



Agenda

PUBLIC PROTECTION COMMITTEE

February 24, 2014

1:00 P.M.

651 Pine Street, Room 101, Martinez

Supervisor Federal D. Glover, Chair
Supervisor John Gioia, Vice Chair

Agenda Items:

Items may be taken out of order based on the business of the day and preference of the Committee

1. Introductions
2. Public comment on any item under the jurisdiction of the Committee and not on this agenda (speakers may be limited to three minutes).
3. APPROVE Record of Action from the December 9, 2013 meeting.
4. CONSIDER reviewing and approving the 2014/15 AB109 Public Safety Realignment Budget for submission to the Board of Supervisors as part of the 2014/15 County Budget process, as recommended by the Community Corrections Partnership-Executive Committee. (Philip F. Kader, Chief Probation Officer & Chair, Community Corrections Partnership)
5. CONSIDER reviewing and accepting the plans developed for the establishment of a "West County Reentry Resource Center" and an "East and Central County Networked System of Services for Returning Citizens" and recommend approval by the Board of Supervisors, and providing staff direction on the implementation of the plans. (Philip F. Kader, Chief Probation Officer & Chair, Community Corrections Partnership)
6. The next meeting is currently scheduled for March 24, 2014.
7. Adjourn

The Public Protection Committee will provide reasonable accommodations for persons with disabilities planning to attend Public Protection Committee meetings. Contact the staff person listed below at least 72 hours before the meeting.

Any disclosable public records related to an open session item on a regular meeting agenda and distributed by the County to a majority of members of the Public Protection Committee less than 96 hours prior to that meeting are available for public inspection at 651 Pine Street, 10th floor, during normal business hours.

Public comment may be submitted via electronic mail on agenda items at least one full work day prior to the published meeting time.

For Additional Information Contact:

Timothy Ewell, Committee Staff
Phone (925) 335-1036, Fax (925) 646-1353
timothy.ewell@cao.cccounty.us



Contra Costa County Board of Supervisors

Subcommittee Report

PUBLIC PROTECTION COMMITTEE

3.

Meeting Date: 02/24/2014

Submitted For: PUBLIC PROTECTION COMMITTEE,

Department: County Administrator

Referral No.: N/A

Referral Name: RECORD OF ACTION

Presenter: Timothy Ewell, Committee Staff **Contact:** Timothy Ewell, (925)335-1036

Referral History:

County Ordinance requires that each County body keep a record of its meetings. Though the record need not be verbatim, it must accurately reflect the agenda and the decisions made in the meeting.

Referral Update:

Attached for the Committee's consideration is the Record of Action for its December 9, 2013 meeting.

Recommendation(s)/Next Step(s):

APPROVE Record of Action from the December 9, 2013 meeting.

Fiscal Impact (if any):

No fiscal impact. This item is informational only.

Attachments

Record of Action - December 9, 2013



Agenda

PUBLIC PROTECTION COMMITTEE

December 9, 2013

11:00 A.M.

651 Pine Street, Room 101, Martinez

Supervisor John Gioia, Chair

Supervisor Federal D. Glover, Vice Chair

Agenda Items:	Items may be taken out of order based on the business of the day and preference of the Committee
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Present: Chair John Gioia
Vice Chair Federal D. Glover

Staff Present: Timothy M. Ewell, Senior Deputy County Administrator

Attendees: Mark Peterson, District Attorney
Steve Moawad, Supervising Deputy District Attorney
Kristina McCosker, Deputy District Attorney
Matthew Schuler, Assistant Sheriff
Mike Casten, Undersheriff
Dorothy Sansoe, Senior Deputy County Administrator
Lara DeLaney, Senior Deputy County Administrator
Kevin Corrigan, Senior Management Analyst
Vana Tran, Management Analyst
Phil Kader, County Probation Officer
Ed Diokno, District V Staff
Donna Maxwell, District II Staff
Laura Fox, Fraud Prevention Division Manager-EHSD
Antonio Medrano, American Civil Liberties Union
Suzanne Llewellyn, Member of the Public
Mike Roetzer, Director of Administration-EHSD

1. Introductions

Convene - 11:07 AM

2. Public comment on any item under the jurisdiction of the Committee and not on this agenda (speakers may be limited to three minutes).

No public comment.

3. APPROVE Record of Action from the November 14, 2013 meeting.

Approved as presented.

AYES: Chair John Gioia, Vice Chair Federal D. Glover
Passed

4. ACCEPT a report from the Sheriff's Office regarding Inmate Welfare Fund programs, inmate telecommunications and visitation policies and related funding at County Adult Detention Facilities.

Approved as presented.

Assistant Sheriff Matthew Schuler presented the item on behalf of the Sheriff's Office and provided a handout to the Committee from Praeses, LLC, a consulting firm advising the Sheriff's Office on inmate telecommunications contracts.

Antonio Medrano and Suzanne Llewellyn provided public comment on this issue. Ms. Llewellyn provided a handout to the Committee regarding content recommendations for the upcoming inmate telecommunications request for proposals.

AYES: Chair John Gioia, Vice Chair Federal D. Glover
Passed

5. ACCEPT a status report from the District Attorney and the Employment and Human Services Director on Public Assistance Fraud investigation and prosecution efforts within the County.

Approved as presented.

AYES: Chair John Gioia, Vice Chair Federal D. Glover
Passed

6. APPROVE the draft 2013 Public Protection Committee Annual Report and forward to the Board of Supervisors for review and approval.

Approved with the following changes:

- 1. Referral No. 1 on page 32 of the agenda packet shall be referred to the 2014 PPC.*
- 2. Referral No. 7 on page 35 of the agenda packet shall be referred to the 2014 PPC.*

The Committee directed staff to forward the 2013 Annual Report, with the above changes, to the Board of Supervisors at the December 17, 2013 regular meeting.

7. The next meeting is currently scheduled for *...to be determined* .

8. Adjourn

The Public Protection Committee will provide reasonable accommodations for persons with disabilities planning to attend Public Protection Committee meetings. Contact the staff person listed below at least 72 hours before the meeting.

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Contra Costa County Board of Supervisors

Subcommittee Report

4.

PUBLIC PROTECTION COMMITTEE

Meeting Date: 02/24/2014
Submitted For: Philip F. Kader, County Probation Officer
Department: Probation
Referral No.: N/A
Referral Name: 2014/15 AB109 PUBLIC SAFETY REALIGNMENT RECOMMENDED BUDGET
Presenter: Phil Kader, Chief Probation Officer **Contact:** Timothy Ewell, 925-335-1036

Referral History:

The California Legislature passed the Public Safety Realignment Act (Assembly Bill 109), which transferred responsibility for supervising certain lower-level inmates and parolees from the California Department of Corrections and Rehabilitation (CDCR) to counties. Assembly Bill 109 (AB 109) took effect on October 1, 2011 and realigned three major areas of the criminal justice system. On a prospective basis, the legislation:

- Transferred the location of incarceration for lower-level offenders (specified nonviolent, non-serious, non-sex offenders) from state prison to local county jail and provides for an expanded role for post-release supervision for these offenders;
- Transferred responsibility for post-release supervision of lower-level offenders (those released from prison after having served a sentence for a non-violent, non-serious, and non-sex offense) from the state to the county level by creating a new category of supervision called Post-Release Community Supervision (PRCS);
- Transferred the custody responsibility for parole and PRCS revocations to local jail, administered by county sheriffs

Referral Update:

2014/15 AB109 Budget Approach

On December 10, 2013, budget instructions for the 2014/15 AB109 budget were distributed to the Community Corrections Partnership (CCP) subscriber list, including Committee members, staff and interested parties, requesting formal submission preliminary budget estimates no later than December 27, 2013. This year, staff has request budget submissions to 1) maintain the *status quo* funding level allocated in 2013/14 for fiscal year 2014/15, and 2) contemplate new funding requests based on programming needs.

This approach to the budget is necessary due to the State notifying counties that the statewide 2014/15 AB109 realignment funding level will be reduced. On January 9th, The Governor released his 2014/15 Proposed budget, which, among other things, reduces base funding for AB109 community corrections programming statewide from \$998.9 million to \$934.1 million. There continues to be discussion regarding the allocation formula for FY2014/15; however, assuming no change to the current Contra Costa County formula (2.29%), the 2014/15 funding level will reduce County funding by \$1,463,942, from \$22,854,832 to \$21,390,890.

As a recap, the fiscal year 2013/14 AB109 budget reflects a base revenue allocation of \$22,854,832, ongoing expenses of \$21,435,766 and one-time expenses of \$1,815,150 (including \$178,250 in start-up costs for the Pre-Trial services program approved after the 2013/14 budget package).

2014/15 AB109 Funding Recommendations

Departments have reviewed and updated, if necessary, 2014/15 budget proposals originally introduced at the January 2014 CCP meeting. Based on the proposals received and 2013/14 expenditures through January 2014, staff believes that departments and funded agencies will easily be able to absorb cost increases with no significant impact to services levels. Table 1 below shows mid-year expenditures compared to budget for 2013/14.

Realignment Plan Budget Status Includes Pending Claims through January 2014	FY 13-14	FY 13-14	FY 13-14	Budget	
	Budget	Claimed/Received	Pending Claims	Balance	Variance
Sheriff's Office	\$ 8,205,204	\$ 1,318,880	\$ 1,964,039	\$ 4,922,285	40%
Probation (includes Pre-Trial)	\$ 3,708,303	\$ 667,265	\$ 592,997	\$ 2,448,041	34%
Behavioral Health Services	\$ 2,243,876	\$ 411,542	\$ 582,518	\$ 1,249,816	44%
Detention Health Services	\$ 1,063,752	\$ -	\$ 191,730	\$ 872,022	18%
District Attorney	\$ 1,478,916	\$ 260,856	\$ 294,966	\$ 923,094	38%
Public Defender	\$ 1,153,496	\$ 268,596	\$ 195,986	\$ 688,914	40%
Zero Tolerance	\$ 50,000	\$ -	\$ -	\$ 50,000	0%
Workforce Development Board	\$ 200,000	\$ -	\$ 16,133	\$ 183,867	8%
CCC Police Chief's Association	\$ 522,000	\$ 32,625	\$ 213,171	\$ 276,204	47%
County Administrator	\$ 450,000	\$ 36,072	\$ 55,656	\$ 358,272	20%
Community Programs	\$ 4,115,000	\$ 199,353	\$ 449,895	\$ 3,465,752	16%
	\$ 23,190,547	\$ 3,195,188	\$ 4,557,091	\$ 15,438,267	33%

Table 1 – FY2013/14 AB109-Community Corrections Budget vs. Expenditures, as of January 2014

Note that only 33% of budget resources allocated to funded agencies had been expended through January 2014. This is partially due to implementation of new programs for 2013/14, which require time to ramp up (Detention Health, Workforce Development Board, etc.); however, expenditure trends in established programs are also trending below the mid-year average.

On February 14, 2014, the Community Corrections Partnership-Executive Committee reviewed and approved the 2014/15 AB109 Recommended Budget as illustrated in Attachment A. The Budget maintains *status quo* operations in anticipation of future impacts to the County community corrections allocation by the State. In addition, the CCP-Executive Committee approved a one-time capital allocation to the Sheriff's Office in the amount of \$1.1 million for renovations to

the West County Detention Facility (WCDF) and the Martinez Detention Facility (MDF).

Attachments

- Attachment A – Summary of 2014/15 AB109 Recommended Budget, as approved by CCP-Executive Committee*
- Attachment B - 2014/15 AB109 Budget Instructions*
- Attachment C – Probation Department*
- Attachment D – Behavioral Health Division*
- Attachment E – Health Services—Detention Health*
- Attachment F – Public Defender’s Office*
- Attachment G – District Attorney*
- Attachment H – Employment & Human Services Dept.*
- Attachment I – Workforce Development Board*
- Attachment J – County Administrator’s Office*
- Attachment K – Community Advisory Board*
- Attachment L - Sheriff’s Office*
- Attachment M- Pre-Trial Services*
- Attachment N- CCC Police Chiefs Association*

Recommendation(s)/Next Step(s):

REVIEW and APPROVE the 2014/15 AB109 Public Safety Realignment Budget for submission to the Board of Supervisors as part of the 2014/15 County Budget process.

Attachments

Attachments A-N

**AB 109 PUBLIC SAFETY REALIGNMENT PROGRAM
FY 2014/15 CCP RECOMMENDED BUDGET**

(Approved by CCP-Executive Committee on February 14, 2014)

	ONGOING	ONE-TIME	TOTAL
FUNDING AVAILABLE			
Projected Beginning Fund Balance	-	17,000,000	17,000,000
State Funding Allocation	21,390,890	-	21,390,890
Subtotal	21,390,890	17,000,000	38,390,890
Less: Reserved 2012/14 Unspent Funds			
West County Detention Facility (12/13)	-	(2,750,000)	(2,750,000)
WCDF Lock upgrade (13/14)	-	(1,600,000)	(1,600,000)
Pre-Trial Services Program (12/13)	-	(900,000)	(900,000)
Pre-Trial Services Program (13/14)	-	(675,000)	(675,000)
TOTAL AVAILABLE	21,390,890	11,075,000	32,465,890
PROGRAM EXPENDITURES			
Sheriff			
Salaries & Benefits	5,712,230	-	5,712,230
Inmate Food/Clothing/Household Exp	391,700	-	391,700
Monitoring Costs	54,750	-	54,750
IT Support	40,000	-	40,000
Vehicle Maintenance/Depreciation	47,000	-	47,000
Behavioral Health Court Operating Costs	80,492	-	80,492
Behavioral Health Court/ Deputy Sheriff	-	-	-
Transport Bus Maintenance	79,032	-	79,032
"Jail to Community" Program	200,000	-	200,000
Facility improvements (WCDF, MDF)	-	1,100,000	1,100,000
Sheriff Total	6,605,204	1,100,000	7,705,204
Probation			
Salaries & Benefits	2,435,818	-	2,435,818
Operating Costs	247,200	-	247,200
Probation Total	2,683,018	-	2,683,018
Behavioral Health			
Salaries & Benefits	725,011	-	725,011
Operating Costs	120,524	-	120,524
Contracts	1,388,880	-	1,388,880
Vehicle Purchase and Maintenance	9,018	-	9,018
Behavioral Health Total	2,243,433	-	2,243,433
Health Services--Detention Health Services			
Sal & Ben-Fam Nurse, WCD/MCD	180,324	-	180,324
Salaries & Benefits-LVN, WCD	283,376	-	283,376
Salaries & Benefits-RN, MCD	475,004	-	475,004
Sal & Ben-MH Clinic. Spec., WCD/MCD	116,858	-	116,858
Detention Health Services Total	1,055,562	-	1,055,562
Public Defender			
Sal & Ben-Paralegal/Social Worker	209,000	-	209,000
Sal & Ben-Arrestment Program	665,000	-	665,000
Sal & Ben-DV Representation	250,000	-	250,000
Public Defender Total	1,124,000	-	1,124,000
District Attorney			
Salaries & Benefits-Victim Witness Prgrm	83,245	-	83,245
Salaries & Benefits-Arrestment Prgrm	705,383	-	705,383
Salaries & Benefits-Reentry/DV Prgrm	690,288	-	690,288
District Attorney Total	1,478,916	-	1,478,916
Employment & Human Services			
Data Collection/Evaluation	50,000	-	50,000
EHSD Total	50,000	-	50,000
EHSD-- Workforce Development Board			
Salaries & Benefits	200,000	-	200,000
EHSD-WDB Total	200,000	-	200,000
County Administrator			
Salaries & Benefits	225,000	-	225,000
Data Collection/ Program Review	225,000	-	225,000
CAO Total	450,000	-	450,000
CCC Police Chief's Association			
Salaries and Benefits-AB109 Task Force	522,000	-	522,000
CCC Police Chiefs' Total	522,000	-	522,000
Pre-Trial Services Program (Probation Department)			
Pre-Trial Services Program	900,000	-	900,000
Pre-Trial Total	900,000	-	900,000
Community Programs			
Employment Support and Placement Svcs	2,000,000	-	2,000,000
Implementation of (3) One-Stop Centers	1,200,000	-	1,200,000
Short and Long-Term Housing Access	500,000	-	500,000
Peer and Mentoring Services	100,000	-	100,000
Development of a "Re-entry Resource Guide"	15,000	-	15,000
Legal Services	80,000	-	80,000
Family Reunification	100,000	-	100,000
Community Programs Total	3,995,000	-	3,995,000
TOTAL EXPENDITURES	21,307,133	1,100,000	22,407,133
ESTIMATED 2014/15 FUND BALANCE	83,757	9,975,000	10,058,757

**County of Contra Costa
OFFICE OF THE COUNTY ADMINISTRATOR
MEMORANDUM**

DATE: DECEMBER 10, 2013 *Via E-Mail*

TO: COMMUNITY CORRECTIONS PARTNERSHIP
MISC. COUNTY DEPARTMENTS

FROM: TIMOTHY M. EWELL, Senior Deputy County Administrator *TWE*

SUBJECT: **FY2014/15 AB109 BUDGET INSTRUCTIONS**

The fiscal year 2014/15 County budget process is closely approaching. To ensure smooth integration of programming into the County budget, it is necessary to commence the internal AB109 budget development and review process. Attached to this memorandum are documents required for submission of budget requests, each of which will be distributed via electronic mail for convenience, and are outlined below:

1. **FY2014/15 AB109 Budget Proposal Form**: This is the primary form that will be used to submit your funding request. This is a similar format to the FY2013/14 form with the following updates:
 - a. 2014/15 Status Quo Request column: The State has notified counties that the FY2014/15 AB109 realignment funding level will be reduced. There continues to be discussion regarding the allocation formula for FY2014/15; however, due to the statewide funding reduction to counties, even if the allocation percentage to each county remains the same, there would be a decrease in funding to all counties.

For this reason, departments and funded agencies should submit a *status quo* budget in an amount not to exceed the FY2013/14 Ongoing funding level approved by the Board of Supervisors. Due to projected salary and benefit increases from labor negotiations, increases to employer pension costs and health insurance premiums, the *status quo* budget submission will likely result in service level reductions to the meet the FY2013/14 Ongoing funding level.
 - b. 2014/15 New Funding Request column: Even with the immediate challenges described above it is important to identify needs within the County related to the implementation and service provision associated with AB109. For this reason, departments and funded county agencies should identify new programming needs, separately, in this column. This will allow the CCP to review and prioritize these needs should additional funding become available in the future.

2. **FY2014/15 AB109 Budget Narrative Form**: This form supplements the Budget Proposal Form discussed above and is unchanged from the prior year. Departments and county agencies should, however, separate narrative information for the *Status Quo* and New Funding budget submissions.

In addition to the documents above, included in this packet is the Preliminary Budget Schedule identifying deadlines for each step in the AB109 budget development process. It is important to note that meeting these deadlines is critical to ensure compliance with the County Better Government Ordinance and the Ralph M. Brown Act. Also included for reference is the FY2013/14 AB109 funding levels (Ongoing and One-Time) as approved by the Board of Supervisors, which should be used in the preparation of *status quo* budgets.

Please contact me if you have any questions at (925) 335-1036 or timothy.ewell@cao.cccounty.us.

Attachment(s)

TME:

**Contra Costa County Community Corrections Partnership
2014/15 AB109 Budget Proposal Form**

Department:

Description of Item	Program/Function	Ops. Plan Item #	Quantity /FTE	2013/14 Allocation	2014/15 Status Quo Request ¹	2014/15 New Funding Request ²	2014/15 Total Funding Request
SALARY AND BENEFITS <i>e.g. Deputy Probation Officer</i>							- - - -
Subtotal			0	\$ -	\$ -	\$ -	\$ -
OPERATING COSTS <i>e.g. Training/Travel</i> Small Equipment Purchase computer, printer, etc. IT Support Vehicle Operating Office Supplies Communication Costs Outfitting Costs							- - - - - - - - -
Subtotal			0	\$ -	\$ -	\$ -	\$ -
CAPITAL COSTS (ONE-TIME) <i>e.g. Vehicle Purchase</i>							- - -
Subtotal			0	\$ -	\$ -	\$ -	\$ -
Total			0	\$ -	\$ -	\$ -	\$ -

1. FY2014/15 Status Quo Request should reflect continuation of existing programming at the FY2013/14 funding level.
2. FY2014/15 New Funding should reflect proposed new programs for FY2014/15.

PROGRAM NARRATIVE:

Please provide a narrative describing the Status Quo programming that will be provided with the budget requests identified above.

Example:

2014/15 Status Quo Request

The Probation Department has requested **\$2,338,132**. The AB 109 team will supervise all individuals released from state prison on Post Release Community Supervision as well as individuals released from county facilities on Mandatory Supervision following sentencing under Cal. Penal Code § 1170(h).

- Salary and Benefit costs of \$1,896,676 are requested for one (1) FTE Probation Supervisor, eleven (11) FTE Deputy Probation Officers (seven (7) full year, and four (4) phased in from Sept 1 to February 1, as needed), one (1) FTE clerk, and partial FTE for additional management supervision and IT support, as well as projected overtime.
 - The case load for each AB 109 Deputy Probation Officer (DPO) is 40 to 45 people
- Operating costs of \$195,429 includes ongoing vehicle maintenance, communication costs for all DPOs, and incentives for probation clients including bus/BART tickets, food for weekly “Thinking for a Change” meetings, and an additional \$99,178 is requested to cover the one-year contract for the County’s new Reentry Coordinator
- One-time costs of \$246,027 will go towards purchase of new equipment (radios, cell phones, iPads) for the additional DPOs, including two (2) additional vehicles for the unit and the vehicles originally approved in 2011/12 and not received until 12/13.

