probation is funding similar activities, what is unique about this program/activity, and why is it necessary?
N/A

7. Lived experience can often provide a layer of knowledge often not captured by traditional research methods. Please provide any anecdotal knowledge based upon lived experiences that contributes to or strengthens your proposed program/activity.

Through direct work with participants involved in the justice system, LCA has observed that early, consistent engagement and relationship-based case management are critical to participant success. Many participants enter the program facing multiple barriers, including unstable housing, limited employment opportunities, substance use challenges, and a lack of positive support systems. Staff with lived or closely connected experience understand the impact of these barriers and are better equipped to build trust, encourage accountability, and respond with empathy while maintaining program expectations. This approach allows the program to intervene early, connect participants to appropriate resources, and support long-term behavior change, ultimately reducing the likelihood of reoffending.

In partnership with ABC Norcal, LCA hosted presentations designed to help participants understand the importance of building a career rather than pursuing short-term employment. Exposure to a variety of presenters encouraged participants to explore potential career paths and envision long-term goals. ABC Norcal also offered a pre-apprenticeship construction program in trades such as laborer, carpenter, and painter. Many participants successfully enrolled in the program, earned certifications for completed courses, and were placed on a list for future employment opportunities.

D. Program Data

1. How many people was your organization able to serve under the contract?

From July 1, 2023 to the present, LCA has served a total of 182 participants under the contract. Participants enter the program at different times throughout the year, and, depending on their level of engagement, most successfully complete it within one year. In rare cases, participants are removed from the program due to noncompliance; from July 1, 2023, to January 31, 2026, 25 participants have been terminated for noncompliance.

2. How many people was your organization expected to serve under the contract?

Under the contract, there was no specific number of participants required for the program. LCA typically served approximately 65 clients, based on the number of funded case managers. With a ratio of 30 clients per case manager, this caseload was considered manageable and reasonable.

3. What factors impact the number of people you are able to serve?

Challenges include insufficient staffing to manage the volume of referrals LCA receives. When caseloads exceed 30 participants per case manager, staff are unable to provide each participant with the level of detailed attention needed.

4. How has your capacity changed over time?

LCA's program capacity has grown steadily over time. Initially, the program was designed to serve approximately 65 participants, based on a manageable ratio of 30 clients per case manager. However, as the program expanded and additional participants were referred, the number of participants served increased each year. From 2023–2024, 81 participants were active in the program; in 2024–2025, 84 participants were served; and in 2025–2026, the program served 108 participants. This growth highlights the need for increased staffing capacity and demonstrates the program's ability to serve a higher volume of participants while maintaining quality and providing individualized support.

5. How many people were referred to the program/activity by Probation? There are no direct referrals to this program by Probation.

6. How do you define successful completion for this program/activity?

Successful completion of the program is defined as a participant completing one full year in the program,

fulfilling all court-ordered requirements and program goals, and remaining free from reoffending. Participants who meet these criteria demonstrate accountability, engagement with program services, and a commitment to positive behavioral change. The Early Intervention Court (EIC) Program provides life-changing support to help participants gain the tools they need to contribute positively to their families and communities while avoiding involvement in the criminal justice system.

7. Please provide program milestones and other contract deliverable data.

Participant Enrollment & Caseload Management

- a. Total participants served (2023–present): **182**
- b. Participants removed for non-compliance: **25**. Some noncompliant clients were referred to Drug court, and 19 were terminated due to being reincarcerated.
- c. Standard caseload: ~30 participants per case manager, with a program designed to manage ~65 participants a year.

Program Completion & Outcomes

- d. **Successful completion: 105** clients successfully completed the program, fulfilled all court obligations and program goals, and did not reoffend.
- e. **Possible outcomes:**
 - 1. Dismissal of criminal charges after successful completion and restitution payment. All clients are required to pay restitution to graduate, but not all clients have restitution.
 - 2. Failure to complete leads to judgment entry or reinstatement of the original felony prosecution.

Program Services & Supports

- f. Direct links to housing, employment opportunities, anger management courses, career counseling, and program support letters. Case managers provide direct linkages to clients based on their needs mentioned during the assessment and throughout their time in the EIC program. Based on the data collected from July 2023 to January 2026, we have made about **859** direct linkages to clients. Clients were linked to the following services: Housing • Employment • Anger management • Career counseling • Program support letters • ABC NorCal • Guard Card Training • Background check • Trade programs • Employment Training centers • Gun Safety Course • Theft course • Community Service centers • DMV
- g. Referrals to Drug Court or other services as needed for participants with substance use challenges.
- h. Pre-apprenticeship and soft skills training through subcontractor ABC Norcal (construction trades, certifications, career guidance).
- i. Staff attend all court hearings and submit reports to the court regarding participant compliance.

Contract Deliverables

- j. Maintain participant files with updated information in designated databases.
- k. Monitor participant progress and engagement with program goals.
- l. Provide individualized support and make referrals to community resources.
- m. Track program data annually, including enrollment, completion, and noncompliance statistics.

8. Describe how successfully your organization achieved your contract milestones and the other contract deliverables.

LCA staff attended all court hearings and submitted designated reports to the court containing specified information regarding participants’ compliance with court orders and program conditions. Staff also maintained

regular communication with participants, monitored progress toward program goals, and updated required databases to ensure participant files remained up to date. In addition, LCA considered each participant’s individual needs and made referrals to appropriate community resources when necessary.

9. Is there a waitlist for this program/activity?

Yes, there was a waitlist of 10-15 people at any given time during 2025 until the DA cut off the waitlist about 2 months ago because I didn’t see the point in having one, which just delayed the resolution of the cases.