2014/15 New Funding Request

The Probation Department is seeking new funding for FY2014/15 for the following programs:

FY2014/15 CCP Preliminary Budget Schedule

<u>Major Activity</u>	<u>Due Date</u>	<u>CCP Date</u>	<u>PPC Date</u>	<u>Board Date</u>
Distribute 2014/15 CCP Budget Packet	12/10			
Departments Submit Preliminary Budget Proposals	12/27			
January CCP Agenda Packet Published	1/3			
January CCP Meeting - Budget Discussions		1/10		
County Salary & Benefit forecast Finalized (<i>estimated</i>)	1/31			
Departments Update Preliminary Budget Proposals w/ finalized Salary & Benefit forecast information	2/5			
February CCP Agenda Packet Published	2/7			
February CCP Meeting - Budget Deliberations		2/14		
Public Protection Committee Agenda Packet Published	2/19			
February Public Protection Committee - CCP Budget Workshop (<i>tentative</i>)			2/24	
Board of Supervisors Budget Hearings (<i>estimated</i>)				4/22

**AB 109 PUBLIC SAFETY REALIGNMENT PROGRAM
2013/14 RECOMMENDED BUDGET**

as of 5/16/2013

Approved by the Board of Supervisors
May 21, 2013, Agenda Item D.3

	<u>ONGOING</u>	<u>ONE-TIME</u>	<u>TOTAL</u>
FUNDING AVAILABLE			
Projected Beginning Fund Balance	-	12,478,362	12,478,362
State Funding Allocation	22,854,832	-	22,854,832
Subtotal	22,854,832	12,478,362	35,333,194
Less: Reserved 2012/13 Unspent Funds			
West County Detention Facility	-	(2,750,000)	(2,750,000)
Marsh Creek Detention Facility Reno	-	(281,724)	(281,724)
Sheriff's Transport Bus	-	(650,000)	(650,000)
Pre-Trial Services Program	-	(900,000)	(900,000)
TOTAL AVAILABLE	22,854,832	7,896,638	30,751,470
PROGRAM EXPENDITURES			
Sheriff			
Salaries & Benefits	5,488,080	-	5,488,080
Inmate Food/Clothing/Household Exp	391,700	-	391,700
Monitoring Costs	54,750	-	54,750
IT Support	40,000	-	40,000
Vehicle Maintenance/Depreciation	47,000	-	47,000
Behavioral Health Court Operating Costs	80,492	-	80,492
Behavioral Health Court/ Deputy Sheriff	224,150	-	224,150
West County Detention Renovation	-	1,600,000	1,600,000
Transport Bus Maintenance	79,032	-	79,032
"Jail to Community" Program	200,000	-	200,000
Sheriff Total	6,605,204	1,600,000	8,205,204
Probation			
Salaries & Benefits	2,375,093	-	2,375,093
Operating Costs	307,925	-	307,925
Radios	-	4,787	4,787
Vests	-	648	648
DPO Outfitting	-	148	148
Desktop PCs	-	889	889
iPads	-	847	847
Cell phones	-	85	85
Probation Total	2,683,018	7,404	2,690,422
Behavioral Health			
Salaries & Benefits	716,083	-	716,083
Operating Costs	127,000	-	127,000
Contracts	1,391,775	-	1,391,775
Vehicle Purchase and Maintenance	9,018	-	9,018
Behavioral Health Total	2,243,876	-	2,243,876
Health Services--Detention Health Services			
Sal & Ben-Fam Nurse, WCD/MCD	180,324	-	180,324
Salaries & Benefits-LVN, WCD	259,524	-	259,524
Salaries & Benefits-RN, MCD	507,046	-	507,046
Sal & Ben-MH Clinic. Spec., WCD/MCD	116,858	-	116,858
Detention Health Services Total	1,063,752	-	1,063,752
Public Defender			
Sal & Ben-Paralegal/Social Worker	209,000	-	209,000
Sal & Ben-Arrestment Program	665,000	-	665,000
Sal & Ben-DV Representation	250,000	-	250,000
Vehicle Purchase	-	28,129	28,129
iPads	-	1,367	1,367
Public Defender Total	1,124,000	29,496	1,153,496
District Attorney			
Salaries & Benefits-Victim Witness Prgrm	83,245	-	83,245
Salaries & Benefits-Arrestment Prgrm	705,383	-	705,383
Salaries & Benefits-Reentry/DV Prgrm	690,288	-	690,288
District Attorney Total	1,478,916	-	1,478,916
Employment & Human Services			
Data Collection/Evaluation	50,000	-	50,000
EHSD Total	50,000	-	50,000
EHSD-- Workforce Development Board			
Salaries & Benefits	200,000	-	200,000
EHSD-WDB Total	200,000	-	200,000
County Administrator			
Salaries & Benefits	252,000	-	252,000
Data Collection/ Program Review	198,000	-	198,000
CAO Total	450,000	-	450,000
CCC Police Chief's Association			
Salaries and Benefits-AB109 Task Force	522,000	-	522,000
CCC Police Chiefs' Total	522,000	-	522,000
Pre-Trial Services Program (Dept. TBD)			
Potential Future Services (Unappropriated)	900,000	-	900,000
Pre-Trial Total	900,000	-	900,000
Community Programs			
Employment Support and Placement Svcs	2,000,000	-	2,000,000
Implementation of (3) One-Stop Centers	1,320,000	-	1,320,000
Short and Long-Term Housing Access	500,000	-	500,000
Peer and Mentoring Services	200,000	-	200,000
Development of a "Re-entry Resource Guide"	15,000	-	15,000
Central County Legal Services	80,000	-	80,000
Community Programs Total	4,115,000	-	4,115,000
TOTAL EXPENDITURES	21,435,766	1,636,900	23,072,666
ENDING FUND BALANCE	\$ 1,419,066	\$ 6,259,738	\$ 7,678,804

**Contra Costa County Community Corrections Partnership
2014/15 AB109 Budget Proposal Form**

Department: Probation

Description of Item	Program/Function	Ops. Plan Item #	Quantity/ FTE	2013/14 Allocation	Quantity/ FTE	2014/15 Status Quo Request ¹	Quantity/ FTE	2014/15 New Funding Request ²	2014/15 Total Funding Request
SALARY AND BENEFITS									
Director Field Services	Post-release Community Supervision	5.1	0.25	\$ 57,735	0.25	\$ 63,216	0.25		\$ 63,216
Probation Manager	Post-release Community Supervision	5.1	0.20	\$ 40,558	0.20	\$ 45,533	0.20		\$ 45,533
Probation Supervisor I	Post-release Community Supervision	5.1	1.00	\$ 186,396	1.00	\$ 210,264	1.00		\$ 210,264
Deputy Probation Officer III	Post-release Community Supervision	5.1	12.00	\$ 1,880,535	12.00	\$ 1,987,032	13.00	\$ 165,586	\$ 2,152,618
Deputy Probation Officer III Overtime	Post-release Community Supervision	5.1	N/A	\$ 120,000	N/A	\$ 58,000	N/A		\$ 58,000
Clerk	Post-release Community Supervision	5.1	1.00	\$ 82,308	1.00	\$ 71,868	1.00		\$ 71,868
IT Support	Post-release Community Supervision	6.3	0.0565	\$ 7,561	0.0565	\$ 7,309		\$ (7,309)	\$ -
Network Analyst	Post-release Community Supervision	6.3		\$ -		\$ -	1.00	\$ 138,611	\$ 138,611
AB 109 Coordinator	Post-release Community Supervision	6.3		\$ -		\$ -	1.00	\$ 141,960	\$ 141,960
Subtotal			14.5065	\$ 2,375,093.00	14.5065	\$ 2,443,222.00	17.45	\$ 438,848	\$ 2,882,070
OPERATING COSTS									
Training/Travel	Post-release Community Supervision	5.1		\$ 3,700		\$ 3,700			\$ 3,700
Annual Vehicle Operating Expenses (ISF)	Post-release Community Supervision	5.1		\$ 48,000		\$ 45,842			\$ 45,842
Communication Costs	Post-release Community Supervision	5.1		\$ 6,433		\$ 7,920			\$ 7,920
Food	Post-release Community Supervision	5.1		\$ 5,600		\$ 12,094			\$ 12,094
Data Processing Services/Supplies	Post-release Community Supervision	5.1		\$ 144		\$ 144			\$ 144
Client Expenses/Incentives	Post-release Community Supervision	5.1		\$ 1,000		\$ 1,000			\$ 1,000
Office Expense	Post-release Community Supervision	5.1		\$ 1,548		\$ 2,500			\$ 2,500
Contracts	Post-release Community Supervision	5.1,5.2, 5.3		\$ 164,000		\$ 164,000		\$ (125,000)	\$ 39,000
Warrant Pick-up	Post-release Community Supervision	5.1		\$ 75,000		\$ 10,000			\$ 10,000
Subtotal				\$ 305,425.00		\$ 247,200.00		\$ (125,000)	\$ 122,200
CAPITAL COSTS (ONE-TIME)									
Vehicle	Post-release Community Supervision	5.1		\$ -		\$ -		\$ 34,000	\$ 34,000
Minor Furniture/Equipment	Post-release Community Supervision	5.1		\$ 1,500		\$ -		\$ 1,500	\$ 1,500
Minor Computer Equipment	Post-release Community Supervision	5.1		\$ 1,000		\$ -		\$ 1,000	\$ 1,000
Radio, handheld w/case	Post-release Community Supervision	5.1		\$ 4,787		\$ -		\$ 4,787	\$ 4,787
Vests	Post-release Community Supervision	5.1		\$ 648		\$ -		\$ 648	\$ 648
Handcuffs/Badge/Spray/Belts/ HOLDERS	Post-release Community Supervision	5.1		\$ 148		\$ -		\$ 148	\$ 148
Computer, desk	Post-release Community Supervision	5.1		\$ 889		\$ -		\$ 889	\$ 889
iPad, VPN token	Post-release Community Supervision	5.1		\$ 847		\$ -		\$ 847	\$ 847
Cell Phone	Post-release Community Supervision	5.1		\$ 85		\$ -		\$ 85	\$ 85
Subtotal				\$ 9,904.00		\$ -		\$ 43,904	\$ 43,904
Total			14.5065	\$ 2,690,422	14.5065	\$ 2,690,422	17.45	\$ 357,752	\$ 3,048,174

1. FY2014/15 Status Quo Request should reflect continuation of existing programming at the FY2013/14 funding level.
2. FY2014/15 New Funding should reflect proposed new programs for FY2014/15.

PROGRAM NARRATIVE:

Please provide a narrative describing the Status Quo programming that will be provided with the budget requests identified above.

2014/15 Status Quo Request

The Probation Department's FY 2013/14 allocation of **\$2,690,422** will provide the following level of service:

Salary and Benefit costs of \$2,443,222 are requested for:

- One (1) FTE Probation Supervisor
- Twelve (12) FTE Probation Officers
 - The case load for each AB 109 Deputy Probation Officer (DPO) is 40 to 45 people
 - This includes a dedicated DPO to process the reentry of those being released from prison and local jail. This will include but is not limited to completion of the CAIS risk needs assessment tool, develop a case plan, and begin the triage process already developed to ensure the most seamless transition from being in custody and returning to our communities.
- one (1) FTE clerk
- Partial FTE for additional management supervision and IT support, as well as projected overtime.

Operating costs of \$247,200 are requested for:

- \$73,200 for ongoing vehicle maintenance, communication costs for all DPOs, incentives for probation clients including bus/BART tickets, and food for weekly "Thinking for a Change" meetings.
- One-year contract with re-entry coordinator in the amount of \$125,000.
- One-year contract with Victim Offender Education Group (VOEG) in the amount of \$19,000.
- \$20,000 is requested to fund "United Through Literature Program." Separation from a parent due to incarceration puts children at-risk emotionally. Promoting healthy family relationships is also a known success strategy in reducing recidivism. To address these issues, Probation and EHSD proposes to implement an initiative that facilitates positive family interaction between the child and the incarcerated parent at West County Detention Facility by videotaping the parent reading from children's books and bringing the resulting DVD to the child and caretaker for viewing. Services will continue for the family at any of our children's centers throughout the county once the inmate/parent is released.
- An additional \$10,000 is requested to pay for warrant pickups. Probation has the responsibility of the post release community supervision population as well as those sentenced to prison pursuant to 1170(h) and subsequently released from county jail. When a warrant and/or revocation is issued and results in an arrest in another jurisdiction we are notified by that county to pick up that person or they will be released. In the past the Sheriff would pick these detained people and transport them back to our county. The Sheriff has discontinued that service but would be willing to do so if their cost can be offset. Since we do not want those arrested individuals released from those other county jails we are asking for the estimated revenue needed to bring them back to our county for their court hearing in a timely manner. (We are estimating there will be 6 - 8 of those transportations a month.)

2014/15 New Funding Request

The Probation Department is seeking new funding for FY2014/15 for the following programs:

Salary and Benefit costs of \$438,848 are requested for:

- One (1) FTE Probation Officers. One DPO is to restore the one lost in the status quo budget. The second DPO will partner with the dedicated DPO assigned to process the reentry of those being released from prison and jail.
- An additional \$16,960 to make the contracted AB109 position a permanent County position.
- One (1) FTE Network Analyst. A dedicated employee is needed to focus on data and reporting to the contracted information analysis team. Additionally, this employee will assist with the transfer of data to the new case management team.

One-time of \$43,904 are requested for:

- The purchase of new equipment (radio, cell phone, iPad, vest, computer, vehicle etc.) for the additional DPO.

Contra Costa County Community Corrections Partnership
 2014/15 AB109 Budget Proposal Form

Department: Behavioral Health Division

Description of Item	Program/Function	Ops. Plan Item #	Quantity /FTE	2013/14 Allocation	2014/15 Status Quo Request1	2014/15 New Funding Request2	2014/15 Total Funding Request
SALARY AND BENEFITS							
Patient Financial Specialist			0.5	\$ 62,331	\$ 62,331	25,606	\$ 87,937
Case Managers Homeless			2.0	\$ 74,400	\$ 74,400		\$ 74,400
Registered Nurse			1.0	\$ 167,711	\$ 164,665		\$ 164,665
Mental Health Clinical Specialist			3.0	\$ 372,166	\$ 380,607		\$ 380,607
Community Health Worker			2.0	\$ 110,931	\$ 117,408	-	\$ 117,408
Psychiatrist			0.4	\$ 116,000	\$ 116,000		\$ 116,000
Clerk			1.0	\$ 65,275	\$ 78,244		\$ 78,244
Evaluator/ Planner			0.1	\$ 12,000	\$ 12,000		\$ 12,000
Substance Abuse Counselor			1.0	\$ 105,944	\$ 87,636		\$ 87,636
							\$ -
							\$ -
							\$ -
Subtotal			11	\$ 1,086,758	\$ 1,093,291	25,606	\$ 1,118,897
OPERATING COSTS							
Homeless Shelter Beds				\$ 146,500	\$ 146,500		\$ 146,500
Transitional Housing (AODS)				\$ 129,600	\$ 129,600	-	\$ 129,600
Residential Drug Facility (AODS)				\$ 375,000	\$ 375,000		\$ 375,000
Outpatient (AODS)				\$ 202,500	\$ 202,500		\$ 202,500
Lab & Pharmacy				\$ 120,000	\$ 120,000		\$ 120,000
Deputy				\$ 47,500	\$ 47,000		\$ 47,000
Vehicle Expense				\$ -			
Small Equipment Purchase computer, printer, etc.				\$ -			
IT Support							
Vehicle Operating				\$ 9,018	\$ 9,018		\$ 9,018
Transportation Assistance				\$ 3,000	\$ 3,000		\$ 3,000
Communication Costs							
Occupancy Costs				\$ 124,000	\$ 117,524		\$ 117,524
Subtotal			0	\$ 1,157,118	\$ 1,150,142	-	\$ 1,150,142
CAPITAL COSTS (ONE-TIME)							
<i>e.g. Vehicle Purchase</i>							
Subtotal			0	\$ -	\$ -	-	\$ -
Total			11	\$ 2,243,876	\$ 2,243,433	25,606	\$ 2,269,039

1. FY2014/15 Status Quo Request should reflect continuation of existing programming at the FY2013/14 funding level.
 2. FY2014/15 New Funding should reflect proposed new programs for FY2014/15.

PROGRAM BUDGET NARRATIVE

2014/15 Status Quo Request

The Behavioral Health Division requests \$2,243,433 to provide forensic services, substance abuse treatment options, assistance with establishing a medical/health home, emergency and transitional housing, and benefits assistance to individuals referred from County Probation that have been released from state prison on post release community supervision, as well as, individuals released from county facilities on mandatory supervision.

Impact to the FY 2013/2014 ongoing allocation

The increase in personnel costs will impact the Behavioral Health Division in the personnel and operating section of the budget. In the personnel section, the Substance Abuse Counselor position is currently performed by two half time staff. The division has consolidated this position to be performed by one new staff at a lower salary step. Additionally, the division will reduce the occupancy costs in order to offset the increases in personnel costs.

SALARY AND BENEFITS - \$1,093,291
--

Direct Service Staff

Registered Nurse (1FTE)

The Registered Nurse with psychiatric background provides single point access for medication evaluations, assessments for adherence and effectiveness, medication education, and linkage to medical care. The Forensic Services nurse coordinates with the Mental Health Clinical Specialist, Psychiatrist and Probation Officers to address the individual needs of the criminal-justice involved consumer. As the population is increasing, there is a need for additional nursing hours for comprehensive coordination to navigate multiple systems of care.

Mental Health Clinical Specialist (3FTE)

Mental Health Clinical Specialists conduct psychiatric assessments for co-occurring disorders, forensic case management, including interventions addressing criminogenic factors, coordination and information sharing with County Probation, and co-facilitation of *Thinking for a Change* probation groups. One clinician will specialize in working with domestic violence and sex offender populations.

Psychiatrist (.4FTE)

Psychiatrist will provide psychiatric and medication evaluation, prescriptions for ongoing psychotropic medications, and treatment support that targets new or low user of outpatient mental health services. The psychiatrist will provide consultation to the nurse, Mental Health Clinical Specialists and Probation Officers regarding course and prognosis of psychiatric disorders, complications of addiction affecting medication effectiveness, and patterns of personality dysfunction that impact community functioning. This position is a 16 hour/week position.

Substance Abuse Counselor (1FTE)

The Substance Abuse Counselor provides individual and group counseling; engages individuals in treatment; develops and implements intervention and treatment plans related to substance abuse intervention and rehabilitation; instructs clients and the community on theories and treatment of substance abuse; supports and collaborates with the Forensic Team members; communicates with alcohol and other drugs system of care providers to determine placement and level of care; conducts screenings to determine acuity and the best level of care; maintains a client case load of 30 monthly direct counseling contacts.

Patient Financial Specialist (formerly the SSI Coordinator/Benefits Specialist - .5 FTE)

The SSI Coordinator/Benefits Specialist performs duties that include completing and submitting SSI/SSDI applications for those who may be eligible, assisting clients in submitting Medi-Cal, General Assistance or other benefits in which they may be entitled; and linking them to emergency housing. The Benefits Specialist works with AB109 clients residing in the shelter or referred directly through Probation who may be living in the community. This position also operates as a key member of the Forensic Services team.

Case Manager (2FTE)

Case Managers will provide one-on-one intensive case management services to assist to re-entry residents to successfully integrate back into the community. Services provided include assistance³ in securing permanent housing, linkages to education and employment services, life skills education and development, and linkages to primary health care. In addition, AB109 dedicated shelter case managers will work closely with the Forensic Team to coordinate case plans around their housing and other supports.

Community Health Worker I (2 FTE)

Community Health Workers (Health Conductors) facilitate a pathway for AB 109 participants to find and connect with a medical health home. Health Conductors play a critical role in addressing the glaring health disparities and health inequities when serving vulnerable populations, including the re-entry population. Health Conductors (to be located in Central and East County) will provide outreach, conduct health needs assessments, schedule medical appointments, and provide patient/client follow up services to ensure continuity of care.

Administration/Support Staff

Senior Clerk (1FTE)

The Senior Clerk will provide administrative unit support, including monthly Medi-Cal checks, reviewing various pharmacy reports, database management, coordinating scheduling, and outreach contact on behalf of the Forensic Team.

Planner/Evaluator (.1FTE)

The Planner/Evaluator will gather, tabulate and analyze data relative to services and provide data outcomes. The Planner/Evaluator may conduct needs assessment, and will provide additional data tracking including, but not limited to, SSI status, housing status, AOD and Homeless referrals, as well as collaborating with Homeless and AOD to pull data regarding interagency service provider utilization.

Deputy Sheriff (.25FTE)

The Deputy Sheriff will provide security to staff located at the Forensic Services office, as well as provide guidance for site and personal security. Costs associated with this position will be shared amongst co-located units.

OPERATING COSTS - \$1,150,142

Shelter beds

Ten beds are dedicated for homeless AB109 clients on a first come, first served basis. Shelter services include meals, laundry, case management, healthcare, and other support services.

Transitional Housing (Sober Living Environment)

Four beds are dedicated to AB109 clients who are homeless and have recently graduated from residential or outpatient substance abuse treatment program. Residents may stay for up to 24 months and will receive a variety of self-sufficiency services and recovery supports.

Residential Treatment

Seven beds are dedicated for AB109 clients for 90-days of residential substance abuse treatment services.

Outpatient Treatment

Outpatient treatment slots (90 days) are contracted out to AOD providers in the community through Behavioral Health Alcohol and Other Drug Services.

Pharmacy/Lab

Includes medication and lab fees for AB109 clients who are not covered by insurance.

ISF Fee

ISF is an annual fee for vehicle maintenance, insurance, and replacement. ISF charge will allow for replacement of the vehicle at the end of the vehicle life (90,000 miles) at no cost to the department.

Occupancy

Occupancy costs will provide office and meeting space for Forensic Services staff to meet with clients. Occupancy costs include rent and tenant improvements. It does not include other items such as utilities, telephone or data lines.

Transportation assistance

Funds will be used to purchase bus tickets that will facilitate AB109 clients who do not have their own transportation to get to and from clinical appointments.

CAPITAL COSTS (ONE-TIME) - \$0

No one-time capital costs are requests for FY 14-15

2014/15 New Funding Request

The Behavioral Health Division requests an additional \$25,606 for a total request of \$2,269,039 to provide forensic services, substance abuse treatment options, assistance with establishing a medical/health home, emergency and transitional housing, and benefits assistance to individuals referred from County Probation that have been released from state prison on post release community supervision, as well as, individuals released from county facilities on mandatory supervision.

SALARY AND BENEFITS - \$25,606

Direct Service Staff

Patient Financial Specialist (Benefits Specialist - 1 FTE)

The Benefits Specialist performs duties that include completing and submitting SSI/SSDI applications for those who may be eligible, assisting clients in submitting Medi-Cal, General Assistance or other benefits in which they may be entitled; and linking them to emergency housing. The Benefits Specialist works with AB109 clients residing in the shelter or referred directly through Probation who may be living in the community. This position also operates as a key member of the Forensic Services team. **An additional .5FTE is being added to this position for 1 FTE. Original position is also listed in the status quo budget.**

**Contra Costa County Community Corrections Partnership
2014/15 AB109 Budget Proposal Form**

Department: Health Services - Detention Health Services

Description of Item	Program/Function	Op. Plan Item #	Annual Unit Cost	Effective Date	Quantity /FTE	2012/13 Allocation	2013/14 Proposed
SALARY AND BENEFITS							
Family Nurse Practitioner	WCDF/MCDF	3.3-d,f	\$ 180,324.00	7/1/2013	1		\$ 180,324.00
Licensed Vocational Nurse	West County Det	3.3-d,f	\$ 101,205.71	7/1/2013	2.8		\$ 283,375.99
Registered Nurse	Marsh Creek Det	3.3-d,f	\$ 169,644.38	7/1/2013	2.8		\$ 475,004.26
Mental Health Clinical Spec.	WCDF/MCDF	3.3-d,f	\$ 116,858.23	7/1/2013	1		\$ 116,858.23
Subtotal					7.6	\$ -	\$ 1,055,562.48
OPERATING COSTS							
Subtotal					0	\$ -	\$ -
CAPITAL COSTS (ONE-TIME)							
Subtotal					0	\$ -	\$ -
Total					7.6	\$ -	\$ 1,055,562.48

PROGRAM NARRATIVE:

The Contra Costa County Health Services Department - Detention Health Services has requested an adjusted amount of **\$1,055,562.48**, from the Contra Costa County Community Corrections Partnership Executive Steering committee to off set costs of providing medical and mental health services to the AB 109 inmates housed in the county's adult detention facilities. Detention Health Services budget is funded 100% by the county's general fund. Detention Health Services has seen a marked increase in the number of medications dosed daily by nursing staff at the West County Detention Facility - 780 - 830 doses administered daily. There has been a 26% increase in the number of nursing sick call visits by inmates since custody began housing AB 109 inmates in October of 2011, Additionally, MD chart checks have increased by 12% since October of 2011. An average of approximately 200 AB 109 inmates have been housed at the West County Detention Facility since October of 2011, significantly increasing the workload of Detention Health Services staff.