10. If known, how many clients were reincarcerated while in your program?

Based on LCA’s data collected from 2023 to the present, 19 participants were reincarcerated while enrolled in the program. Depending on the severity of their cases, these participants were either terminated from the program or had their program participation extended. They were subsequently referred to the appropriate department to determine the next steps for their cases.

11. What are some mechanisms your program used to mitigate and address recidivism?

The program employs multiple strategies to mitigate and address recidivism. Participants receive early and consistent engagement from case managers who provide individualized support, monitor progress, and maintain regular communication to help them meet court and program requirements. The program connects participants to comprehensive resources, including housing, employment opportunities, education, substance use treatment, and anger management services, tailored to their specific needs. Skill-building and career development opportunities, such as soft skills training and pre-apprenticeship programs, equip participants with tools for sustainable employment, reducing risk factors for reoffending. Staff attend court hearings and submit compliance reports, ensuring accountability and timely intervention when challenges arise. Participants also complete behavioral and cognitive courses to develop better decision-making and self-control, while individualized plans and goal-setting address each participant’s unique circumstances. When participants face more serious challenges, such as reincarceration, they are referred to appropriate departments to determine next steps, ensuring continuity of support and guidance throughout the process.

E. Contract Information

1. Contract Term:

	Start Date	End Date	Budget Allocation
Original Contract Term:	7/1/2023	12/31/2024	\$740,000
1st Amendment:	7/1/2023	6/30/2026	\$1,546,455

2. Budget:

	Budget Allocated	% of Total Budget	Total Expenditures as of January 2026
Personnel:	\$719,520	46%	\$391,381.55
Program Costs:	\$300,948	19%	\$151,283.91
Direct Participant Support:	\$58,094	3.7%	\$13,518.62
Indirect Cost:	\$140,587	9%	\$44,086.53
Other: SLEB	\$327,306	21%	\$187,210.45
Total:	\$1,546,455	100%	\$759,003.07

3. Direct Participant Support and Cost per Client

- a. What percentage of the expenditures goes to the Contractor vs. the Participants? *86% goes to the contractor, and 3.7% goes directly to participants.*
- b. Total Expenditures vs. Successfully Completed: $\$759,003.07/105 = \$7,228.60$
(Total Expenditures / # of Successful Completions = Cost per Successfully Completed):
- c. Total Expenditures vs. Total Active Clients: $\$759,003.07/182 = \$4,170.35$
(Total Expenditures / # of Active Clients = Cost per Active Client):

4. Does this contract have an extension available? Yes

5. Why should the contract be extended/renewed? LCA is requesting an extension/renewal of the contract to ensure continuity of services and to effectively respond to increased program demand. Over the current contract period, referrals to the program have grown significantly, demonstrating both the community need and the program’s strong reputation for delivering meaningful outcomes. Extending the contract will allow LCA to continue serving this growing population without disruption to participants currently enrolled.

The program has consistently delivered high-quality, individualized case management, workforce preparation, and supportive services that contribute to positive participant outcomes. Continued funding will preserve these gains, prevent service gaps, and maintain established partnerships with employers, training providers, and community-based organizations.

An extension is also necessary to support operational stability. Increased referrals require additional staffing capacity, including the addition of a Case Manager, to maintain appropriate caseload ratios and ensure participants receive timely, comprehensive support. Additionally, adjustments to staff compensation to meet living wage standards are essential for retaining experienced personnel, reducing turnover, and maintaining program quality.

The renewed contract will also sustain funding for the subcontractor that provides pre-apprenticeship training, career development, and supportive services—key components that directly contribute to participant success and long-term economic mobility.

Without an extension, there is a significant risk of service interruption, staff attrition, and reduced access to workforce development opportunities for community members who rely on this program. Renewing the contract ensures continued progress toward program goals, strengthens workforce pipelines, and supports positive outcomes for participants and the broader community.

F. Fiscal Impact

- 1. **What is your proposed annual budget for this program/activity?** \$649,838
- 2. **What is the total proposed budget for the requested program/activity? Please include a complete budget breakdown.** \$649,838

a. Personnel	\$356,890
b. Program Costs	\$103,649
c. Direct Participant Support	\$19,365
d. Other: SLEB	\$110,858
e. Indirect Cost	\$59,076

3. Have you exhausted all of your previous AB 109 funding? If not, how much unspent AB 109 funding do you

have remaining? \$787,451.93

4. What is your total budget for the program/activity under the contract? \$1,299,676

a. If the proposed annual budget is higher than that of the previous year, please justify the increase.

The proposed annual budget is higher than the previous year due to several factors, including program expansion, higher staff salaries, and the addition of services to accommodate a larger number of participants. The budget also accounts for rising costs related to salaries, training, and operational expenses, as well as funding for the subcontractor that provides pre-apprenticeship courses, career development, and supportive services. These adjustments ensure the program can continue to deliver high-quality, individualized support while serving a growing number of participants and maintaining positive program outcomes.

b. If the proposed annual budget is lower than that of the previous year, please explain. Does not apply.

5. Staff Salaries

a. How much does your highest-paid staff member allocated to this contract make? The highest-paid staff member is the Program Director, earning \$78,500 a year.

b. How much does your lowest-paid staff member allocated to this contract make? The lowest-paid staff member makes \$62,296 a year.

c. What is your average staff salary? \$64,311.67

d. Do you offer living wages based on the MIT Living Wage Calculator (for a single person: \$29.95 per hour)?

All staff earn a minimum of \$29.95.