- Salary and Benefit costs of \$1,055,562.48 for the following positions
 - o **Family Nurse Practitioner - 1 FTE - West County Detention and Marsh Creek Detention** . This provider will deliver ongoing medical care to AB 109 inmates housed at WCDF and MCDF. Additionally, this provider will assist and communicate with internal and external agencies in coordinating discharge planning services. Start Date 7/1/2013
 - o **Licensed Vocational Nurse - 2.8 FTE West County Detention** - These positions will provide additional assistance for medication delivery to inmates at the West County Detention. 2.8 FTE will provide an additional medication nurse for both the am and pm shifts, 7 days a week. Additional staffing is needed based on the direct increase of medication administration post AB 109 inmates arrival to West County Detention 10-2011. Start Date 7/1/2013
 - o **Registered Nurse - 2.8 FTE Marsh Creek Detention** . Contra Costa County Sheriff's Office has requested Detention Health Services provide additional nursing coverage to the Marsh Creek Detention Facility. The rationale for this request is based on the Sheriff's Office need to add additional housing/bed capacity at the Marsh Creek Detention Facility. In order to accommodate additional inmates Detention Health Services must modify it's current requirements for transporting and housing inmates to Marsh Creek based on their medical needs. The request for additional Registered Nursing FTEs will allow this facility to have a 16 hour/day medical presence allowing the Sheriff's Office and Detention Health Services to house inmates with a wider variety of medical conditions at the Marsh Creek Facility. Start Date 7/1/2013
 - o **Mental Health Clinical Specialist - 1 FTE West County Detention and Marsh Creek Detention** . This clinician will assist in providing direct mental health services and care to the AB 109 inmates housed at both the West County Detention and Marsh Creek Detention Facilities. Additionally, this clinician will assist internal and external agencies in coordinating discharge planning and medical/mental health/medication information for inmates prior to there release to the community. Start Date 7/1/2013

Detention Health Services
AB 109 Budget Proposal – Fiscal Year 2014/2015

Previous Budget Submission for Fiscal Year 2014/2015 to the Community Corrections Partnership Executive Committee was for 8 FTEs of medical/mental health staff for a total request of \$1,063,752.23

After review by Health Services Finance of the annual position costs and potential increases in salary and benefits the following modifications were made to the current proposal:

1. Family Nurse Practitioner Position – No Change
2. Licensed Vocational Nurse – Increase in Salary/Benefit Cost from \$92,687 to \$101,205.71 per FTE
3. Registered Nurse – Increase in Salary/Benefit Cost from \$158,452 to \$169,644.38 per FTE, reduction of FTE from 3.2 to 2.8
4. Mental Health Clinical Specialist – No Change

After calculating the changes noted previously the current or adjusted AB 109 budget submission for Fiscal Year 2014/2015 will be \$1,055,562.48

The noted changes will have little or no effect on the provision of medical/mental health services to the incarcerated AB 109 population.

Contra Costa County Community Corrections Partnership
2014/15 AB109 Budget Proposal Form

Attachment F

Department: Public Defender

Description of Item	Program/Function	Ops. Plan Item #	Quantity /FTE	2013/14 Allocation	2014/15 Status Quo Request ¹	2014/15 New Funding Request ²	2014/15 Total Funding Request
SALARY AND BENEFITS							
Deputy Public Defender IV	ACER	1.2	2	\$500,000	\$500,000		\$500,000
Deputy Public Defender III	ACER	1.2	0.5	\$96,000	\$96,000		\$96,000
Paralegal	ACER	1.2	1	\$69,000.00	\$69,000		69,000
Clean Slate Paralegal	Clean Slate	2.1	1	\$92,000	\$92,000		92,000
Social Worker	AB109 Client Support	5.3	1	\$117,000	\$117,000		\$117,000
Deputy Public Defender IV	AB109 Domestic Violence support		1	\$250,000	\$250,000		
Paralegal	Pretrial Services Support		2			\$138,000	
Subtotal			8.5	\$1,124,000.00	\$ 1,124,000.00	\$138,000.00	\$ 1,262,000.00
OPERATING COSTS							
<i>e.g. Training/Travel</i>							
Small Equipment Purchase							-
computer, printer, etc.							-
IT Support							-
Vehicle Operating							-
Office Supplies							-
Communication Costs							-
Outfitting Costs							-
Subtotal			0	\$ -	\$ -	\$ -	\$ -
CAPITAL COSTS (ONE-TIME)							
<i>e.g. Vehicle Purchase</i>							
Subtotal			0	\$ -	\$ -	\$ -	\$ -
Total			8.5	\$ 1,124,000.00	\$ 1,124,000.00	\$ 138,000.00	\$ 1,262,000.00

1. FY2014/15 Status Quo Request should reflect continuation of existing programming at the FY2013/14 funding level.

PROGRAM NARRATIVE:

2014/15 Status Quo Request

1. ACER PROGRAM: This program provides for early representation on in-custody clients at the first court appearance. The program furthers the goals of reducing pretrial detention rates, reducing unnecessary court appearances, encouraging early disposition of cases where appropriate and reducing recidivism.
2. Social Worker: The Public Defender Social Worker provides social histories and needs assessments for clients to encourage the appropriate resolution of cases.
3. Clean Slate Paralegal: Provides clean slate services for indigent persons county-wide.
4. Domestic Violence Support: Funds one senior attorney to oversee the Public Defender's coordination, defense, resolution, and appropriate treatment of domestic violence cases. This position was funded in response to the District Attorney's request for funding to support the increase in domestic violence cases.

2014/15 New Funding Request

The Public Defender is requesting funding for two paralegals to support the pretrial services program. These paralegals will conduct the initial interviews of all in-custody detainees screened for pretrial assessment, as well as provide on-going support for those released on the program to include court-reminder calls, assistance with transportation to court, and general pretrial support.

Contra Costa County Community Corrections Partnership
2014/15 AB109 Budget Proposal Form

Department: DISTRICT ATTORNEY

Description of Item	Program/Function	Ops. Plan Item #	Quantity /FTE	2013/14 Allocation	2014/15 Status Quo Request ¹	2014/15 New Funding Request ²	2014/15 Total Funding Request
SALARY AND BENEFITS							
DDA-Advanced Level, Step 7	Reentry Program Coordinator		1	\$ 262,642	\$ 262,642	\$ 9,767	272,409
DDA-Advanced Level, Step 7	Arraignment Court Staffing		2	\$ 525,248	\$ 525,248	\$ 19,570	544,818
Senior Level Clerks, Step 7	Clerical/file support for Arraign.Court		2	\$ 180,135	\$ 180,135		180,135
V/W Assist.Prog. Sp, Step 1	Reentry Notification Specialists		1	\$ 83,245	\$ 83,245	\$ 6,861	90,106
V/W Assist.Prog.Sp, Step 5	Reentry Notification Specialists		2	\$ 192,552	\$ 192,552		192,552
DDA-Basic Level, Step 11	Domestic Violence		1	\$ 235,094	\$ 235,094		235,094
ADD:							
V/W Assist.Prog.Sp, Step 5	Restitution Specialist		1			\$ 90,106	90,106
Senior Level Clerk, Step 7	PRCS/Probation/Parole Violations		1			\$ 90,068	90,068
							-
							-
Subtotal			11	\$ 1,478,916	\$ 1,478,916	\$ 216,372	\$ 1,695,288
OPERATING COSTS							
<i>e.g. Training/Travel</i>							
Small Equipment Purchase							-
computer, printer, etc.							-
IT Support							-
Vehicle Operating							-
Office Supplies							-
Communication Costs							-
Outfitting Costs							-
							-
							-
Subtotal			0	\$ -	\$ -	\$ -	\$ -
CAPITAL COSTS (ONE-TIME)							
<i>e.g. Vehicle Purchase</i>							
							-
							-
Subtotal			0	\$ -	\$ -	\$ -	\$ -
Total			11	\$ 1,478,916	\$ 1,478,916	\$ 216,372	\$ 1,695,288

1. FY2014/15 Status Quo Request should reflect continuation of existing programming at the FY2013/14 funding level.

2. FY2014/15 New Funding should reflect proposed new programs for FY2014/15.

DISTRICT ATTORNEY'S OFFICE PROPOSED AB 109 FUNDING FOR FY 2014/15

PROGRAM NARRATIVE:

Budget Update:

The District Attorney's office originally budgeted all job classes at the top step. As not every employee transferred into AB 109 was at top step, no adjustments were necessary.

2014/15 Status Quo Request

The District Attorney's office has requested **\$1,478,916**. The AB 109 team will provide one (1) Reentry Program Coordinator, two (2) Arraignment Court Deputy District Attorneys, one (1) Domestic Violence prosecutor, three (3) Reentry Notification Specialists, and two (2) Clerical/file support staff for the Arraignment court.

- Salary and Benefit costs of \$1,478,916 are requested for three (3) FTE Deputy District Attorney - Advanced Level, one (1) Deputy District Attorney - Basic Level, three (3) Victim/Witness Assistance Program Specialists, and two (2) Senior Level Clerks.
- No Operating Costs or Capital Costs are being requested at this time.

Reentry Program Coordinator

The District Attorney's Office must maintain expertise in the constantly shifting field of alternative sentences and service providers in order to more effectively balance the AB109 goal of evidence-based rehabilitative outcomes with the protection of public safety.

This will continue to be an ongoing process. The Reentry Program Coordinator will 1) explore and determine the effectiveness of alternate sentencing structures, 2) investigate and evaluate service providers, 3) assist other deputies in preparing needs-assessments of individual defendants to ensure appropriate case resolutions that address both public safety and the specific reentry needs of the individual defendant, and 4) train other members of the District Attorney's Office in evidence-based rehabilitative outcomes and the changing legal requirements of Realignment.

Arraignment Court Deputy District Attorneys

These Deputies will staff the calendars in order to facilitate the collaboration by the District Attorney's Office, the Public Defender's Office, and the Court. It is the goal of the program to resolve cases faster with less impact on victim's, families of offenders and community, while hopefully reducing recidivism.

Domestic Violence Prosecutor

The Domestic Violence Unit of the District Attorney's Office has been particularly hard hit by Realignment. Before realignment, the

District Attorney's Office typically declined to file charges in more than 30 Domestic Violence cases per year based on the fact that the matter could be handled with a parole violation. Following Realignment, in addition to a number of domestic violence offenders being released from prison on "non-revocable parole," offenders are now released onto Post-release Community Supervision. The Realignment statutes limiting the sanction of custodial confinement in Post-release Community Supervision cases to 180 days (90 days actual custody) per sanction and this sanction is frequently insufficient for neither the offender nor the victim to break the cycle of domestic violence. Thus, the District Attorney's Office is forced to file a new case to ensure appropriate punishment of the offender and to protect the victim. As a result, there have been and will continue to be approximately 30 additional Domestic Violence cases filed each year.

Reentry Notification Specialists

Constitutionally mandated victims' rights under Marsy's Law have been substantially impacted by Realignment. The workload of the Contra Costa County District Attorney's Office Victim Assistance Program has increased dramatically due to the Realignment law. Realignment provides for early release of sentenced offenders as well as those who are in pre-sentence custody without bail, both without a hearing. Marsy's law provides that crime victims have a right to be noticed and an opportunity to be heard on matters involving the custody of defendants and as a result, the District Attorney's Office Victim Assistance Program has an entirely new set of responsibilities with respect to the victims of Realigned Offenders. The Program has a duty under current legislation to try to reconcile these conflicting interests and provide enhanced services in areas that have previously not been traditionally addressed by programs in California. In compliance with Marsy's Law, the Victim Assistance Program Specialists will: (1) assist the victim to obtain a criminal protective order; (2) contact the victim to gather input for setting bail and release conditions during the case; (3) be a liaison with the prosecutor for the duration of the case; (4) keep the victim informed of court dates, and sentencing hearings; (5) provide court support during court proceedings; (6) provide information concerning the disposition of the case including assisting the victim to register with the Contra Costa County Sheriff's Office's VINE program; (7) assist the victim with gathering information concerning the restitution determination, obtaining a restitution order, assisting Probation with restitution information, and collection of restitution order and restitution fines; (8) assist the victim with understanding the process of incarceration in the county jail to serve prison sentences, release of inmates to community-based programs, and alternative post sentencing options; and (9) work with victims, the prosecutor and the supervising probation officer to assure victim's safety concerns are heard and addressed.

Clerical/File Support Staff

In addition to the attorney's appearing in Court, the District Attorney's Office requires additional clerical staff to "pull" the significant number of files, morning and afternoon, for each of the three arraignment courtrooms. These same files must also be re-filed or closed after the arraignment calendars. Additionally, in order to ensure offers both rehabilitate the offender and protect public safety our deputies require access to the County computer system, including Law and Justice, while in court.

Contra Costa County Community Corrections Partnership
2014/15 AB109 Budget Proposal Form

Attachment H

Department: Employment and Human Services - Zero Tolerance

Description of Item	Program/Function	Op. Plan Item #	Annual Unit Cost	Effective Date	Quantity /FTE	2013/14 Allocation	2014/15 Status Quo Total Funding Request
SALARY AND BENEFITS N/A							
Subtotal					0	\$ -	\$ -
OPERATING COSTS Data Evaluation Contract	Data Collection/Evaluation	6.3, 6.4	N/A	7/1/2014	N/A	\$50,000	50,000
Subtotal					0	\$ 50,000.00	\$ 50,000.00
CAPITAL COSTS (ONE-TIME) N/A							
Subtotal					0	\$ -	\$ -
Total					0	\$ 50,000.00	\$ 50,000.00

PROGRAM NARRATIVE:

The Zero Tolerance for Domestic Violence Initiative (ZTDVI) requests \$50,000 for the ongoing provision of targeted data collection/evaluation services. These evaluation services will include a focus on domestic violence (DV) and sexual assault (SA) as a critical element in evaluating AB 109s effect on recidivism rates, the impact on public safety (reunification with families, victims) and successful reintegration of individuals back into the community. Evaluation activities include: identifying existing data points related to DV/SA; evaluation of AB109 programs' alignment with best practices related to victims of crime with a focus on the DV and SA arena including assessing risk and effective interventions.

This targeted evaluation will link to the larger AB 109 evaluation effort.

PROGRAM NARRATIVE:

2014/15 Status Quo Request

The Contra Costa County Workforce Development Board (WDB) is not increasing its funding request for fiscal year 2014/2014. The WDB has submitted a budget request that reflects the amount of time key staff will devote to AB 109 in order to continue the programs success. In accordance with the WDB's original submittal, the WDB will use AB 109 funds to leverage other funds to provide services to previously incarcerated individuals.

2014/15 New Funding Request

In accordance with the direction from the CAO's office, the Workforce Development Board is not seeking new funding at this time

PROGRAM NARRATIVE:

The County Administrator's Office has requested a 2014/15 Status Quo allocation of **\$450,000**, which is composed of the following:

Salary and Benefit costs of **\$225,000** are requested for 1.0 FTE Senior Deputy County Administrator and 0.5 FTE Business Systems Analyst. The Senior Deputy position will continue to provide administrative support to the countywide AB109/reentry program, including but not limited to service contract/procurement activities, support to the Community Corrections Partnership and its standing committees, oversight of legislative affairs and oversight of data collection/evaluation activities. The Business Systems Analyst position is intended to provide information technology support for the collection and maintenance of data for use by the county in evaluating AB109/reentry programming. This position would in large part be responsible for assisting in the deployment and maintenance of case management systems in the District Attorney, Public Defender and Probation Departments. This position was created during fiscal year 2012/13 and currently remains vacant. Reducing this position to 0.5 FTE will allow the department to balance to the 2013/14 allocation, while at the same time increasing funding for data collection/evaluation efforts by \$27,000 - over 10%. We anticipate filling the Business Systems Analyst position in fiscal year 2014/15 or applying the funding amount towards an equivalent contract position.

Operating Costs include **\$225,000** for the provision of data collection/evaluation services, which contemplates a \$27,000 increase over fiscal year 2013/14. The Board of Supervisors approved a contract with Resource Development Associates through June 2014 for data and program evaluation services. Continuing to allocate funding for data and program evaluation services is critical to administration of the County's AB109 program and any engagements will continue to be coordinated through the Community Corrections Partnership and the Public Protection Committee.

2014/15 New Funding Request

The County Administrator's Office is not submitting a request for new funding in 2014/15.

Contra Costa County Community Corrections Partnership
2014/15 AB109 Budget Proposal Form

Attachment K

Department: Community Advisory Board

Description of Item	Program/Function	Ops. Plan Item #	Quantity /FTE	2013/14 Allocation	2014/15 Renewal Request ¹	2014/15 Incremental Request ²	2014/15 Total Funding Request
SALARY AND BENEFITS							
Employment Staff	Employment	5.3.b	9	\$ 600,000	\$ 600,000	\$ -	600,000
Housing Specialists	Housing	5.3.c	3	\$ 200,000	\$ 200,000	\$ 100,000	300,000
One Stop Staff	One Stop Reentry Resource Center	5.2.b	6	\$ 450,000	\$ 450,000	\$ -	450,000
Mentoring Staff	Mentoring	5.4.a	1.5	\$ 75,000	\$ 75,000	\$ 100,000	175,000
Family Reunification Staff	Family Reunification	5.4.b	1.5	\$ 75,000	\$ 75,000	\$ 75,000	150,000
Civil Legal Advocates	Civil Legal Advocacy	5.3.c	3	\$ 80,000	\$ 80,000	\$ 160,000	240,000
Subtotal of Salary and Benefits			24	\$ 1,480,000	\$ 1,480,000	\$ 435,000	\$ 1,915,000
OPERATING COSTS							
Employment Subsidies	Employment	5.3.b		\$ 1,400,000	\$ 1,400,000	\$ -	\$ 1,400,000
Housing Subsidies	Housing	5.3.c		\$ 300,000	\$ 300,000	\$ 900,000	\$ 1,200,000
One Stop Operation	One Stop Reentry Resource Center	5.2.b		\$ 750,000	\$ 750,000	\$ -	\$ 750,000
Mentoring Program Costs	Mentoring	5.4.a		\$ 25,000	\$ 25,000	\$ 200,000	\$ 225,000
Family Reunification Program Costs	Family Reunification	5.4.b		\$ 25,000	\$ 25,000	\$ 125,000	\$ 150,000
Civil Legal Program Costs	Civil Legal Advocacy	5.3.c		\$ -		\$ 60,000	\$ 60,000
Professional Development/Capacity	Training, Capacity Building and Innovation	2.3.a, 2.3.b, 5.1.a, 5.4.a		\$ -	\$ -	\$ 300,000	\$ 300,000
Subtotal of Operating Costs			0	\$ 2,500,000	\$ 2,500,000	\$ 1,585,000	\$ 4,085,000
CAPITAL COSTS (ONE-TIME)							
Subtotal of One-Time Costs			0	\$ -	\$ -	\$ -	\$ -
Total			24	\$ 3,980,000	\$ 3,980,000	\$ 2,020,000	\$ 6,000,000
Employment							\$ 2,000,000
Housing							\$ 1,500,000
Reentry Centers/Networks							\$ 1,200,000
Mentoring							\$ 400,000
Family Reunification							\$ 300,000
Legal							\$ 300,000
CBO and Public Agency Capacity Training							\$ 300,000
							\$ 6,000,000

Budget Narrative: Proposals Made by the CCP Community Advisory Board for Budget Year 2014-2015

1. Employment

CAB recommends the continued level of total funding at \$2 million for employment specialists and operating costs. This amount will cover about 9 employment specialists and associated program costs.

2. Housing

Housing barriers continue to be among the most highly cited challenges and urgent needs expressed by formerly incarcerated people. Further, research demonstrates that access to safe, stable, and sustainable housing is highly correlated with reduced criminality and increased family and community stability. CAB recommends expanding master leasing programs to 100 individuals while maintaining rental subsidies to qualified individuals. In addition, CAB recommends dedicating funding to sober living facilities, which are a cost-effective and readily accessible source of housing for formerly incarcerated people, many of whom benefit from the structures and social support of such residences. The housing investment will go from \$500,000 to \$1 million.

3. Regional Reentry Resource Center

CAB recommends the same level of operational funding at \$400,000 per site per year, for a total of \$1.2 million. We expect that each site will spend about \$150,000 on staffing and \$250,000 for operating costs, including rent. CAB believes that this allocation will cover only a portion of the cost of both staffing and operations, and in at least in the West County model, the Center's operators will need to attract additional funding by 2015/2016. In addition, CAB encourages CCP to ensure that money to advance community-based, co-located alternatives to incarceration be invested in community-based organizations, rather than through public departments.

4. Supportive Services: Mentoring, Family Reunification, Civil Legal, and Others

CAB recommends substantial increases in funding for mentoring and, family reunification services. Experience to date suggests that the 2013/2014 allocation for these areas is insufficient to meet these important needs, which are both labor-intensive and in strong demand. In addition, in 2013/2014, the Public Protection Committee allocated an incremental \$200,000 to support Jail to Community services, which was granted to the Sheriff's department for subcontract to community-based Jail to Community services. We recommend that this \$200,000 continue to be dedicated to Jail to Community services, but that it be awarded directly to community-based organizations, rather than redirected through the Sheriff's department.

In addition, we request an allocation of \$300,000 to support identification of, and county-wide training in, evidence-based practices to build collective capacity and to establish consistent, county-wide core capacities for both public and private stakeholders. This area was entirely unfunded in previous years, yet it is identified in multiple areas of the AB 109 operations plan as a critical strategy to support success.

Note on legal services: In the 2013/2014 AB109 budget, a separate RFP for a civil legal attorney position in Central County was issued while civil legal services are included in Rubicon's employment services contract and a small legal sub-contract was included in Shelter Inc.'s housing services contract. It would increase administrative efficiency and achieve parity to have legal services available in all areas of the County through one RFP.

CAB recommends that CAO issue a single RFP for supportive services, to include mentoring, family reunification, civil legal advocacy and other innovative services and programs. The total investment for supportive services should be \$600,000.

Contra Costa County Community Corrections Partnership Community Advisory Board
Recommendations for FY 2014-15 Realignment Implementation
Drafted by CAB in partnership with community members
January 10, 2014

The Contra Costa County Community Advisory Board (CAB) applauds the continued efforts undertaken by the Community Corrections Partnership (CCP), the County Administrator's Office (CAO) and reentry service providers to explore and engage in **justice reinvestment**, a data-driven strategy to identify the drivers of criminal justice system costs and make more efficient use of resources while maintaining public safety.¹ The Arraignment Court Early Representation Program (ACER) and the Pre-Trial Risk Assessment Program represent CCP's commitment to cost-effective and evidence-based strategies.

CAB would like to acknowledge the efficient and expert management of the April 2013 Request for Proposal (RFP) process by CAO that has resulted in contracts awarded to community-based reentry programs and services funded by AB 109. CAB would like to see increased collaboration and service integration among Probation, Behavioral Health and community based programs, along with increased transparency in budgets and outcomes for both public and private entities funded by AB 109 dollars. We expect that the advent of the Reentry Resource Centers will facilitate this development.

As an overarching policy approach, CAB encourages CAO to make and maintain ongoing, dependable, and consistent investments of public funds into the County's nonprofit sector. It is well documented that chronic underinvestment in the nonprofit sector limits its capacities to grow and to excel in its services and partnerships. Further, the legislative intent of AB 109 explicit encourages the use of these funds to develop community-based alternatives to incarceration, including such programs as "community-based residential programs offering structure, supervision, drug treatment, alcohol treatment, literacy programming, employment counseling, psychological counseling, mental health treatment, or any combination of these and other interventions."²

Finally, CAB encourages CAO to ensure that funded agencies – both public and private – make all appropriate efforts to collaborate not only with each other but with other agencies and organizations that – though perhaps not supported by AB 109 funds – are nonetheless critical stakeholders in serving the justice-involved population.

POLICIES AND PRACTICES RECOMMENDATIONS

For FY 2014-15, CAB makes the following recommendations regarding reentry policies and practices.

1. *Transparency and Accountability with AB109 Budget Allocation*

CAB would like to see transparency and accountability in the AB109 budget allocation and encourages CCP to engage in ongoing public review and discussion of AB109 expenditures. CAB recommends that CCP institutionalize a formal public budget review process every year, such as was done for FY2013-14.

We request that such a budget review include the following elements:

¹ *Justice Reinvestment: Experiences from the States*, Urban Institute and Bureau of Justice Assistance, U.S. Department of Justice (July 2013)

² Excerpted verbatim from AB 109 legislative language

- a. The office of the County Administrator should create a comprehensive prospective budget and budget analysis that integrates the requests submitted by all county departments or divisions. This comprehensive analysis should strive to maximize efficiency in government and necessary stewardship of public funds, particularly in light of the uncertain levels of future AB109 funding to the County.
- b. Each department and division should present its AB109 financial statements (both current fiscal year and requested funds for upcoming fiscal year) to explain its expenditures. These statements should detail the personnel costs for each AB109-funded position, FTE calculation, non-personnel costs, non-recurring costs, and indirect or other costs charged to AB109.
- c. Each department or division budget should be accompanied by a detail budget narrative, to include explicit justification for use of AB109 funds, along with an analysis of any other sources of funds traditionally used to cover this cost. This last element is intended to ensure that AB109 funds are not used to cover the costs of services already funded through other funding sources.
- d. Each department or division's request should explicitly identify its alignment with, and furtherance of, the strategies and activities identified in the AB109 Operations Plan.

2. *Continued Funding of Community Based Programs for Non-Profit Sector Development*

CAB recommends that CCP continue to invest substantial AB109 funds in community-based programs for reentry services. Community-based organizations started their contracted work in July 2013. Although most programs are still in their start-up phase, some of the programs have already achieved remarkable outcomes. Ongoing substantial and dependable investment in these programs is essential to build on and institutionalize these successful efforts.

Long-term investments in our community-based programs are consistent with justice reinvestment, are essential to the development of our local nonprofit sector, and will benefit reentry clients and their families. As described in "The Nonprofit Starvation Cycle" (Stanford Social Innovation Review),

"A vicious cycle is leaving nonprofits so hungry for decent infrastructure that they can barely function as organizations—let alone serve their beneficiaries. The cycle starts with funders' unrealistic expectations about the costs of running an effective nonprofit, and results in nonprofits' misrepresenting their costs while skimping on vital systems—acts that feed funders' skewed beliefs. To break the nonprofit starvation cycle, funders must take the lead.... The effects of such limited investment are felt far beyond the office: nonfunctioning computers cannot track program outcomes and show what is working and what is not; poorly trained staff cannot deliver quality services to beneficiaries."³

To ensure continued funding, CAB asks CCP to commit to investing \$6 million in FY 2014-15. In 2013-2014, the CAB requested \$6 million but received only \$4 million; the CAB was the only entity that received less than its requested amount; further, community-based organizations received no AB 109 funds in either 2011/2012 or 2012/2013.

³ Ann Goggins Gregory and Don Howard, *The Nonprofit Starvation Cycle*, Stanford Social Innovation Review, Fall 2009, at http://www.ssireview.org/articles/entry/the_nonprofit_starvation_cycle/

In addition, CAB asks that the AB109 investment for community-based services be directed specifically to nonprofit organizations (not to public agencies that may provide services to the community); this reflects CAB's desire to build capacity in our nonprofit sector as a whole, which has long experienced limited resources and severe funding cuts.⁴

3. Strengthened Reentry Coordinator Office

CAB recognizes that the County Reentry Coordinator has played a critical role in our county's reentry work and successes to date. We recommend that the position of the County Reentry Coordinator become a permanent staff position (not a contracted position) with specified responsibilities and expanded authorities.

We also encourage CAO to establish a new Office of the Reentry Coordinator, with its own budget and with clear lines of authority and responsibility. Investing in the creation of a formal Office of the Reentry Coordinator to supervise and synthesize diverse efforts would represent a cost-effective mechanism to leverage and steward the County's investments to reduce recidivism.

- All AB109 contract deliverables and activities should be coordinated by the Office of the Reentry Coordinator to ensure effective communication and service delivery.
- In particular, the Office of the Reentry Coordinator should oversee the activities of the three new Reentry Resource Centers (or Networks) and should strive to foster effective operations and integrations of the larger service landscape.
- In addition, all AB109 data collection and evaluation efforts should be supervised and assessed by the Office of the Reentry Coordinator. In turn, the Office of the Reentry Coordinator should provide reports, analyses, and recommendations to the County Administrator's Office regarding the activities and outcomes from all AB109-funded programs, Centers, Networks, divisions, and departments.

Finally, we ask CCP to develop a selection criteria and process that would involve CAB representatives in the recruitment and selection of the Reentry Coordinator, at any time when that position may be vacant.

4. Integration of Public and Private Service Providers and Agencies

CAB is grateful that the CCP adopted CAB's recommendations to allocate funds for planning and implementation of coordinated reentry efforts at three different regions within the County. CAB is aware that each of the three regions has undertaken planning efforts, and CAB looks forward to reviewing the final plans.

⁴ In *Confronting Suburban Poverty in America* (2013), Elizabeth Kneebone and Alan Berube state that the housing market burst and the following economic crisis in East Contra Costa County not only challenged the capacity of a strained local public sector, but "overwhelmed the area's **extremely thin nonprofit safety net**." They also point out that most philanthropic dollars in the Bay Area remain tethered to historically poor communities in Oakland, San Francisco or other big cities.

In the implementation phase for the new reentry centers/ networks, it will be critical to link and align these new entities or efforts with the existing array of reentry services provided by public entities,⁵ AB109-funded community based programs,⁶ and other community-based programs. We would ask that the new reentry resource centers (and/or virtual networks) explicitly detail their relationship to and coordination with the currently existing systems of care.

Each site's implementation plan must demonstrate intentional integration of services, programs, and data and address the ways in which the new resource centers will augment the existing system of care and service coordination.

Furthermore, CAB would like to see each implementation plan address how to increase communication and coordination among **all three** reentry resource centers/networks while leveraging diverse resources and reducing duplication of services.

PROGRAMS AND SERVICES RECOMMENDATIONS

1. Summary of Programs and Services Recommendations and Budget Request

For the 2014/2015 budget, CAB requests a total of \$6 million to be invested in community-based nonprofit organizations and services. This represents the same amount requested by CAB in 2013/2014, and it represents the necessary investment by the County to ensure CBO services that reflect the legislative intent of AB 109 and allow for the development of sustainable capacity that is essential to reducing recidivism.

CAB notes that 2013/2014 was the first year that community-based organizations received funding via AB 109, though it was the third year following AB 109's implementation in California. In addition, unlike every other county agency that requested funding in 2013/2014, CAB's recommendations were the only ones not funded by CCP at the requested levels.

For these three reasons – investment in CBO services is consistent with the explicit legislative intent of AB 109; Contra Costa's CBOs were not funded until Year 3 of AB 109; and CBOs were funded at less than the requested amount – this \$6 million request is both appropriate and necessary.

2. Employment: \$2 million request

We ask CCP to renew funding for employment at the current level of \$2 million, to support the array of employment training, job development, vocational coaching, and subsidized employment.

3. Housing: \$1.5 million request

It is well recognized by leading researchers that substance abuse treatment, health services including mental health treatment, employment and housing are key elements for successful reentry. CCP has made important initial investments in these areas, which CAB recognizes and appreciates.

However, there is urgent need for incremental investment in housing. In this area, Contra Costa lags behind some of our regional colleagues. For instance, the County of Santa Clara Board of Supervisors in October of 2013 approved funding (using a one-time reserve of \$4 million from the AB109 fund balance) for use for reentry housing programs. We ask CCP to allocate an additional \$1

⁵ Currently, these consist of Probation, Mental Health, Detention Health, Homeless, Alcohol and Drugs, EastBay Works, and Office of Education.

⁶ Currently, these consist of Rubicon, SHELTER Inc., Goodwill Industries, Bay Area Legal Aid, Center for Human Development, Brighter Beginnings, Men and Women of Purpose, and Reach International.

million for supportive housing, both transitional and permanent, for a total allocation of \$1.5 million to housing supports.

4. *Reentry Centers: \$1.2 million request*

We ask CCP to renew its \$1.2 million allocation to support the implementation of the Reentry Centers/Networks that are now in development in each of the three regions of the county.

5. *Increased Investment in Supportive Services: \$1.3 million request*

We ask CCP for \$1.3 million total to provide civil legal services (\$300,000), Jail to Community mentoring services (\$400,000), Jail to Community family reunification services (\$300,000), and comprehensive training and capacity building related to the identification and implementation of core capacities in consistent evidence-based practices by both public and private entities County-wide. All of these services are explicitly identified as intentional strategies in the AB 109 operations plan.

6. *Key Characteristics of Excellence*

In order to facilitate future discussions about improving the quality, accessibility, integration, and efficacy of our reentry system of care, CAB has undertaken research to identify key characteristics of excellence in four areas that warrant additional investment: problem-solving courts, mentoring programs, family reunification, and sober living homes. Additional investment by the County in these areas would be consistent with the legislative intent of AB109, with the County AB109 operations plan, and with the principles of justice reinvestment.

CAB has developed research summaries identifying **key characteristics of excellence** for each of these types of resources; these summaries are attached. These documents should serve as points of reference for CCP and CAO review and evaluate reentry programs and services

a. *Problem Solving Courts*

The Bureau of Justice Assistance (BJA)'s Justice Reinvestment Initiative, launched in 2010, identifies "problem solving courts" as one of the evidence-based practices that research finds effective. Problem solving courts began in the 1990s to accommodate offenders with specific needs and problems that could not be adequately addressed in traditional courts. Problem-solving courts were developed as an innovative response to deal with offenders' problems, including drug abuse, mental illness and domestic violence. Studies have shown that problem-solving courts, e.g., drug and mental health courts, are having a positive impact on the lives of offenders and victims and in some instances are saving jail and prison costs.⁷

CAB recognizes that the Court's budget cuts in recent years have made it difficult for the Court to offer additional staffing necessary to operate separate reentry courts. However, there are federal funding sources available to develop this evidence-based practice; we urge the CAO and CCP to explore such opportunities to establish problem-solving courts.

b. *Mentoring Programs*

Research has shown that carefully structured, well-run mentoring programs can lead to positive outcomes for returning residents.⁸ Mentoring programs include the use of community volunteers to provide guidance and support to reentering residents either in a group setting or

⁷ See *What Are Problem-Solving Courts?* BJA, Center for Program Evaluation and Performance Measurement.

⁸ *Mentoring Former Prisoners: A Guide for Reentry Programs*, Renata Cobbs Fletcher and Jerry Sherk, Public Private Ventures, 2009.

through one-on-one activities. The goal of mentoring is broadly focused on addressing reentering individuals' needs for prosocial relationships and engaging them in the community.

c. Family Reunification Programs

While the research examining the impact of family relationships on reentry outcomes is still in its infancy, studies indicate that structured, high-quality family support is indeed important components of successfully outcomes for returning residents, including reduced recidivism.⁹

d. Sober Living Homes

Housing barriers continue to be among the most highly cited challenges and urgent needs expressed by formerly incarcerated people. Further, research demonstrates that access to safe, stable, and sustainable housing is highly correlated with reduced criminality and increased family and community stability.

CAB recommends expanding the master leasing programs to provide private housing to 100 individuals while maintaining rental subsidies to qualified individuals.

In addition, CAB recommends dedicating funding to sober living facilities, which are a cost-effective and readily accessible source of housing for formerly incarcerated people, many of whom benefit from the structures and social support of such residences. Research demonstrates that people with substance abuse histories who move post-release into the larger community face elevated chances of relapse and recidivism. Sober living facilities provide an intermediate, post-release, cost-efficient, and sustainable environment offering structure and peer support.

Reflecting these best practices, CAB recommends that for the 2014-2015 fiscal year, the CAO issue one or more RFP(s) that invite proposals to that will allow combinatory proposals to providing such services. These services would include (but are not limited to) employment, housing (including sober living facilities), civil legal assistance, mentoring programs, family reunification programs, and other effective initiatives and innovative approaches to meet the needs of formerly incarcerated people. Issuing an RFP that is broad in scope would allow respondents the flexibility to propose innovative solutions that cut across silos and build integrated, embedded solutions that can best reflect and address local needs.

⁹ *Engaging Offenders' Families in Reentry; The Role of Families and Social Support in Reentry*, Margaret diZerega and Stanley Lipford, Vera Institute of Justice, 2001.

Key Characteristics of Excellence in Peer Mentoring Programs for Adults

Produced December 20, 2013 by Further The Work
On Behalf of the Contra Costa County Community Advisory Board

1. What works in a mentoring program:

- a **Source:** Elements of Effective Practice¹: A project of the MENTOR/National Mentoring Partnership, “How to Build a successful Mentoring program using the *Elements of Effective Practice*” is a comprehensive (200-page), step-by-step tool kit for program managers. The downloadable print guide is further supported by four downloadable tool kit modules (Tools for Designing and Planning/ To Manage a Program/ to Structure Effective Program Operations/ To Establish Evaluation Criteria and Methods)
- b What elements constitute a safe and effective mentoring program?
 - i. **Program Design and Planning:** who to be served, the types of mentoring (group, one-on-one, peer), recruitment criteria for mentors, program goals and expected outcomes, relationship duration and dosage, purpose of mentoring (socialization, crisis support, problem-solving, navigation, job/career guidance), the program’s setting (faith based, community locations, workplace, incarceration, transitional), evaluation, and mentor/mentee supervision.
 - ii. **Program Management:** A well-managed program promotes accuracy, establishes credibility and accountability, and enables gauges of program effectiveness. It should include an advisory group, a system for managing program information, a resource development plan, a monitoring system and plan, and strategies for staff and mentor development and assessment.
 - iii. **Program Operations:** Efficient, consistent everyday operations are important to the success of any mentoring program. This includes effective strategies for recruiting mentors, mentees, and other volunteers, screening potential mentors and mentees, providing training and orientation for mentors and mentees, effective criteria for matching mentors and mentees, supporting and monitoring relationships, and supporting closure, graduation or termination of the relationship.
 - iv. **Program Evaluation:** A good program has developed a plan to measure program process, measuring progress toward goals (for the program, for the mentor, and for the mentee), and continuous learning and improvement based on evaluation measures.

2. What works in mentoring relationships

There is a difference between a mentoring program and a mentoring relationship that operates within and part of an intentional program.

- i. What works in mentoring relationships:

¹ Excerpted from *How to Build a Successful Mentoring Program Using the Elements of Effective Practice, A Step by Step Tool Kit for Program Managers*, a project of MENTOR and the National Mentoring Partnership, 2005. The toolkit can be found online at <http://www.mentoring.org/eeptoolkit>

According to Dr. Jean Rhodes, Professor of Psychology at the University of Massachusetts, the most significant predictor of positive mentoring results is whether mentors and mentees share a close, trusting relationship. Such relationships do not just happen. They need ongoing support and monitoring, particularly during the early stages, to ensure that the relationships do not terminate prematurely. In an article entitled "What Makes Mentoring Work?," Dr. Rhodes described four program practices that are essential for strong and effective mentoring relationships:

- Conducting reasonably intensive screening of potential mentors
 - Making matches based on interests shared by both the mentor and the mentee
 - Providing more than six hours of training in curriculum and methods for mentors
 - Providing post-match training and support
- ii. What doesn't work in mentoring relationships:
- Failing to meet regularly with the mentee
 - Adopting an authoritative, prescriptive, hectoring, lecturing, or shaming tone
 - Putting too much emphasis on changing the mentee's behavior rather than on developing a warm relationship based on trust and respect
 - Trying to transform the mentee by imposing a set of values not shared by the mentee or consistent with the mentee's life circumstances
 - Talking rather than listening

3. Mentoring Formerly Incarcerated Adults

- a **Source:** Mentoring Former Prisoners: A Guide for Reentry Programs by Public/Private Ventures and Ready4Work. This 100-page guide focuses not on the broader questions of program design, but instead drills down into issues of mentor recruitment, training, supervision, and policies, in seven sections:
- i. Designing the Mentoring Component
 - ii. Hiring a Mentoring Coordinator
 - iii. Developing Initial Policies and Procedures
 - iv. Recruiting Mentors
 - v. Training and Matching Mentors
 - vi. Providing Supervision and Support

In addition, the guide is supplemented with guidelines for group mentoring, sample forms, mentor training activities, and additional resources.

4. Measurement in Mentoring Programs:

The Bureau of Justice Affairs' Second Chance Act Grant Performance Measures provides a grid of 17 quantitative performance measures along with 7 open-ended narrative questions.

Key Characteristics of Excellence in Sober Living Homes

Prepared by Donte Blue, Bay Area Legal Aid
On behalf of Community Advisory Board

1. Introduction

The National Association of Recovery Residences (NARR) has developed National Standards for Sober Living to support the creation of consistent, high quality sober living homes to serve as either transitional or permanent housing for people who may experiences in securing or succeeding in other types of housing.

NARR's well-researched standards identify key components of recovery residences at varying levels of intensity. Along this continuum, sober living homes generally operate as Level II residences within the NARR rubric. In California, sober living homes of this type are often given the name sober living environments (SLE), and differ from other recovery residences in that they are generally run by a single paid house manager whose decisions are guided by written policies and procedures. The homes generally include peer groups, house meetings, and self-help treatment services.

While "studies on these types of facilities have been limited,"¹ NARR's review of the relative literature on similar types of recovery residences suggests that many attributes of sober living homes make them an ideal candidate for a stable permanent housing option for reentry populations. Among these attributes are reduced rates of involvement in the criminal justice system,² and lower rates of unemployment.³

Such residences geared towards specific use by a reentry population should be based on policies of complete abstinence, and should also be dual diagnosis capable. Despite being based on abstinence, such residences shouldn't have a relapse policy that is purely punitive, but one that seeks to "protect the health and well-being of that individual and the [recovery residence] community as a whole."⁴ Notably, the NARR standards examine key characteristics of an SLE from a variety of perspectives including organizational, operational, and good neighbor characteristics.

2. Organizational Characteristics⁵

- a. Should have business licenses or be incorporated
- b. Should fully comply with all applicable laws (including confidentiality) at the federal, state, and local levels

¹ See NARR, A Primer on Recovery Residences: FAQs at21 (2012). Available at: <<http://www.soberhousing.net/documents/NARR%20FAQ%20&%20Research%20Project%20Master%20Long%20Version%20Final%2009-20-2012a.pdf>>.

² ² See Jason, L.A. et al, *The need for substance abuse aftercare: Longitudinal analysis of Oxford House*, 32 Addictive Behaviors 803 (2007) (finding incarceration rates reduced from 9% to 3% in Oxford House placements).

³ *Id.* (finding unemployment rates of about 12% for those in recovery homes).

⁴ See NARR, A Primer on Recovery Residences: FAQs at19 (2012).

⁵ These characteristics are based on NARR recommendations for Level II facilities. See NARR, Standard for Recovery Residences (2011). Available at: <<http://www.soberaustin.com/Files/NARRMemberStandards0911.pdf>>.

- c. One house member/manager in charge should be fully compensated and clearly identified
- d. All residences should include a grievance system for any adverse decision against household members
- e. All financial transactions of the residence should be fully documented
- f. Residents should be encouraged to assist in development of a personalized recovery plan

3. Operational Characteristics

- a. Written permission, from the title holder, to use the property as a recovery residence should be conspicuously displayed at all times and include the owner's contact information
- b. Residences should collect and report accurate process and outcome data for continuous quality improvement
- c. Emergency procedures, equipment, phone numbers, and evacuation maps should be fully operational and remain displayed in conspicuous and easily accessible locations
- d. All residences should be bonded or carry liability insurance
- e. The environment should be based on a policy of abstinence, have a non-smoking internal environment, and include hazardous item searches, drug-screenings/toxicology protocols, secure storage for prescription and non-prescription medication, and be dual diagnosis capable
- f. Operations should be based on fully available written documents that include a policy and procedures handbook, code of ethics, mission/vision statement, and household rules and expectations
- g. A communal area should be large enough to accommodate house meetings
- h. Each home should have a bathroom with a toilet, sink, and shower for every six residents
- i. The grounds, appliances, and furnishing should be maintained in a safe, clean, and working condition
- j. Laundry services should be accessible to all residents
- k. A mandatory orientation for each resident should clearly communicate rights and responsibilities of residents and staff, outline house rules and emergency protocols, and collect emergency contact information from the resident
- l. Available recovery support services should include 12 step programs, leisure activities, ministries, recovery advocacy opportunities, and life skills development
- m. Residents should have storage for food and personal items

n. A protocol should exist to make routine and emergency repairs in a timely fashion

4. Good Neighbor Characteristics

- a. Neighbors should be provided with emergency contact information for staff as requested
- b. All complaints of neighbors should be responded to in a timely fashion, even if the issue is unable to be resolved
- c. Rules concerning noise, smoking, loitering, and parking should all be sensitive and responsive to the reasonable concerns of the larger residential community
- d. Homes should consider including house members in community based celebrations and activities.

Key Characteristics of Excellence in Problem Solving Courts

Prepared by Susun Kim, Bay Area Legal Aid
On Behalf of Community Advisory Board

Problem-solving courts share the following common elements:

1. **Focus on Outcomes:** Problem-solving courts are designed to provide positive case outcomes for victims, society and the offender (e.g., reducing recidivism or creating safer communities).
2. **System Change:** Problem-solving courts promote reform in how the government responds to problems such as drug addiction and mental illness.
3. **Judicial Involvement:** Judges take a more hands-on approach to addressing problems and change in the behaviors of defendants.
4. **Collaboration:** Problem-solving courts work with external parties to achieve certain goals (e.g., developing partnerships with mental health providers).
5. **Non-traditional Roles:** These courts and their personnel take on roles or processes not common in traditional courts. For example, some problem-solving courts are less adversarial than traditional criminal justice processing.
6. **Screening and Assessment:** Use of screening and assessment tools to identify appropriate individuals for the court is common.
7. **Early identification of potential candidates:** Use of screening and assessment tools to determine a defendant's eligibility for the problem-solving court usually occurs early in a defendant's involvement with criminal justice processing.

An effective problem-solving court, such as a reentry court or drug court, should have the following characteristics:

1. Include evaluation and performance measurement planning in the first phases of establishing a problem solving court. Specify what performance measures will be used, know which data will be available, and decide how data will be collected and reported.
2. Develop processes to identify eligible participants as soon as possible after arrest for prompt placement in the court.
3. Ensure proper training for court personnel to help them interact with and address the problems of the court participants.
4. Develop collaboration among service/treatment providers, criminal justice agencies and community-based organizations.
5. Incorporate standardized assessment instruments to monitor participant progress.
6. Track program activities to monitor program implementation and to provide stakeholders with current information on progress.
7. Conduct fidelity checks during the program to determine the delivery, quality and intermediate results of services.

8. Provide a variety of aftercare programs (vocational, educational, family, medical, and other support services) to help maintain changes achieved during program participation.
9. Establish collaborative relationships with community-based organizations and other public agencies to gain local court support and increase the availability of services.

Key Characteristics of Excellence in Family Reunification Programs in Criminal Justice Systems

Produced by Center for Human Development (CHD)

On Behalf of the Contra Costa Community Advisory Board- December 2013

1. Recent Research Findings

Researchers report strategies targeting stronger relationships between offenders and their families correlate with better offender outcomes. Studies indicate that families are important to offenders successfully achieving their goals, including reduced recidivism. (di Zerega 2010). A key area to offender success is to identify and build upon offenders' pro-social supports from families and other social networks (such as religious and community organizations). Family is broadly defined to include those individuals with pro-social, close and meaningful relationships with the offender.

In 2004, the National Institute of Corrections (NIC), the Crime and Justice Institute identified eight principles of evidence-based practice. Principle 6 explicitly addresses the engagement of families (as pro-social supports in offenders' "natural communities").

2. Key Elements of "best practices" offenders' family reunification/engagement programs

Source: Engaging Offenders' Families in Reentry, one in a series of coaching packets designed to assist jurisdictions in the implementation of effective practices that will support successful outcomes. Developed for the FYI 2007 Prisoner Reentry Initiative Grant Program, sponsored by the DOJ. This packet is a tool kit to use in implementing strength-based, family-focused practices. A nineteen-point evaluative checklist is included.

Several programs offer a *broad structural model* for family reunification/engagement programs, including the one described in the coach packet and outlined, below. See also: Vera Institute of Justice.

a. Incarceration Phase

Upon entering an institution, the assessment process should not only collect information on offenders' risk and criminogenic needs, but comprehensive information about their families that contributes to case planning. Throughout incarceration, staff provides positive support for inmate's relationships with family and pro-social supporters.

Research shows that continuity of care from *entry to post release is the most effective model* for supporting families, who in turn, support their incarcerated family member both pre- and post-release.¹

b. Transition Phase

Detention facility staff, probation officers, and community partners collaborate together to ensure continuity-of-care strategies, such as class for both incarcerated individuals and

¹ Engaging Offenders' Families in Reentry, one in a series of coaching packets developed for the FYI 2007 Prisoner Reentry Initiative Grant Program, sponsored by the DOJ.

families. Conduct pre-release assessment that captures current family strengths and social supports. Family Reentry Meetings, conducted by CBOs, provide cost-effective and researched-based services during this phase.²

c. Community Phase

Under community supervision, probation officers ensure that offenders' risk level guides the level and type of supervision, and review offender case plans regarding current family strengths and social supports. CBO services are continued and intensified in this phase.

3. Key Elements of family reunification program with researched, positive outcomes³

- a. A successful program begins with a partnership, collaboration, and agreement with parole officers, sheriff's department, community-based organizations, and other agencies on the design, development, and running of program of family engaged reentry programs.
- b. Coordinated reporting and referral systems among partners is established and followed
- c. Community based organizations provide a cadre of experienced volunteers to work in case development, family meetings, and follow through. CBO screen, train, and supervise volunteers.
- d. Individual characteristics essential for CBOs' volunteers and staff
 - i. Non-judgmental (ability to withhold judgment during interactions)
 - ii. Experience and ability to facilitate difficult conversations
 - iii. Experience and ability to facilitate high-emotion and high-conflict conversations
 - iv. Experience and ability to listen deeply to others' personal issues
 - v. Experience and ability to remain neutral during family meeting
- e. Mandatory attendance is required at orientation training and ongoing trainings for CBOs' volunteers, for example: Facility regulations; Safety and restrictions training; Victim-informed training; Working with offender/ex-offender populations and their families; Re-entry mediation advanced training
- f. CBOs Volunteers agree to:
 - i. A one year service time commitment
 - ii. Maintain access to reliable vehicle
 - iii. Attend debriefing meetings and complete necessary paperwork

² Reentry Mediation Recidivism Analysis, Choice Research Associates, Baltimore, April 2013.

Compiled by Barbara Proctor, J.D.

³ *Center for Human Development*

- iv. Allow background and criminal checks. A criminal history is not a bar to volunteering
- v. Engage in coaching and feedback

4. Measurement in and Evaluation of Family Reunification Programs

The work of supporting prisoners and their families is still in its early stages and as a result, the research about the long-term effects of various approaches is limited. However, examples have been legitimized through a) extensive application or replication b) reports of efficacy by prominent scholars and practitioners, and c) strong presence through the body of literature related to prison reentry and family support. (Wilder Research 2009)⁴.

Additionally, more than one researcher has suggested that family reentry programs can be measured for effectiveness in a number of ways, not just empirical research, but also social indicators such as a number of drug-free babies and/or reunification of families and children.

From February 2009 until April 2013, Choice Research Associates used analytical methods to develop a system that would allow for both short term programs evaluation and long term analysis of the effect of reentry mediation on recidivism⁵.

Six hundred twenty (620) incarcerated or post-release individuals participated in this study. In an April 2013 publication, researchers stated that those who mediated were significantly less likely to be arrested (on average 24% versus 34% of the comparison group). Further, those convicted post release, mediation participants were charged with less serious crimes, as indicated by significantly fewer felony offenses crimes have a lower seriousness category than those in the comparison group-. Specifically, 5% of post-release charges were felonies for the treatment group compared to 25% of charges of the comparison group. (See footnote #2)

⁴ Meyerson J., and Otteson, C. Strengthening families impacted by incarceration: A review of current research and practice, Wilder Research (2009).

⁵ Personal Communication with Lorig Charkoudian, Ph.D., December 2013. Re-entry mediation is a technique used in Family Meetings in Family Reunification Programs. These terms are interchangeable for purposes of identifying proven approaches to reducing recidivism rates in family reunification programs.

Contra Costa County Community Corrections Partnership
2014/15 AB109 Budget Proposal Form

Department: Sheriff's Office

Description of Item	Program/Function	Ops. Plan Item #	Quantity /FTE	2013/14 Allocation	2014/15 Status Quo Request ¹	2014/15 New Funding Request ²	2014/15 Total Funding Request
SALARY AND BENEFITS							
<i>Sergeant</i>	Staff Supervision	Objective 3.1	1	\$ 254,050.00	\$ 263,526.00		263,526
Deputy Sheriff	Inmate Management	Objective 3.1	19	\$ 4,258,850.00	\$ 4,544,838.00		4,544,838
Overtime		Objective 3.1		\$ 26,000.00	\$ 26,000.00		26,000
Specialist	Alternative Custody progrms	Objective 3.1	3	\$ 330,000.00	\$ 398,133.00		398,133
Senior Clerk	Data and Admin Support	Objective 3.1	2	\$ 194,000.00	\$ 199,212.00		199,212
ASA II	Administrative Support	Objective 5.2	1	\$ 140,000.00	\$ 143,207.00		143,207
DSW	Additional Cleaning/Maintenance	Objective 3.1	2	\$ 172,000.00	\$ 177,428.00		177,428
Lead Cook	Food Prep.	Objective 3.1	1	\$ 102,000.00	\$ 106,080.00		106,080
Vendor for Equip.	CAF Monitoring Maintenance	Objective 3.1	1	\$ 76,000.00	\$ 76,000.00		76,000
							-
		Subtotal	30	\$ 5,552,900.00	\$ 5,934,424.00	\$ -	\$ 5,934,424.00
OPERATING COSTS							
							-
FOOD/CLOTHING/HOUSEHOLD	Inmate Management/Welfare	Objective 3.1		\$ 391,700.00	\$ 391,700.00		391,700
MONITORING COSTS	Inmate Monitoring	Objective 3.1		\$ 54,750.00	\$ 54,750.00		54,750
IT SUPPORT	Tech. Support	Objective 3.1		\$ 40,000.00	\$ 40,000.00		40,000
ISF VEHICLE COSTS	Maintenance ISF	Objective 3.2		\$ 47,000.00	\$ 47,000.00		47,000
Bus Depreciation	Asset Depreciation	Objective 3.2		\$ 79,032.00	\$ 79,032.00		79,032
Behavioral Health Cr. Ops.	Overhead for Behavioral Health Court	Objective 3.3		\$ 80,492.00	\$ 80,492.00		80,492
Program Administration	Jail-to-Communities Programs	Objective 5.3		\$ 200,000.00	\$ 200,000.00		200,000
							-
							-
							-
		Subtotal	0	\$ 892,974.00	\$ 892,974.00	\$ -	\$ 892,974.00
CAPITAL COSTS (ONE-TIME)							
							-
<i>Central Control Renovations</i>		Objective 3.1		\$ 1,600,000.00	\$ -		-
<i>MDF Furniture Upgrade</i>		Objective 3.1				\$ 700,000.00	700,000
<i>WCDF Visiting Center Upgrade</i>		Objective 3.1				\$ 400,000.00	400,000
		Subtotal	0	\$ 1,600,000.00	\$ -	\$ 1,100,000.00	\$ 1,100,000.00
		Total	30	\$ 8,045,874.00	\$ 6,827,398.00	\$ 1,100,000.00	\$ 7,927,398.00

1. FY2014/15 Status Quo Request should reflect continuation of existing programming at the FY2013/14 funding level.

2. FY2014/15 New Funding should reflect proposed new programs for FY2014/15.

PROGRAM NARRATIVE:

The above funding requests reflect a maintenance of 13/14 staffing, operations and programs, with no request for capital costs, thus reducing the overall request by \$1.6 million.

2014/15 Status Quo Request

FY 2014-2015 DEPUTY SHERIFF (16) Facilities, (2) Transportation (1) Classification
Maintains same staffing approved for 12-13, increased personnel costs reflect rise in benefits costs

FY 2014-2015 Deputy Sheriff Overtime
A projected 400 hours of overtime will be required for scheduled vacations and training, increased to reflect increased personnel costs.

FY 2014-2015 SENIOR CLERK (2)
Maintains same staffing approved for 12-13, increased personnel costs reflect rise in benefits costs

FY 2014-2015 ASA II (1) - Inmate Programs
Maintains same staffing approved for 12-13, increased personnel costs reflect rise in benefits costs

FY 2014-2015 Detention Service Worker (2)
Maintains same staffing approved for 12-13, increased personnel costs reflect rise in benefits costs

FY 2014-2015 Lead Cook (1)
Maintains same staffing approved for 12-13, increased personnel costs reflect rise in benefits costs

FY 2014-2015 Food/Clothing/Household
Funding for food, clothing, and household expenses to meet inmates' needs and Title 15 requirements.

FY 2014-2015 Monitoring Costs
The ongoing costs associated with the monitoring through contracts with SCRAM and 3M for alternative custody devices.

FY 2014-2015 IT Support
The ongoing costs associated with the Sheriff's Office and contracts for IT support, which includes installation and maintenance for the alternative custody devices.

FY 2014-2015 Vehicle Costs
The purchase of a fully equipped patrol vehicle for our Custody Alternatives Deputies was for the 2011 - 12 fiscal year. This money is for ongoing maintenance, increased for likely rise in replacement costs, parts and overhead

FY 2014-2015 Transportation Bus
Annual maintenance costs were determined based upon an estimated 3,000 miles per month and a 30 year useful life expectancy of the purchased MCI Bus. Maintenance costs include fuel, oil, parts, labor, insurance and depreciation.

FY 2014-2015 Behavioral Health Court
This item is to support the ongoing costs of the Behavioral Health Court as it currently exists.

¹Vehicle, Rent, IT Support, Phones, PG&E, Repairs, Limited Supplies, Cell Phones, Computers, Drug Testing, and Deputy Annual Training Classes

*FY 2014-2015 Program Administration Costs
*The Sheriff's Office was awarded \$200,000 in FY 13/14 after budget requests, to administer "Jail to Community" programs in the detention facilities. The programs are in place and the 'status quo' budget should include the cost for their continuation.

2014/15 New Funding Request

The West County Detention Facility's Visiting Center does not currently meet the needs of the inmate population housed at the WCDF. The current WCDF Visiting Center's configuration has serious deficiencies which interfere with the Inmate's ability to visit and our ability to assure the visitors safety.

The Martinez Detention Facility needs to have the freestanding wooden desks in each of the cells replaced with metal desks that are secured in place. The current desks are being dismantled to use as weapons and tools to assist in escape attempts.

FY14/15 Estimated Pre-Trial Budget

Budget Category	FTE	FY14/15 Proposed Budget	Comments
Annual Salary & Benefit Costs			
Deputy Probation Officer III	4.0	\$ 653,024	Avg S&B of DPO III
Paralegal	2.0	\$ 138,000	Estimate from Public Defender
Clerk	1.0	78,523	Avg S&B C-Clerk
Total Salary & Benefit Costs		\$ 869,547	
Operating Costs:			
Specialized Training/Evaluator		\$ 2,453	
Toyota Camry Hybrid		\$ 28,000	1 vehicle
Total Operating Costs		\$ 30,453	
Total		\$ 900,000	

**Contra Costa County Community Corrections Partnership
2014/15 AB109 Budget Proposal Form**

Department: Contra Costa County Police Chief's

Description of Item	Program/Function	Ops. Plan Item #	Quantity /FTE	2013/14 Allocation	2014/15 Status Quo Request ¹	2014/15 New Funding Request ²	2014/15 Total Funding Request
SALARY AND BENEFITS							
<i>Antioch Police Officer</i>	AB 109 Officer	Obective 5.1	1	\$ 130,500.00	\$ 130,500.00	\$ -	130,500
Concord Police Officer	AB 109 Officer	Obective 5.1	1	\$ 130,500.00	\$ 130,500.00	\$ -	130,500
Pittsburg Police Officer	AB 109 Officer	Obective 5.1	1	\$ 130,500.00	\$ 130,500.00	\$ -	130,500
Richmond Police Officer	AB 109 Officer	Obective 5.1	1	\$ 130,500.00	\$ 130,500.00	\$ -	130,500
Subtotal			4	\$ 522,000.00	\$ 522,000.00	\$ -	\$ 522,000.00
OPERATING COSTS							
<i>e.g. Training/Travel</i>							-
Small Equipment Purchase							-
computer, printer, etc.							-
IT Support							-
Vehicle Operating							-
Office Supplies							-
Communication Costs							-
Outfitting Costs							-
Subtotal			0	\$ -	\$ -	\$ -	\$ -
CAPITAL COSTS (ONE-TIME)							
<i>e.g. Vehicle Purchase</i>							-
Subtotal			0	\$ -	\$ -	\$ -	\$ -
Total			4	\$ 522,000.00	\$ 522,000.00	\$ -	\$ 522,000.00

1. FY2014/15 Status Quo Request should reflect continuation of existing programming at the FY2013/14 funding level.

2. FY2014/15 New Funding should reflect proposed new programs for FY2014/15.

PROGRAM NARRATIVE:

Each police agency assigns one (1) full-time Police Officer to participate in a countywide AB109 joint operation team coordinated by the respective police agencies and the Contra Costa County Police Chief's Association

2014/15 Status Quo Request

The Contra Costa County Police Chief's Association has requested \$522,000 to fund these four (4) positions. These officers participate in coordinated monitoring, compliance checks, and drug testing within the County. This collaborative approach is consistent with the Contra Costa County AB109 Operation Plan. Each Police Officer maintains a current knowledge of County AB 109 programs to ensure County AB109 probationers are referred to services, if deemed appropriate.

2014/15 New Funding Request

No new funding requests



Contra Costa County Board of Supervisors

Subcommittee Report

PUBLIC PROTECTION COMMITTEE

5.

Meeting Date: 02/24/2014

Submitted For: Philip F. Kader, County Probation Officer

Department: Probation

Referral No.:

Referral Name: AB109 West County and Central & East County Reentry Plan Presentations

Presenter: Phil Kader, Chief Probation Officer **Contact:** Lara DeLaney, 925-335-1097

Referral History:

As directed by the Public Protection Committee at their March 8, 2013 meeting, a Request for Proposals (RFPs) for the AB 109 Community Programs was issued on March 15, 2013 for the following:

- Planning for Reentry Resource Centers \$120,000 (\$40k per region)

Three proposals were submitted for "Planning for (3) Reentry Resource Centers." The two proposals that were recommended for funding to the Board of Supervisors were provided by: "Further The Work" for West County and "Emerald HPC International, LLC" for East and Central County. Contracts were awarded by the Board of Supervisors to these two firms on May 21, 2013 in the amounts of \$40,000 and \$80,000, respectively.

Staff of the County Administrator then developed contracts with Further The Work and Emerald HPC International, which were executed mid-June 2013. Both contractors conducted their planning processes on budget and on schedule and submitted their proposed plans to the County Administrator's Office on January 27, 2014.

After receiving additional input, the proposed plan for the East/Central Networked System of Service was revised, and the plan was distributed to the CCP at their February 14, 2014 meeting. The final plan for the West County Reentry Resource Center was also distributed to the CCP at their Feb. 14, 2014 meeting. The plans are available on the County's website at:

<http://www.contracosta.ca.gov/index.aspx?nid=2366>

Referral Update:

"A Design and Implementation Plan For a West County Reentry Resource Center": The proposed plan was designed and managed by Further The Work, a company based in Richmond and founded by Rebecca Brown, over the course of seven months. Further The Work (FTW) provides capacity-building services and resources, direct technical assistance, and process design and management, offering subject-matter expertise on issues that disproportionately affect the formerly incarcerated.

In addition to the creation of a functional and actionable implementation plan for a West County Reentry Resource Center, including vision, mission, organizational host, governance structures,

operating principles, MOU template, and a first-year work plan and budget, FTW identified three additional process outcomes of the project:

1. Enhance community awareness, participation and ownership;
2. Strengthen relationships through increased trust and better understanding of common goals;
3. Encourage collective learning and technical capacity-building.

FTW employed multiple mechanisms to foster inclusion, learning, shared decision-making, and relationship building in the project, which included: a community-based participatory design process, positive group development, collective learning, clear and inclusive decision-making, consistent group structure, visual timelines and milestones, and graphic recording. The project provided consistent communication via multiple methods, including a webpage. The process was led by a 16-member Core Design Team of local stakeholders and was supported by the City of Richmond and Bay Area Local Initiatives Support Corporation/State Farm.

A project completion report from Ms. Brown is found in *Attachment A*.

Implementation of the plan, as proposed, will require the establishment of the governing Steering Committee, which includes two members of the CCP Executive Committee (one representing a public safety agency and one representing health/behavioral health agency), and the issuance by the County Administrator's Office of a Request for Qualifications to identify a "host organization." The Plan assumes that the County selects the Host and completes the contracting process for a host organization by June 2014. In order to facilitate this timeline, an RFQ will need to be issued in March 2014.

"Proposed Plan for an East & Central Networked System of Services for Returning Citizens": Managed by two principals, Iris and Keith Archuleta, Emerald HPC International is a comprehensive consulting firm in business since 1992 that utilizes their *High Performing Communities* framework to guide clients through the process of building and mobilizing a sustainable, outcomes-based team or collaborative effort. With more than 20 years of experience, Emerald HPC International has conducted large community outreach efforts such as the Youth Intervention Network in Antioch and the Richmond/North Richmond Economic Revitalization Initiative for the Chevron Corporation. Emerald HPC International has developed an award-winning process recognized by both the federal government and the United Nations for engaging and retaining stakeholder and project recipient voices. Emerald HPC International is headquartered in San Francisco, with a local office in Antioch.

Emerald HPC facilitated the development of a collaboration network using a systemic and inclusive approach that involved three phases:

- Phase 1: Planning, Fact Finding, and Issue Identification
- Phase 2: Collaborative Building and System Design
- Phase 3: Implementation Planning

Over 80 stakeholders were engaged in the core planning team since June 2013 and an even broader stakeholder group was involved in interviews and informational sessions throughout the process. Stakeholders included representatives from the faith community, returning citizens, all affected County departments, higher education, nonprofit service providers, the business community, and elected officials. A celebration of the completion of the planning process is scheduled for February 27, 2014 at John F. Kennedy University.

Recommendation(s)/Next Step(s):

REVIEW and ACCEPT the plans developed for the establishment of a "West County Reentry Resource Center" and an "East and Central County Networked System of Services for Returning Citizens" and CONSIDER recommending their approval by the Board of Supervisors at the March 11, 2014 regular meeting, and providing staff direction on the implementation of the plans.

Fiscal Impact (if any):

No fiscal impact.

Attachments

Attachment A - Further the Work Project Completion Letter

Attachment B - "A Design and Implementation Plan for a West County Reentry Resource Center"

Attachment C - "Proposed Plan for an East & Central Networked System of Services for Returning Citizens"

Further Strengthening Nonprofits and Their Partners The Work



justice



January 31, 2014

Lara DeLaney
Senior Deputy County Administrator
Contra Costa County Administrator's Office
651 Pine Street, 10th Floor
Martinez, CA 94553

Dear Ms. DeLaney:

I am pleased to offer you this project-completion report on the West Contra Costa County Reentry Center, for which Further The Work (FTW) held the contract as project designer and manager. This report summarizes the process and outcomes of this project.

1) Contract Scope and Completion:

On June 16, 2013, Further The Work entered into contract with the Office of the County Administrator to undertake a seven-month project to develop an actionable implementation plan for a West County Reentry Resource Center.

The contract's primary deliverables included the development of vision & mission statements, organizational host characteristics, governance structures, operating principles, MOU template, and first-year work plan and budget.

In addition to these deliverables, FTW also detailed three process outcomes intended to strengthen our community's collective efficiency and build social capital:

- Enhance community awareness, participation, and ownership
- Strengthen relationships through increased trust and better understanding of common goals
- Encourage collective learning and technical capacity-building

On January 24, 2014, FTW submitted the completed implementation plan to the Office of the County Administrator, and we have also provided electronic copies of all elements of the plan.

Attached to this final report are comments generated through feedback forms completed by both team members and community members in meetings conducted on January 24 and January 28, 2014. The comments from the feedback forms are included here in full; they have not been altered or excerpted in any way, and the original feedback forms are available for review upon request.

With these deliverables, we have now fulfilled the contract's scope of work.

855 Meadow View Drive
Richmond, CA 94806
510 243-0122 tel
510 243-0132 fax
FurtherTheWork.com

Further Strengthening Nonprofits and Their Partners The Work

2) Project Budget:

The final cost of this project was \$73,120, which included 715.50 hours of FTW staff time. To supplement the \$40,000 in revenues provided through the contract with the county, FTW generated the following support, representing an 83% leverage of county funds.

- a) \$16,500 in financial contributions from the City of Richmond's Police Department and from Bay Area Local Initiatives Support Corporation
- b) \$8,000 in in-kind support provided by Richmond's City Manager's office
- c) \$8,500 in pro bono services donated by Further The Work

3) Project Participants:

- a) To accomplish this project, FTW developed and managed a community-based, participatory planning process led by 16 community members who volunteered to serve on the project's Core Design Team.
- b) This Core Design Team was supplemented by another 25 stakeholders who participated as members of the seven Work Teams that were formed during the process.
- c) The Core Design Team conducted in-person, structured interviews with 18 multi-service centers or organizations throughout the Bay Area.
- d) FTW conducted several focus groups with institutional stakeholders as well as with people who have direct experience of incarceration.
- e) FTW presented on its work in progress at meetings of the Contra Costa County Community Corrections Partnership and of the county's Community Advisory Board.
- f) Finally, throughout the project's course, FTW and the Core Design Team provided both information and participation activities to support the project's development at each of the public, open-to-all meetings of the Reentry Solutions Group that were held each month from July 2013 through January 2014.

Altogether, over 120 people from across all regions and sectors of the county contributed to the project's design, development, and success. This was an extraordinarily complex, challenging, and exciting project, and we are grateful for the county's partnership and for the faith and commitment demonstrated by all those who were so essential to this project's success.

With deep respect and appreciation,



Rebecca Brown
President

West County Reentry Center
Reflective worksheets completed by Core Design Team/Work Teams
January 23, 2014

<p>Looking back on the project and our process together as a group, what are some of the key moments that stand out in your memory? What aspects do you particularly recall?</p>	<p>I remember being interviewed as a stakeholder. It's really how I got deeper involved in the project. It is unusual and good how stakeholder input was sought at each stage of the project</p> <p>The interviewing of "reentry" service providers was a valuable and important component of understanding of visions and of possibilities I continue to be impressed with the number of people at all levels that committed to this for the amount of time.</p> <p>Reentry Solutions Group meetings and the # of people attending and committed to this work.</p> <p>You mean aside from the fabulous lunches and that amazing cake? I particularly recall that [Rebecca] continually strived to engage everyone in the process and always solicited input and feedback. She worked to educate and enliven the discussion.</p> <p>The launch was inspiring. The process was very inclusionary, as long as you were willing to get to work.</p> <p>The graphics were helpful visuals that reminded me of the goal.</p> <p>What stands out for me is reflecting, in one of our meetings, on coming out of prison/jail and what it was that was needed to survive and become a healthy member of society.</p> <p>This was a great collaborative process. I really appreciated the variety of expertise and input.</p> <p>Key moment: interviews with service providers/nonprofits.</p> <p>Making agreements. Respecting opinion differences and having healthy dialogue.</p> <p>It was amazing to see all the ideas from community representatives distilled into tangible guiding principles for this project.</p> <p>Three "aha!" moments including: 1) understanding host/backbone concept; 2) reading the complete plan; 3) memories of the 1st round of proposals for services!</p> <p>Inspiring; Final product despite challenges</p> <p>The first meeting: seeing the numerous amount of people dedicated to this work.</p> <p>Key moments for me include the openness of the process to novel contributions and ideas, as well as the positive and supportive membership of the Core Design Team.</p> <p>I don't remember a single heated moment -- refreshing.</p> <p>The most amazing experience for me was the commitment and passion that the community members in the group had for this project. It reminded me of when I was in college where people came together because they wanted to, not because they had to.</p> <p>The planning stage and all of the ideas presented.</p> <p>All of the individuals from various fields coming together</p> <p>Report-out from interviews -- long but entertaining and informative, very well facilitated</p> <p>Agreeing to disagree and vice versa. Everything was essential.</p> <p>Our hard work and dedication</p> <p>The work group meetings and getting feedback from everyone. Feels like I was involved in everything at every step.</p> <p>I think the fact that there was little discord regarding what was wanted and needed.</p>
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West County Reentry Center
Reflective worksheets completed by Core Design Team/Work Teams
January 23, 2014

<p>When you consider all the work, time, and energy involved in this project, what stands out as most inspiring or unexpected?</p> <p>I was glad to see that community members, reentry consumers, victims, and family members were involved.</p> <p>Most inspiring to me was drafting our mission and values.</p> <p>Learning from reentry participants and CBOs that are doing this work.</p> <p>That [Rebecca] pulled all of the critical elements together so quickly; that she sifted through all of the information and opinions and delivered a cohesive, comprehensive plan.</p> <p>Inspiring -- the facilitation was FABULOUS!!</p> <p>The local research was helpful and insightful.</p> <p>The most inspiring for me, all in all, is knowing that we are bettering the lives of so many involved, more than just formerly incarcerated people -- all the community and families of them, too.</p> <p>Rebecca's leadership was most inspiring!</p> <p>Getting to know others more/better</p> <p>The most inspiring aspect of working on the Core Design Team was how much work can be done when it's shared; the quality of the discussions and conclusions.</p> <p>Unexpected: true appreciation of final project.</p> <p>The interviews of other agencies was beneficial.</p> <p>Having the honor to conduct 2 focus groups for emerging communities with special needs, and also being able to attend the TAG focus group was very inspirational.</p> <p>Inspiring: The community effort by all</p> <p>The complete product: seeing the binder</p> <p>The leadership displayed on all levels, and true commitment of partners, county, CBOs, community throughout</p> <p>Sometimes we seemed to be redundant and today the outline is great, so in essence practice makes perfect.</p> <p>The way my team/advisors came together when I needed them.</p> <p>The organization of the meetings were well done.</p>
<p>When you consider all the work, time, and energy involved in this project, what was most challenging?</p> <p>The time commitment was most challenging.</p> <p>Time-management. I just wish I had all the time in the world and more to commit to good causes</p> <p>Time commitment for me, and learning curve: feeling I was ignorant on the subject and fearing I would have nothing to offer</p> <p>For me, the challenge was giving time (not always possible) for everyone.</p> <p>The most challenging, I think, is putting it all together to make it work successfully, which I think we've done.</p> <p>Juggling my work schedule to make all meetings</p> <p>Being able to attend the many meetings</p> <p>Initial trust for the process & transparency of process/time commitment</p>

West County Reentry Center
 Reflective worksheets completed by Core Design Team/Work Teams
 January 23, 2014

Challenging was when I started working and finding time to do afternoon meetings.
Challenging: Having time to really be of any help to this project
When you think about your own involvement in this project, what new insights have emerged for you?
Leveraging current services, partnering with other entities
The power of collective wisdom!
Totally new field for me. I learned a tremendous amount about reentry, restorative justice, all the work being done in this field, what has been happening, etc.
That having a top-notch professional makes all the difference
This work has helped me in our ongoing program design.
The community in West County is strong, committed, and aware of the needs. The community is generally welcoming.
County politics -- regional tensions are still alive and well.
I haven't been involved for very long, but the time I have been, I realize there is much more complexity to what I thought would have been so easy.
The whole planning process to help and to help with success.
I am glad to have participated in a project out of my usual area of expertise, and found that I could become just as passionate about it and just as engaged.
We have a wealth of committed, smart, and wonderful people.
I really appreciate the process of facilitation by Rebecca Brown. I have learned a new way for community organization.
Involvement/participation is important but should match level of external indications of desired involvement from key decision-makers.
The collaboration and new friends met
I feel I have deepened my own understanding of reentry issues and have developed a commitment to the population and reentry work through the process.
It re-energized my belief that people can make a difference, if they cared enough. We also do not have to come from the same place.
There is a vested interest from all areas to effect change with these populations.
Important to step back, watch & learn
Process, progress, meeting, and working with people on many different levels -- great!
Engagement & involvement from others and to others
Too difficult to separate the center from other realignment activities
As we complete this project and transition into the implementation phase, what would you like to see happen next?
What do we need to remember as we move forward as a community?
Converting at least some teams and/or team members to serve as a community advisory board (CAB) for the Center.
Keeping all entities informed, not recreating current services

West County Reentry Center
 Reflective worksheets completed by Core Design Team/Work Teams
 January 23, 2014

We continue to outreach/look for new stakeholders.
Keep community development as a vision.
I would really like to continue to be a part of this to its fruition and participation after. Remember: It is a community vision/outcome.
Successful implementation of the plan! The hard part is still ahead -- making it a reality.
I hope the county will take both plans and merge those areas that are similar, such as the MOU, conflict of interest, job descriptions, governance, and replicate much of the work of this [West County] group for the entire county.
I would like to see this all come about and start saving lives and communities.
I would like to create a WCC Reentry Guide as a companion to the One Stop Center. This document is essential to its success, and that are incarcerated/formerly incarcerated people and their families.
Selecting an implementation host/backbone org -- fast!
We need to tell others about what we've already done.
I would like to see the same level of interest and community spirit through the transition and implementation phase.
Please remember stages of change vs. "readiness," and please remember that Rodeo is also a West County community.
What I'd like to see next is results after first year of operations as well as knowledge of physical location/site and strong staff selection.
I would like to be kept up to date on the process and how it is working out as it continues.
I hope that the substance and spirit of our recommendations are approved and implemented in West County. If so, I have faith that this effort will contribute to transforming the systems involved and providers in ways that benefit reentry populations.
I also want to see a commitment to including community voices and choices, and consumer voices and choices into the naming of this center.
Continued participation by the community affected by this project
The plan to be accepted and implemented. We need to remember that this can be a long process.
Ongoing community input, love the steering committee plan
I hope the plan will be moving forward as is.
I would like to see the center open and stay true to our vision/plan.
Additional comments
Totally enjoyed being a part of this process -- learned so much on so many levels: reentry, group process & decision-making
Rebecca, you are fantastic! Thank you for your dedication!
I am volunteering to help create the Reentry Guide.
I feel very values in this process. Thank you.
The implementation plan is beautiful! Congratulations on a job well done!
Bonus was finding a job that I love through someone I met at first meeting.
This process has been an inspiration to watch, participate in, and help plan -- go, Further The Work!

Feedback on the plan from community members at Reentry Solutions Group, Jan. 28, 2014

As you read over the document "Principal Ideas that Guide Our Work," what stands out to you? What strikes your attention?

Very well organized. Very comprehensive.

I'm glad that the definition of "client" is inclusive.

The document is extremely well written, clear and truly reflects the community's values.

Great presentation, very professional and detailed

The varied background of the Core Design Team is great! Hopes everyone keeps together for the implementation.

The document is designed well. Explanations are very clear on every topic.

Core values stands out.

I like the community teamwork approach. It will help reinforce community support of the services. It would encourage much participation and maybe generate more volunteers.

The word "restorative" (in the plan's beginning) connotes inclusivity - and justice, healing -- essential!

Mission: "gathering effective resources"

Definitely the mission. The mission is the whole purpose, I believe.

That the vision and approaches are more unconventional than not, and that there is an emphasis on creativity and innovation

The vision sums it up! It encapsulates the positive aspects of moving on when appropriate services exist.

The people who are "serving" will learn and grow as much as or more than the clients.

When you read through the document, what are you happiest to see; what do you like the most?

Vision and mission statements

Commitment to restorative justice

Collective impact -- they key principle to making sure this works.

Would like to see section on transportation for members

Every position is defined and organized

Community vision section is wonderful

I am glad that the statement of purpose is presented.

I hope training for CBOs will be a focus of the center.

Feedback on the plan from community members at Reentry Solutions Group, Jan. 28, 2014

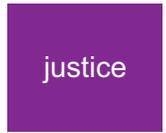
In the work I do at San Quentin, I know that the men have to be in the healing process in order to move to positive roles in society. It is intense work, peeling off the layers, and <u>must</u> be addressed (small groups primarily, and mentoring).
Core values
I like it all!
I like the emphasis on integrated services, partnerships, restorative justice, providing opportunities for transformation of both "victims" and "perpetrators."
Focus on community and what can be done collectively,
Core values are challenging on all levels. As a Buddhist for 31 years, these are the values to which we aspire in our daily lives. We chant nam myoho renge kyo!
If there is something that worries you or that you don't like, what is it?
Sustainability! There must be a commitment to keeping the center alive. The county can't expect "leverage" to the center's ongoing viability.
Van services: Many services in the plan are already offered in the community, perhaps on a smaller scale. I would be concerned that the one stop not turn into "1 extra" step for the reentering. Too many steps to services could be a barrier.
The only thing to worry about is having enough funding
For a minute, imagine that the Center – as it's described here – is open already, and it's a place you can go to. Speaking for yourself, what do you think would be the best thing about it? How would it be of greatest value to you?
Well planned, client-based, responsive to clients' needs
There will be a local place for staff to meet with clients who are at a comfortable, welcoming center. It will provide opportunities to coordinate service delivery, and ideally provides a setting where providers can be quickly responsive to issues that arise.
It will be a great place to make referrals for those in need of this help, so needed
The plan holds the ability and information on any question I asked.
It would be a place to refer people when the need arises.
The culture of the center will be very important for attracting reentrants to come for services. Providing results will keep people coming. <u>Effective</u> partners will be key.

Feedback on the plan from community members at Reentry Solutions Group, Jan. 28, 2014

<p>I would appreciate all knowledge I can gain from those at the center about how to work most effectively with the men <u>inside</u> the walls. Any materials they can provide us -- faith based, secular. Definite involvement of "releasees"</p> <p>People currently incarcerated in prison or jail, supporting preparation for reentry</p> <p>A heart-centere welcome. Well trained and highly skilled professionals & paraprofessional staff to deliver on promise of quality integrated services</p> <p>Not having to try to transition alone</p> <p>The importance of partnerships</p> <p>Recognition that change is on a continuum ("a marathon, not a sprint")</p> <p><u>Perhaps</u> I could drop my fears and find some help. Fear & individual ego block receiving help. Maybe I could work through my blocks with compssionate, knowledgeable people's help.</p>	<p>As we complete this project and transition into the implementation phase, what would you like to see happen next? What do we need to remember as we move forward as a community?</p> <p>Smooth sailing</p> <p>Collective impact</p> <p>Seating the steering committee needs to be formed soon. We need a host agency that can deliver as much of the plan in its original form as possible. Capacity at the agency is critical! Staff selection will also be critical -- they need to be good at collaboration (and herding cats).</p> <p>That [it's] going to be there to help the community and stand by [its] mission statement</p> <p>Can't wait till June</p> <p>Great job, Rebecca! God bless.</p> <p>The community should be proud that we have this project.</p> <p>Sometimes motivating individuals to seek out services can be difficult. Removing any barriers would be needed. Bus/Bart transportation, van services, mentors, "warm hand-offs" are very important for continuity of service.</p> <p>You all are beautifully focused and organized. I pray that continues -- keeping the essence of restorative justice and healing. <u>Family</u> involvement and services.</p>
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Feedback on the plan from community members at Reentry Solutions Group, Jan. 28, 2014

	Continue information to community members. Contra Costa County residents who are family members of formerly incarcerated or currently incarcerated people
	That the "proof is in the pudding" and that evaluation based on client satisfaction and efficacy of outcomes is shown as imagined/conceptualized.
	Treat the whole person
	The need to have "structural work" in order to keep good data, consistency. And attention to the individuals' needs. And transparency
	Keep going. Never give up aspiring to the highest values and beyond.



A Design and Implementation Plan For a West County Reentry Resource Center

*A Community-Based Participatory Project
Designed and Managed by Further The Work*

Submitted to the Office of the Contra Costa County Administrator January 24, 2014

West County Reentry Resource Center

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West County Reentry Resource Center

1. OVERVIEW

- 1.1 Executive Summary
- 1.2 Gratitude and Thanks

2. PRIMARY DOCUMENTS

- 2.1 Framework
 - 2.1.1. Principal Ideas that Guide our Work
 - 2.1.2. Key Center Characteristics
 - 2.1.3. Governance and Administration
- 2.2 Services
 - 2.2.1. Service Model and Plan
 - 2.2.2. Organizational Indications of Interest
 - 2.2.3. Four Big Ideas to Strengthen Partnership
- 2.3 Building and Facilities: Summary Criteria
- 2.4 Populations
 - 2.4.1. Populations and Eligibility
 - 2.4.2. Supervised Populations Definitions
 - 2.4.3. Supervised Populations Assessment and Referral
- 2.5 Outreach
- 2.6 Statement of Intent: Countywide Alignments
- 2.7 Budget
- 2.8 Work Plan
- 2.9 Visual Illustrations of the Model

3. SECONDARY DOCUMENTS

- 3.1 Job Descriptions
 - 3.1.1. Executive Director
 - 3.1.2. Operations and Services Manager
 - 3.1.3. Registration, Intake and Data Administrator

West County Reentry Resource Center

3.2 Policies

- 3.2.1. On-Site Partner MOU template
- 3.2.2. Center Steering Committee Conflict of Interest Form
- 3.2.3. Behavioral Guidelines

3.3 Data

- 3.3.1. Electronic Data-Sharing MOU
- 3.3.2. Business Associates Agreement for Protected Health Information
- 3.3.3. Baseline Intake Document (example)
- 3.3.4. Individual Development Plan (example)
- 3.3.5. Baseline Data Set (draft developed by County evaluation contractor RDA)

4. REFERENCE MATERIALS

- 4.1 Project Photos
- 4.2 AB 109 Operations Plan
- 4.3 What Is Collective Impact?
- 4.4 Backbone Entity Types
- 4.5 What is a SparkPoint Center?
- 4.6 The “Transition from Jail to Community” Initiative
- 4.7 Million-Dollar Murray
- 4.8 Recruitment Property Inventory Recap (Richmond Main Street)
- 4.9 Letter of Interest and Property Brochure: 1711 Barrett Avenue
- 4.10 Providing Services and Supports for Youth Who are LGBTQQIS-2
- 4.11 RYSE House Agreement
- 4.12 A Few Good Case Management Tools
- 4.13 Baseline Data Set (draft developed by Resource Development Associates)

West County Reentry Resource Center

I. INTRODUCTION

- A. Executive Summary
- B. Gratitude and Thanks

West County Reentry Resource Center

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West County Reentry Resource Center

EXECUTIVE SUMMARY

1. The Center's Design

Developed through a community-based participatory design process led by Further The Work, the West County Reentry Resource Center (the Center) is intended to serve as a central, site-based gathering place for learning, capacity-development, and ready access to information and services provided within a holistic system of care.

The mission of the Center is to gather effective resources into one accessible and welcoming hub of integrated services, thus fostering healing, justice, safety, and lifelong liberty for the people of Contra Costa County.

By offering a visible point of entry and coordination, the Center will enhance the capacity and efficiency of service providers while reducing barriers, gaps, and redundancies for clients navigating the challenges of reentry.

The Center is intended to serve a variety of clients, including people who are currently incarcerated in prison or jail and who are within six months of returning to Contra Costa; formerly incarcerated people who live in Contra Costa; and Contra Costa County residents who are family members of currently incarcerated or formerly incarcerated people.

The Center's work will be governed by an 11-person Steering Committee of public, private, and individual stakeholders. The Center's operations will be managed by an Executive Director, supported by a small staff responsible for coordinating services, gathering and managing data, and fulfilling "backbone" functions¹ that support collective impact. The Center's integrated array of client services will be provided by On-Site Partner organizations that will co-locate staff and resources at the Center as in-kind contributions.

2. The Process to Develop the Center's Design

The Center's design was developed through a seven-month participatory design process led by a 16-member Core Design Team of local stakeholders who volunteered their time to support the project from start to finish. The project's development was centered on a consistent focus question: *What are the most important things that a West County Reentry Center could do to add the greatest value to our current reentry system?*

The Core Design Team's work was amplified and enriched through the contributions of dozens of additional stakeholders who participated in the project's focus groups and seven Work Teams. All of the elements of the implementation plan were developed, reviewed, and approved by the Core Design Team/Work Teams, which made decisions through discussion and consensus.

¹ Guide vision and strategy; support aligned activities; establish shared measurement practices; build public will; advance policy; and mobilize funding

West County Reentry Resource Center

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West County Reentry Resource Center

GRATITUDE AND THANKS

1. Project Partnership

We are thankful to the Contra Costa County Board of Supervisors for allowing Further The Work to undertake this project on behalf of, and in partnership with, our community.

We are grateful for the extraordinary partnership extended to us by Terrance Cheung, Chief of Staff of the Office of County Supervisor John Gioia; Lara DeLaney, Senior Deputy in the County Administrator's Office; and Jessie Warner, County Reentry Coordinator. Working together as the client team, Terrance, Lara, and Jessie provided unwavering support, invaluable insights, and essential commitment to honoring this project as a community-driven initiative.

Throughout this seven-month project, multiple public agencies and departments were remarkably generous with their staff, their time, and their expertise. We are indebted to many, particularly the Parole division of the California Department of Corrections and Rehabilitation; Contra Costa County Probation, District Attorney, Public Defender, Sheriff, Behavioral Health, and Employment & Human Services; and the Richmond Police Department.

This project was immeasurably enriched by the remarkable gifts of time, commitment, and faith dedicated to this work by the people of Contra Costa County. Community-based organizations, faith-based allies, formerly incarcerated people, family members, activists and organizers: With exemplary urgency, humor, curiosity, determination, compassion, and generosity of spirit, they forged our way ahead.

2. Collective Leadership

The project was managed in partnership with the Core Design Team, a leadership committee of local stakeholders who volunteered their time and efforts to serve the project from start to finish. Each member agreed to help lead and guide the design process; support efficient and productive project meetings; and ensure that the design reflects the community's needs and desires.

- Terrance Cheung: Office of County Supervisor John Gioia (special thanks to Terrance for volunteering as the project's pro bono photographer)
- Lara DeLaney: Office of the County Administrator
- Harlan Grossman: Community Advisory Board member, retired Superior Court Judge
- Amahra Hicks: Arts Commissioner, City of Richmond
- Sean Kirkpatrick: Community Health For Asian Americans
- Candace Kunz Tao: Detention Mental Health, Contra Costa County
- Lynna Magnuson-Parrish: Greater Richmond Interfaith Program

West County Reentry Resource Center

- Rhody McCoy: Rubicon Programs
- Kathy Narasaki: Insight Prison Project
- Adam Poe: Bay Area Legal Aid
- Tracy Reed-Foster: African American Health Conductors Program, Contra Costa County
- Michele Seville: Arts & Culture Manager, City of Richmond
- Brenda Shebanek: Anka Behavioral Health
- Mace Thompson: From Corrections to College program, Contra Costa College
- Donna Van Wert: One-Stop Operator Consortium Administrator, Contra Costa County
- Jessie Warner: Reentry Coordinator, Contra Costa County

3. Work Teams

In the second phase of the project, an additional group of stakeholders volunteered to partner with the Core Design Team, forming seven Work Teams to undertake specific areas of work. In partnership with Further The Work, these Work Teams were responsible for contributing to, reviewing, and approving all of the documents of the implementation plan.

<i>Team Decision-Making and Culture Keeping (governance):</i> Susun Kim (Lead), Jennifer Baha, Terrance Cheung, Sean Kirkpatrick, and Devorah Levine	<i>Team Heart & Soul (values):</i> Michele Seville (Lead), Amahra Hicks, Mace Thompson, and Shelby Wichner
<i>Team WISPS (Workgroup to Integrate Services & Plan Staffing):</i> Rhody McCoy (Lead), Lara DeLaney, Stephanie Medley, Adam Poe, and Anne Struthers	<i>Team Bricks & Mortar (facilities):</i> Donna Van Wert (Lead), Terrance Cheung, Kathy Narasaki, and David Seidner
<i>Team Population (population and eligibility):</i> Joe Vigil (Lead), Elvin Baddley, Todd Billeci, Mark Cruise, Tom Kensok, Shawn Key, Candace Kunz Tao, Jonny Perez, Tracy Reed-Foster, and Melvin Russell	<i>Team Data Dat's Us (data and evaluation):</i> Harlan Grossman (Lead), Lynna Magnuson-Parrish, and Brenda Shebanek
<i>Team Resources and Outreach (communications):</i> Drew Douglass (Lead), Winnie Gin, Blanca Gutierrez, Chrystine Robbins	

4. Organizational Focus Group Participants

In October 2013, a representative array of organizational stakeholders from both public and private sectors participated in a focus group to review the developing model, provide input,

West County Reentry Resource Center

and indicate their possible areas and levels of involvement in the Center. Their insights significantly contributed to the project’s progress, and we thank each of them:

Organizational Focus Group Participants	
Jennifer Baha, SHELTER, Inc.	Stephen Baiter, Workforce Development Board
Todd Billeci, County Probation	Mike Casten, Sheriff’s Department
Terrance Cheung, County Supervisor Gioia’s office	Curtis Christy, County Alcohol and Other Drugs
John Cottrell, County Aging & Adult Services	Rebecca Darnell, County Covered CA manager
Lara DeLaney, County Administrator’s Office	Jane Fischberg, Rubicon Programs
Alvaro Fuentes, Community Clinic Consortium	Tieaasha Gaines, County Mental Health
Maria Hernandez, County Aging & Adult Services	Deborah Johnson, State Parole
Philip Kader, County Probation	Tom Kensok, County District Attorney’s office
Shawn Key, State Parole	Susun Kim, Bay Area Legal Aid
Lloyd Madden, Neighborhood House of North Richmond	Chris Magnus, Richmond Police Department
Lavonna Martin, County Homeless Program	Jeffrey Nelson, Sheriff’s Department
Jessie Warner, County Reentry Coordinator	Chrystine Robbins, Sheriff’s Department

5. Community Advocates

For several years prior to the start of this project, many community residents, organizers, and grassroots organizations in West County highlighted the need for a community-based reentry center; their persistent efforts helped to galvanize countywide commitment to advancing this effort. While many organizations, initiatives, and individuals contributed to this work, the Safe Return Project deserves special mention for their early and ongoing advocacy.

6. Supporters

We are grateful to those whose financial and in-kind support made this project possible:

- Contra Costa County Board of Supervisors/County Administrator’s Office
- City of Richmond: Office of the City Manager
- City of Richmond: The Richmond Police Department
- Bay Area Local Initiatives Support Corporation/State Farm

West County Reentry Resource Center

- The California Endowment, through their support of the Reentry Solutions Group
- The Y&H Soda Foundation, through their support of the Reentry Solutions Group

7. Technical Assistance

As the project consultant, Further The Work was fortunate to benefit from the technical suggestions offered by Glen Price and Aaron Price of the Glen Price Group; the wonderful illustrations developed by Karen Ijichi Perkins of Ijichi Perkins & Associates; and the participatory design mentoring of Jane Stallman of the Center for Strategic Facilitation.

8. Source Documents

In developing the many documents that comprise the implementation plan, we benefited from the opportunity to review and adapt materials provided by an array of local efforts and organizations, including SparkPoint, Family Justice Center, Bay Area Legal Aid, Rubicon Programs, East Bay WORKS, the RYSE Center, and Resource Development Associates.

9. Interview Sites

To enhance our collective knowledge, the Core Design Team conducted in-person interviews with 18 regional multi-service centers and programs; several group interviews with grassroots initiatives serving specialized populations; and phone interviews with two additional efforts in San Diego and Ohio. Without exception, all of these interviewees were notably generous, and we thank them for their time, expertise, and candor:

- Achieve 180 (Redwood City)
- Center Point Day Reporting Center (San Rafael)
- CenterForce (Oakland)
- Community Assessment & Services Center (San Francisco)
- Contra Costa County Service Integration Team/SIT (Martinez)
- Delancey Street (San Francisco)
- East Palo Alto Community Reentry (East Palo Alto)
- EastBay WORKS (San Pablo)
- Emergent efforts for specialized populations, including representatives of Asian Prisoner Support Community, Oceana Coalition of Northern California, Native American Health Center, Native American work (Solano prison), Queer Indigenous Women's work, and HIV/AIDS-affected
- Family Justice Center (Richmond)

West County Reentry Resource Center

- HealthRight360 (San Francisco)
- Healthy Communities (Oakland)
- Ohio Department of Rehab and Correction (Columbus)
- Richmond Progressive Alliance (Richmond)
- RYSE Center (Richmond)
- SB 618 County Prisoner Reentry Network (San Diego)
- Santa Clara County Reentry Resource Center (San Jose)
- Sonoma County Day Reporting Center (Santa Rosa)
- SparkPoint (Richmond)

To everyone who contributed to this project's success: Thank you.

"Imagine a circle of compassion.

Then imagine nobody's standing outside that circle."

– Father Greg Boyle, Founder and Executive Director of Homeboy Industries

West County Reentry Resource Center

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West County Reentry Resource Center

2. PRIMARY DOCUMENTS

2.1 Framework:

2.1.1. Principal Ideas that Guide our Work

2.1.2. Key Center Characteristics

2.1.3. Governance and Administration

2.2 Services

2.2.1. Service Model and Plan

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2.2.3. Four Big Ideas to Strengthen Partnership

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2.4.1. Populations and Eligibility

2.4.2. Supervised Populations Definitions

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2.6 Statement of Intent: Countywide Alignments

2.7 Budget

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West County Reentry Resource Center

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West County Reentry Resource Center

PRINCIPAL IDEAS THAT GUIDE OUR WORK

1. VISION

Providing integrated resources in a restorative environment that fosters healing, stability, and success, the Center will serve as a beacon of hope, opportunity, and continuing progress to support formerly incarcerated people and their families in their efforts to forge positive futures.

2. MISSION

By gathering effective resources into one accessible and welcoming hub of integrated services, the Center fosters healing, justice, safety, and lifelong liberty for the people of West Contra Costa County.¹

3. CORE VALUES

Reflecting its core values in every aspect of its operations, the Center should be:

Committed to Excellence	
Healing	Compassionate
Respectful	Culturally Humble
Transparent	Holistic
Accountable	Client-Centered
Restorative	Truthful

4. CLIENTS

Reflecting the Center's commitment to respect for all, the people served by the Center will be considered and referred to as clients.

The Center is intended to serve a variety of clients, including:

- a. People who are currently incarcerated in prison or jail and who are within six months of returning to Contra Costa;
- b. Formerly incarcerated people who live in Contra Costa;
- c. Contra Costa County residents who are family members of currently incarcerated or formerly incarcerated people.

¹ Both the vision and the mission for the Center are consistent with the Contra Costa County Reentry Strategic Plan (completed in March 2011) and the Contra Costa County AB 109 Operations Plan (adopted by the Board of Supervisors in November 2012). For convenient reference, the AB 109 Operations Plan is attached.

West County Reentry Resource Center

The Center does not discriminate on the basis of race, culture, sexual orientation, gender, ethnicity, physical or mental ability, age, religion, or immigration status.

5. KEY PREMISES

In order to achieve its mission, the Center will adhere to the following premises.

- a. The experience of incarceration, reentry, and successful reintegration unfold along a continuum involving time, place, readiness, and opportunity. Therefore, reentry planning and preparation should begin as early as possible after first contact with the criminal justice system, and support for returning residents and their families should be consistent, dependable, appropriate, and responsive throughout their journey to restoration.
- b. People have the best chance to build productive, satisfying lives if they can accurately identify what truly matters most to them, and if they can then develop effective and productive ways to accomplish those goals.
- c. Social services are valuable, effective, and efficient only if they are properly matched to the needs of each unique person; therefore, the Center's work will be responsive to both gender identity and sexual orientation, family-inclusive, trauma-informed, culturally appropriate, and focused on understanding and responding to the needs of the clients.
- d. Communities are most effective when their members know, trust, and work with each other. Because the Center is a community within itself, Partners strive to undertake their work with clear commitment to maximizing the interdependence and synergy all of the Center's stakeholders. So Partners agree to share information, develop common assessments of their individual and collective efforts, and speak candidly about opportunities for improvement.
- e. The Center's work should strive to advance both opportunities and capacities for the people whom it is intended to serve. Therefore, the Center's management and Partners should intentionally recruit and cultivate formerly incarcerated people to serve as volunteers, staff, committee members, and leaders at the Center.

6. COMMITMENT TO RESTORATIVE JUSTICE

Restorative justice is based on a theory of justice that considers crime and wrongdoing to be an offense primarily against an individual or community, rather than against the state.

According to John Braithwaite, an international expert in criminal justice systems, restorative justice is "a process where all stakeholders affected by an injustice have an opportunity to discuss how they have been affected by the injustice and to decide what should be done to repair the harm. With crime, restorative justice is about the idea that because crime hurts, justice should heal. It follows that conversations with those who have been hurt and with those

West County Reentry Resource Center

who have inflicted the harm must be central to the process.”²

Restorative justice can be defined as “a growing social movement to institutionalize peaceful approaches to harm, problem-solving and violations of legal and human rights.... Rather than privileging the law, professionals, and the state, restorative resolutions engage those who are harmed, wrongdoers, and their affected communities in search of solutions that promote repair, reconciliation and the rebuilding of relationships. Restorative justice seeks to build partnerships to reestablish mutual responsibility for constructive responses to wrongdoing within our communities. Restorative approaches seek a balanced approach to the needs of the victim, wrongdoer, and community through processes that preserve the safety and dignity of all.”³

Reflecting this approach, the Center will use restorative practices within the Center’s work and among its Partners, and should connect to and advance the use of restorative justice principles and practices in the larger community.⁴

7. STATEMENT OF PURPOSE

The Center has three primary purposes:

- a. To support clients in their efforts to build self-sufficient, satisfying, and positive lives;
- b. To leverage and maximize the impact of individual organizations that are working to support formerly incarcerated individuals;
- c. To foster the collective impact of all those entities and stakeholders (public, private, services, businesses, faith community, and individual residents) who are committed to developing a safer, more equitable, and more sustainable West Contra Costa County by working intentionally and collaboratively to achieve common goals.

8. THEORY OF CHANGE

Positive outcomes for successful reentry and reintegration following incarceration are maximized when formerly incarcerated people, and their families, have access to an array of effective, responsive, appropriate, and integrated community-based services and resources that recognize and respond to each individual’s desires, motivations, and readiness.

² Braithwaite, John, “Restorative Justice and De-Professionalization,” *The Good Society*, 2004, 13 (1): 28–31.

³ http://en.wikipedia.org/wiki/Restorative_justice

⁴ Restorative practices are already in use in various community-based settings in West Contra Costa County, such as the restorative justice partnership between Catholic Charities of the East Bay and the West Contra Costa Unified School District (a project supported by The California Endowment’s Building Healthy Communities initiative), among others.

West County Reentry Resource Center

The Center recognizes that the reentry process occurs along a temporal continuum that can begin with the moment of first contact with the criminal justice system and can be considered complete when a formerly incarcerated person successfully reintegrates back into the community while establishing and sustaining positive relationships with family and community and developing practical self-sufficiency.

The Center also recognizes that system stakeholders – public, private, community-based or established institutions – can better achieve their individual missions through intentional partnerships that advance shared goals.

Therefore, the Center exists to serve as a central gathering place for learning, capacity-development, and ready access to information and services provided within a holistic system of care. By offering a visible point of entry and coordination, the Center will enhance the capacity and efficiency of service providers while reducing barriers, gaps, and redundancies for clients navigating the challenges of reentry.

9. COLLECTIVE IMPACT

The Center’s work reflects the principles of collective impact, as defined by the work of FSG Social Impact Partners.⁵

Now a concept commonly recognized in multiple sectors, “collective impact hinges on the idea that in order for organizations to create lasting solutions to social problems on a large-scale, they need to coordinate their efforts and work together around a clearly defined goal. The approach of collective impact is placed in contrast to ‘isolated impact,’ where organizations primarily work alone to solve social problems. Collective impact moves away from this, arguing that organizations should form cross-sector coalitions in order to make meaningful and sustainable progress on social issues.”⁶

As described by FSG, successful collective impact initiatives require the presence of administrative entity that provides “a dedicated staff separate from the participating organizations who can plan, manage, and support the initiative through ongoing facilitation, technology and communications support, data collection and reporting, and handling the myriad logistical and administrative details needed for the initiative to function smoothly” (Kania and Kramer, Winter 2011).

For additional information about collective impact initiatives and the backbone functions that support them, see Section 4.3, “*What is Collective Impact?*” and Section 4.4, “*Types of Backbone Entities.*”

⁵ John Kania and Mark Kramer, “Collective Impact,” *Stanford Social Innovation Review*, Winter 2011.

⁶ http://en.wikipedia.org/wiki/Collective_impact

West County Reentry Resource Center

As a collective impact initiative using a co-located, integrated service model, the Center's formal Partners will be committed to striving toward common goals and to developing new indicators to measure the extent to which we reach these goals. Reflecting this commitment, Partners will participate in the development, implementation, and maintenance of a collective approach to the Center's operations.

To foster continuous quality improvement, the Center will advance the development and use of data-informed practices that assess and advance progress for individuals, for providers, and for the Center as a collective impact initiative.

To achieve this goal, the Center will develop procedures to provide regular assessments of client satisfaction and outcomes; it will identify opportunities to foster data-informed practices throughout the Center's work; and it will participate in regular evaluations of service quality and fidelity both at the Center and within the larger system of care.

10. OPERATING PRINCIPLES

In their individual and organizational interactions with each other, Partners will act with integrity and fairness, remembering their shared commitment to accomplish a common mission: helping formerly incarcerated people and their families restore their lives.

Respecting all who are invested in the Center's impact, Partners will strive to achieve excellence in their work, continuing improving their effectiveness by ongoing learning and evaluation and by considering new ways to work together to advance their collective impact. Thus, the Center and its Partners will be committed to the use of evidence-based and best practices; will cultivate Center-wide programmatic capacities and approaches; and will maintain rigor in program fidelity.

Cultivating an inclusive, affirming, patient, and open-minded community culture, Partners will encourage and respect all voices and points of view.

11. SUSTAINABILITY

As an entity committed to fostering maximum collective impact to support our community's healing and progress, the Center will build a strong, sustainable foundation as an anchor institution by leveraging existing resources, clearly measuring and disseminating the impact of our work, and improving efficiencies in the reentry landscape.

West County Reentry Resource Center

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West County Reentry Resource Center

KEY CENTER CHARACTERISTICS

1. KEY CHARACTERISTICS OF THE WEST COUNTY REENTRY RESOURCE CENTER

The West County Reentry Resource Center should demonstrate six key characteristics:

<p>Maximize Partnership</p> <ul style="list-style-type: none"> • Support coordination, communication, and integration among partners • Foster flexible, responsive approaches in service partnerships 	<p>Leverage Resources To Foster Sustainability</p> <ul style="list-style-type: none"> • Develop clear commitments of time and staff for both CBOs and county agencies • “Share the wealth”: Use funding to fill gaps and leverage existing sources • Build a sustainable plan, with starting budget of \$400K annually
<p>Fulfill Multiple Service Functions</p> <ul style="list-style-type: none"> • Serve as an easily accessible, identifiable starting point for clients • Act as a storehouse of both resources and referrals • Develop a reentry navigation model • Strengthen pre- to post-release continuum for both clients and service partners 	<p>Use Holistic Approaches</p> <ul style="list-style-type: none"> • Be client- and family-focused: provide meaningful and engaging connections • Cultivate a restorative, non-punitive, non-blaming atmosphere • Remember the whole person in the whole context • Value and respond to diversity: of skills, experience, identity, needs, and desires
<p>Be Inclusive</p> <ul style="list-style-type: none"> • Cultivate cultural competency through ongoing training for all partners • Cultivate peers at all levels of system; foster them as role models • Ensure that staffing is well balanced and high quality • Foster equal access for all involved in pre/post release (no skimming off the top) 	<p>Emphasize Outcomes</p> <ul style="list-style-type: none"> • Focus on achieving goals: short and long term for partners, the overall center, and clients • Highlight both individual and reciprocal accountability of both providers and clients • Foster client progress toward long-term sufficiency and liberty • Provide quality assurance and advance capacity for all partners

2. CENTER’S PRIMARY FUNCTIONS¹

Reflecting the community’s input in the ways that the Center can be of greatest benefit to individuals and the organizations intended to support them, the Center should fulfill the following primary functions:

- a. Provide both physical and virtual access:
 - i. A physical location: A real place with a door

¹ See Section 2.8 for visual illustrations of the Center’s model and functions. Created in partnership with graphic facilitator Karen Perkins, these illustrations were developed and used during the project’s design phase to offer clear, accessible depictions of the Center’s purpose and service design.

West County Reentry Resource Center

- ii. A 24-hour staffed phone line, as well as a website to offer service information
- iii. Some services to be available on a drop-in basis, some by appointment with specific staff, some on a rotating schedule
- b. Serve multiple reentry-involved populations:
 - i. Stages:
 - People who are about to be released from incarceration
 - People who are immediately post-release
 - People who have been out of incarceration for extended periods of time
 - ii. Status:
 - AB 109 and non-AB 109
 - People under supervision by probation or parole
 - People not under supervision
 - iii. Ages & genders:
 - Adult men and women (over 18)
 - Transition-aged youth (18-24)
 - iv. Family members of all of the above
- c. Act as a first-stop intake site:
 - i. Receive pre-release assessments provided by Sheriff or Probation
 - ii. Conduct or coordinate intake and assessment (for people who are just out and also those who have been out)
 - iii. Conduct or coordinate eligibility screenings (for various public benefits)
 - iv. Conduct or coordinate triage to identify different levels of need: Urgent needs (food, medications, shelter), complex needs (dual diagnoses), specific/single needs (drivers license, Medi-Cal), long-term support needs (peer groups, NA/AA)
- d. Act as a service hub:
 - i. Avoid developing services that would duplicate or displace services that exist in the community – instead, help better integrate and improve service delivery, whether delivered on-site or off-site
 - ii. Support the development and use of structured in-reach connections between Partners and people getting ready to come home from jail or prison

West County Reentry Resource Center

- iii. Provide access to integrated, co-located services and resources on-site (delivered by On-Site Partners)
- iv. Provide space for ongoing groups (peer support, etc.), defined and consistent workspaces for use by On-Site Partners, and coordination for rotating services (legal clinic, health care van, etc.)
- v. Schedule appointments for off-site services provided by defined partners (more than just referrals - Center staff would make appointments with off-site providers who are formal partners with the site)
- vi. Make referrals to other community providers and resources (those that are not formal partners with the site)
- e. Identify, provide, and coordinate different services for different levels of need:
 - i. High need and complex, needing coordinated service team (probably a Multi-Disciplinary Team, or MDT)
 - ii. Drop-in, relatively low urgency (such as benefits enrollment, meetings with probation officer)
 - iii. Urgent/crisis (such as inability to access medications, imminent risk of housing loss)
 - iv. Ongoing on a rotating schedule (support groups, legal clinic, health van, etc.)
- f. Immediately meet some urgent needs for people just being released:
 - i. One-On-One Connection: The Center should work with its On-Site Partners to ensure that appropriate clients can be readily and consistently connected to a go-to contact, such as a navigator, mentor, Partner staff member, or multi-disciplinary team lead, using criteria to be developed by the Center and its appropriate partner(s).
 - ii. Food: Some inventory of non-perishable items could be maintained on-site, for distribution to clients immediately post-release, using criteria to be developed by the Center and its appropriate partner(s). The Center should maintain up-to-date and accurate informational handouts to inform clients of existing food sources.
 - iii. Medication: It is not assumed that the Center will stock or dispense medications on-site; however, the Center should establish a formal partnership agreement with one or more medical providers to expedite prescriptions for immediately post-release clients in urgent need of medication, using criteria to be developed by the Center and its appropriate partner(s).
 - iv. Clothing: Some inventory of basic clothing items (hygiene supplies, underwear, socks) could be maintained on-site, for distribution to clients immediately post-

West County Reentry Resource Center

- release, using criteria to be developed by the Center and its appropriate partner(s). The Center should maintain up-to-date and accurate informational handouts to inform clients of existing clothing sources.
- v. Bus vouchers: Some low-fare Clipper cards could be maintained on-site, for distribution to clients immediately post-release, using criteria to be developed by the Center and its appropriate partner(s). This resource could be developed in partnership with the Sheriff's department and regional Parole offices.
 - vi. Short-term beds: It is not assumed that the Center will provide or directly manage emergency or short-term housing; however, the Center should establish a formal partnership agreement with one or more housing providers to expedite access to shelter for immediately post-release clients, using criteria to be developed by the Center and its appropriate partner(s).
- g. Cultivate the use of navigators/allies/coaches:
 - i. Foster one-on-one relationships to provide support
 - ii. Foster training to encourage effective peer support
 - h. Support the development of ongoing reentry support groups:
 - i. Help foster and coordinate consistent, on-site support groups
 - i. Encourage the development of "Reentry 101": A client-focused, easy-to-use how-to guide to support individuals in their pre-release preparation and post-release navigation
 - i. Disseminate information about reentry center and reentry resources
 - ii. Support family readiness and reunification
 - iii. Foster development and use of personal reentry/safety plans
 - iv. Help people navigate the "cultural" shift of the transition from incarceration to community
 - j. Advance the capacity and integration of service sectors (public & private):
 - i. Serve as a go-to source to coordinate and conduct trainings county-wide
 - ii. Serve as a common table to develop shared practices (assessment forms, baseline intake forms, data sharing)
 - iii. Serve as a common table to develop shared approaches (evidence-based practices, common intake, assessment, and evaluations)

West County Reentry Resource Center

GOVERNANCE AND ADMINISTRATION

1. EXECUTIVE SUMMARY

a. Collective Impact

The governance, management, and operations of the West County Reentry Resource Center (the Center) will reflect the principles of collective impact. For additional information about collective impact initiatives and the backbone functions that support them, see Section 4.3, “*What is Collective Impact?*” and Section 4.4, “*Types of Backbone Entities.*”

Acting as a backbone fostering the collective impact of all of the Center’s partners, the Center’s Executive Director and administrative staff should fulfill the following six backbone functions:

- i) Guide vision and strategy;
- ii) Support aligned activities;
- iii) Establish shared measurement practices;
- iv) Build public will;
- v) Advance policy;
- vi) Mobilize funding.

The Center’s core budget should not be used to pay for services; rather, the Center’s partners will provide on-site program & service staff and resources as in-kind contributions, with the Center’s core budget dedicated to underwriting the costs of the Center’s backbone functions, occupancy, and infrastructure.

b. Governance

- i) **Host:** The Center will be operated by a host organization (the Host), which serves as the institutional sponsor for the Center. As the entity legally responsible for the Center’s operations, the Host will be the entity of record for the Center’s grants and contracts and will be the employer of record for the Center’s director and direct staff.

The Host should have demonstrated capacity in the following areas:

- Programs and operations infrastructure and management;
- Managing multi-stakeholder initiatives;
- Understanding and appreciation of collective impact model;
- Community engagement.

West County Reentry Resource Center

- ii) **Steering Committee:** A Center Steering Committee (CSC) will develop policies; provide oversight and outreach; support fundraising; and support the Center's organizational Center Host/site management staff. The CSC may form additional standing or ad hoc committees, as it deems appropriate.
- iii) **Executive Director:** The Center's day-to-day operations shall be conducted under the direction of an Executive Director, who will report to the Center Steering Committee. The Executive Director will hire, fire, manage, and evaluate the Center's administrative staffing.
- iv) **On-Site Partners:** The majority of the Center's services will be provided by On-Site Partner organizations that dedicate staff and other resources to operate on-site at the Center. Reflecting the Center's co-located, collaborative, integrated service approach, all On-Site Partners will enter into Memoranda of Understanding with the Center to detail the expectations and responsibilities to which all On-Site Partners agree. The Center will also develop Operational Agreements detailing the specific roles and responsibilities governing each On-Site Partner's activities and services.
- v) **Administration:** Providing backbone functions, the Center's administrative management will recognize and fulfill two primary responsibilities:
 - i) Serve as the outward-facing embodiment of, ambassador for, and liaison to the Center, and
 - ii) Serve as the inward-facing operational and administrative management of the Center and of its partners, responsible for the development and implementation of an integrated, collaborative, and effective service plan.

2. GOVERNANCE RESPONSIBILITIES: HOST

- a. Fiduciary: The Host provides fiduciary and legal oversight for the Center, including:
 - i) Ensure legal and ethical integrity and maintains accountability
 - ii) Ensure compliance with all laws and regulations
 - iii) Track the Center budget, hire audit firm, ensure proper financial and HR policies and procedures are in place
 - iv) Approve conflict of interest and whistleblower policies
 - v) Serve as employer of record for Center staff
 - vi) Manage all required reporting to state and local taxing authorities
- b. Backbone: Acting as a backbone entity, the Host's responsibilities include the following:
 - i) Maintain Center's integrity, value, mission

West County Reentry Resource Center

- ii) Manage all aspects of Center operations
 - Implement and monitor service model and activities
 - Manage site facilities and infrastructure
 - Manage data collection, sharing, and evaluation practices and systems
 - Develop Center policies and procedures
 - Manage partner relationships
- iii) Manage collaboration and coordination of all Center stakeholders and activities
 - Facilitate partnership meetings
 - Provide conflict resolution among partners
- iv) Implement communication and marketing activities, in collaboration with Center Steering Committee
 - Serve as primary representative and spokesperson for the Center
 - Develop and implement community engagement strategies and activities
 - Design and implement client outreach strategies and activities
 - Carry out advocacy activities, as appropriate to the Center
- v) Participate in and support fundraising efforts as developed by the Steering Committee

3. GOVERNANCE RESPONSIBILITIES: CENTER STEERING COMMITTEE

An 11-person Center Steering Committee (CSC) will govern the Center. The CSC membership will reflect a broad cross-section of experience and expertise from across the West Contra Costa community. The CSC is specifically intended to include members who have been incarcerated and people whose family members have been incarcerated. All members of the CSC must be adults (age 18 and over).

a. Composition of the Center Steering Committee:

The 11-member CSC will comprise the following members:

- i) Three senior representatives from county agencies:
 - One representative from the Community Corrections Partnership Executive Committee, representing a public safety agency (Sheriff, District Attorney, Public Defender, Police Chiefs, or Probation)

West County Reentry Resource Center

- One representative from the Community Corrections Partnership Executive Committee, representing a health/behavioral health agency (Homelessness, Alcohol or Other Drugs, Mental Health, or Health Services)
 - A representative from the office of the region's County Supervisor
- ii) Three senior representatives from community-based organizations that provide services to the reentry population. Representatives from these community-based organizations are not required to be operating as On-Site partners. Community-based organizations must:
- (a) Be a 501c3 (with current registration by the IRS) or a fiscally sponsored project of a current registration by the IRS;
 - (b) Inform, advise, and support the advancement of the Center's mission, vision, values, and methods;
 - (c) Provide specific input and expertise to maximize the Center's value and impact in the larger reentry landscape;
 - (d) Possess relevant experience and expertise to assess, discuss, and advance the Center's work;
 - (e) Serve as ambassadors to the larger community;
 - (f) Appoint as their official representative a senior staffer who is authorized to make decisions, commit resources, and commit to changes or decisions related to their own organizational policies, practices, or the delivery of services, as appropriate.
- iii) Three community representatives
- Community representatives are not required to be formally affiliated with or employed by any organization. Community representatives must:
- (a) Live, worship, or go to school in West Contra Costa County;
 - (b) Agree to serve as individuals advocating for and providing insight about the needs, interests, and desires of the community as a whole;
 - (c) Inform, advise, and support the advancement of the Center's mission, vision, values, and methods;
 - (d) Highlight community interests and concerns as they relate to the Center;
 - (e) Serve as ambassadors to the larger community.
- iv) One representative from the Contra Costa County CCP Community Advisory Board (CAB)

West County Reentry Resource Center

CAB shall select a CAB member in good standing as its representative to the CSC. When a member leaves the CAB (for whatever reason), the CAB will appoint a new representative. The CAB representative must:

- Serve as liaison between the CSC and the CAB, supporting ongoing coordination and information-sharing;
 - Inform, advise, and support the advancement of the Center’s mission, vision, values, and methods;
 - Support the identification and implementation of opportunities for collaboration, shared policy development, and collective advocacy to advance common interests identified by the CAB and the CSC;
 - Provide updates to the CAB about the work of the CSC, and updates to the CSC about the work of the CAB.
- v) One senior representative from the office of the County Reentry Coordinator, who will:
- Inform, advise, and support the advancement of the Center’s mission, vision, values, and methods;
 - Support the identification and implementation of opportunities for collaboration, shared policy development, and collective impact regarding reentry-related issues across the county.
- vi) In addition to these 11 members, the Center’s Executive Director will serve as a non-voting member of this body. The Center’s Executive Director does not serve as staff the Steering Committee but may assign a Center administrative staff member to support the Committee’s work.

b. Center Steering Committee: Responsibilities

The Center Steering Committee (CSC) serves as the guardian and steward for the Center’s mission and is responsible for supporting the Center and its Executive Director, maintaining financial stability, and ensuring impact.

The CSC shall be responsible for the following:

- i) Develop and sustain program mission, vision, and values
- ii) Set and uphold policies (including setting criteria for onsite and offsite services, support staff as needed to resolve partner issues)
- iii) Hire, fire, and evaluate the Executive Director
- iv) Support Executive Director and staff in fulfilling project goals

West County Reentry Resource Center

- v) Participate in short and long term planning while ensuring participant input
- vi) Approve annual project budget
- vii) Assist with fundraising
- viii) Provide input into program development, quality review, integration, and evaluation
- ix) Serve as ambassadors to partners and the community at large
- x) Assist with community education, engagement, and inclusion
- xi) No fewer than four members of the CSC will serve on the County's initial selection panel for the Center's Host and will provide annual assessment of the Host/Center partnership.

c. **Center Steering Committee: Officers**

- i) The CSC officers consist of the Chair and Vice Chair.
 - The Chair shall facilitate CSC meetings, develop and distribute agendas in coordination with the Executive Director, and convene any workgroups or committees. The Chair shall also fulfill all responsibilities designated by the Host, including signing personnel-related documents and forms for Executive Director oversight; reviewing financial statements at least annually; and meeting with the Executive Director and Host executive at least annually.
 - The Vice Chair shall act for the Chair in his/her absence.
 - Each officer will be elected in the first meeting of the calendar year and serve one-year term.

d. **Center Steering Committee: Terms of Service & Termination**

- i) The CSC must ratify all CSC candidates recommended for appointment.
- ii) CSC members will be appointed for 2-year terms, with one renewal allowed, for a total of four continuous years.
- iii) Mid-term appointees will be allowed to complete their initial term of service and then sit for a maximum of two, 2-year terms.
- iv) At the conclusion of an appointee's term, the CSC is responsible for recruiting, vetting, and appointing a new member to fill the seat.
- v) A CSC member shall be relieved of all duties and terminated from the CSC under the following circumstances: three or more absences in a year, actions or conduct detrimental to the CSC project, or resignation.

West County Reentry Resource Center

vi) The CSC shall meet no less than four times a year and shall adjust the meeting schedule, increasing or decreasing meeting frequency as necessary to complete the goals and objectives before the CSC.

e. **Center Steering Committee: Decision-Making**

i) It is the preference of the CSC to make decisions using a consensus model whenever possible.

ii) In the absence of clear consensus, the CSC defaults to a simple majority for most decisions.

iii) A super majority of 2/3 vote is required for the following decisions:

- Change of CSC membership composition;
- Selection of CSC members;
- Any change to the governance structures or all-partner MOU.

iv) A quorum shall consist of a majority of seated members.

4. ADDITIONAL COMMITTEES

Additional committees shall be formed as necessary in order to facilitate the efficient completion of various goals and objectives of the CSC. Committees may be permanent or ad hoc as determined by the CSC.

The CSC may choose to form and seat the following committees, among others:

a. Governance Subcommittee:

The Governance Committee would be responsible for preparing and updating governance documents, including MOU's; reviewing governance policies and advising staff and the CSC; and recruiting, nominating and orienting new board members.

b. Resource Development Subcommittee:

The Resource Development Committee would be responsible for overseeing and supporting all fundraising efforts related to the project including capital campaign, ongoing operations funding, marketing and outreach strategy, and a fundraising plan. The Resource Development Committee shall be ongoing, comprised of CSC members, community champions, key business partners, and led by a Board member at all times.

c. Partnership & Service Committee:

Membership in the Partnership & Service Committee (P&S) would be mandatory for all On-Site Partners, and would be open to additional organizational stakeholders that do not operate on-site but that serve West Contra Costa.

West County Reentry Resource Center

The purpose of the P&S Committee would be to provide an open and consistent forum in which to identify and address issues of partnership, service plan and integration, fundraising opportunities, community needs, and any other issues affecting the Center.

The P&S Committee would serve to advise the Center Steering Committee. The P&S Committee would not have a formal vote in the Center's operations.

The P&S Committee would meet regularly, with meetings devoted on an alternating basis to service-related issues and to operational or partnership-management issues. The P&S Committee would serve to advise the Center Steering Committee. The P&S Committee would not have a formal vote in the Center's operations.

To join the P&S Committee, a non-partner organization would complete an indication of interest and commitment form for consideration and approval/rejection by the CSC. Members of the P&S Committee would:

- i) Agree to participate in the P&S Committee for at least one year;
- ii) Appoint an authorized decision-maker as their formal representative;
- iii) Respect and support the mission, vision, and values of the Center;
- iv) Agree to participate in the P&S Committee for at least one year.

d. Technical Advisory Committee

The purpose of the Technical Advisory Committee (TAC) would be to provide focused input from formerly incarcerated people, survivors of crime, and the family members of the incarcerated, formerly incarcerated, or victims. The TAC would meet regularly to provide input on the Center's work.

The TAC would serve to advise the Center Steering Committee. The TAC would not have a formal vote in the Center's operations.

To join the TAC, an individual would complete an indication of interest and commitment form for consideration and approval/rejection by the CSC.

Members of the TAC would:

- i) Live, worship, or go to school in West Contra Costa County;
- ii) Inform, advise, and support the advancement of the Center's mission, vision, values, and methods;
- iii) Agree to advocate for and provide insight about the needs, interests, and desires of people most immediately affected by crime, incarceration, and reentry in West Contra Costa County;
- iv) Highlight community interests and concerns as they relate to the Center;

West County Reentry Resource Center

- v) Serve as ambassadors to the people most immediately affected by crime, incarceration, and reentry in West Contra Costa County;
- vi) Agree to participate in the TAC for at least one year.

West County Reentry Resource Center

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West County Reentry Resource Center

SERVICE MODEL AND PLAN

1. A CENTRALIZED POINT OF ENTRY SUPPORTING AN INTEGRATED SYSTEM OF CARE

The West County Reentry Resource Center (the Center) is designed to serve as a beacon of hope, opportunity, and continuing progress to support reentering or formerly incarcerated West County residents and their families in their efforts to forge positive futures.

The Center is intended to serve as a resource for all reentering or formerly incarcerated men and women (age 18 and over) who live in or are returning to West Contra Costa County, as well as for their families who are preparing for or are involved with a family member's reentry or reintegration.

The Center's clients may include people under any form of supervision by Probation or Parole, as well as those who are not under supervision. It is not limited to a particular sub-category, such as AB 109 probationers. The Center is equally open to all reentering or formerly incarcerated clients, and their families, regardless of race, culture, sexual orientation, gender, ethnicity, physical or mental ability, age, religion, criminal justice status, or immigration status.

As a collective impact initiative¹ that is using a co-located, integrated service model to support multiple stakeholders in developing and achieving shared goals, the Center will help advance efficiency and efficacy within the landscape of reentry services by aligning efforts, avoiding duplication, closing gaps, and advancing collective capacity.

For additional information about collective impact initiatives and the backbone functions that support them, see Section 4.3, "*What is Collective Impact?*" and Section 4.4, "*Types of Backbone Entities.*"

As has been demonstrated in other co-located, integrated service partnership models (such as the West County Family Justice Center and the SparkPoint Centers), when existing service stakeholders are gathered into a centralized site that provides intentionally selected and integrated services, clients face fewer barriers, more effectively identify and utilize services, and demonstrate stronger outcomes than in the usual dispersed-service model.²

Reflecting this documented best practice, and advancing a "no wrong door" approach to the West County reentry system of care, the Center will act as a visible focal point to gather, coordinate, and disseminate information, resources, and referrals. The Center will work with partners to develop shared or coordinated intake, assessment, referral, and data-management policies and practices.

¹ Additional information about the collective impact model can be found at [fsg.org/OurApproach/Overview.aspx](https://www.fsg.org/OurApproach/Overview.aspx)

² For more information on the SparkPoint model of integrated services, see Section 4.5, "*What Is a SparkPoint Center?*"

West County Reentry Resource Center

Committed to the principles of jail-to-community model,³ the Center recognizes that transition out of incarceration and into the community is the sole responsibility of neither the detention system nor of community-based organizations. Given that many of the people who exit jail or prison are already involved with multiple social service and criminal justice agencies, effective transition strategies rely on collective ownership, intentional collaboration, and integrated activities among partners.⁴ For additional information on the jail-to-community model, see the Section 4.6, "*The Transition from Jail to Community Initiative.*"

It is anticipated that the Center will begin operating as a pilot project, developing and testing its service model, partnerships, policies and procedures, and infrastructure before attempting to scale up to full operations.

At scale, the Center is intended to operate on extended hours, including evening and weekends, supported by an after-hours staffed phone line and a user-friendly website/social media portals to provide access to accurate, up-to-date information and resources.

2. ADMINISTRATIVE MANAGEMENT

A full-time, four-person administrative team will manage the Center's core operations while fulfilling the "backbone" functions necessary to collective impact initiatives. The administrative team will consist of the Executive Director (1 FTE); the Operations and Services Manager (1 FTE); the Registration, Intake, and Data Administrator (1 FTE); and an Administrative Assistant (1 FTE). *Note: Job descriptions for the first three of positions have been developed and are included as part of the overall implementation planning packet.*

- a. The Center's Executive Director (Director) is responsible for all elements of the Center's management and development. Reporting to and supported by the Steering Committee, the Director is responsible for strategic development and implementation, budget management and reporting, fundraising and public relations, staff and partnership management and development, and infrastructure and operational management.
- b. The Center's Operations and Services Manager (Manager) will be responsible for the daily operations of the Center's services and activities. The Manager will ensure the smooth and effective integration and delivery of appropriate services by Center partners, Center staff, and volunteers.
- c. The Registration, Intake & Data Administrator (Data Administrator) will serve as the first point of contact for both clients and referring partners. He/she will conduct initial intake

³ Urban League and National Institute of Corrections, *The Transition from Jail to Community Initiative*, April 2009, retrieved from <http://www.urban.org/projects/tjc/upload/TJC-Initiative-Overview.pdf>.

⁴ More information about the national Jail to Community Initiative, along with evaluations, assessment toolkits, and case management strategies, can be found at <http://www.urban.org/projects/tjc/Toolkit/>

West County Reentry Resource Center

and registration. Serving as the information hub for receiving and coordinating all client-related information, the Administrator will provide initial triage. Based on the client's intake information, the Administrator will identify which Center Partner will serve as the client's primary service contact, and will provide the client's internal referral to the appropriate Center Partner.

- d. The Administrative Assistant (Admin) will provide administrative support to the Center's staff, staff the registration desk as needed, support data entry and data management, and manage ordinary administrative duties to support the Center's work.

3. SERVICE APPROACH

a. Organizational Service Providers

Developed in partnership with a broad array of stakeholders and systems representatives during the Center's planning process, the following array of on-site service types and availability were identified as of primary importance to meet client needs and leverage providers' impact.

Taken together, this service array represents approximately 5 full-time-equivalent (FTE) positions providing housing, employment & job coaching, benefits enrollment, civil legal services, behavioral health (mental health and substance abuse) services, health access and health enrollment, mentorship, support groups, and family support services.

It is recommended that the Center strive to identify and collaborate with all public agencies that serve the Center's client populations, as well as with community-based organizations that are county-contracted or grant-supported to serve these people, in order to foster coordination, service integration, and information-sharing among all appropriate stakeholders to strengthen the jail-to-community system of care. It is also worth noting that some grant-funded services may, by terms of the funding, be restricted to serving specific sub-categories of individuals. The Center staff will work with the Center Partners to identify such restrictions and to embed eligibility information into the intake process.

b. Navigators

In addition to the Center's staff and organizational Center Partners, the Center will work with its Partners to develop and implement a Navigator program of volunteers trained and supervised by the Center staff or a Center Partner. These Navigators will be paired as a source for one-on-one primary support for identified individuals who are in particular need of this support and who are willing to engage with Navigators.

c. Multi-Disciplinary Teams

Recognizing that a portion of the Center's clients will present complex needs, the Center will support Center Partners and other service providers to convene a Multi-Disciplinary Teams (MDT) to serve each such client.

West County Reentry Resource Center

There are different types of multidisciplinary teams, but all involve representatives of multiple disciplines working together to improve service approaches for people with complex and challenging needs.⁵

4. SERVICE ARRAY (PROPOSED)

Reflecting the desires identified through the Center’s participatory design process, the following grid indicates the array of services and accessibility that are proposed as the core elements of the Center’s service array.

Individual Client Services			
Service Area	Services	Provider	Frequency
Probation	Appointment & drop-in	Probation department	Daily, .4 FTE
Housing	Housing referral, eviction prevention, shelter bed referrals	County and CBO contractors	Daily, .4 FTE
Employment	Career coaching, vocational assessments	County and CBO contractors	Daily, .4 FTE
Employment	Business services manager, job developer	County and CBO contractors	2-3x/wk, .2 FTE
Public Benefits	Benefits screening and enrollment, including CDL, GA, SSI, financial aid, food stamps, Veterans Affairs, public housing	County Behavioral Health (benefits specialists) and CBO contractors	Daily, .5 FTE
Legal Services	Tenants and employment rights and advocacy, Clean Slate, civil family matters (child support, custody)	CBO contractors	2-3x/wk, .2 FTE
Behavioral Health	AOD and MH assessments & referrals	County Behavioral Health (AOD and Mental Health)	Daily, .4 FTE
Health Care/Access	Health Conductors and Promotoras	County and CBO contractors	Daily, .4 FTE
Health Insurance	ACA Enrollment Specialist	CBO Enrollment Entities	Daily, .4 FTE
Mentors	Meet with clients	CBO contractors	Daily, .4 FTE
Navigators	Serve as primary one-on-one support contact for identified clients	Volunteers to be recruited, trained and managed by Center staff or subcontractor	One-on-one connections on-site or in community

⁵ As an example of MDTs in practice, an extensive report on the use of Multi-Disciplinary Teams to address elder abuse in Sonoma County can be retrieved at <http://www.centeronelderabuse.org/docs/A-Collaborative-Approach-to-Multidisciplinary-Teams-in-Sonoma-County.092812.pdf>

West County Reentry Resource Center

Group Services			
CBT groups	Thinking for Change, CBT-based programs	Probation	1/wk
Peer support	Support groups for formerly incarcerated people, for families of formerly incarcerated people, for families of people about to be released	CBO contractor	3-4/week
Family support	Family-group services and parenting classes to support post-release family stability	CBO contractor	1-2/week

Additional Resources
To meet the needs of a small subpopulation of people (determined by a set of specific criteria, such as for someone who has just been released from prison or jail after an extended term of incarceration and who has complex needs and no established action plan, the Center plans to stock a small quantity of non-perishable foods, a small inventory of basic clothing such as socks and gloves, small-value bus passes, and local maps. For this sub-population, the Center should develop agreements with the County Homeless Program and emergency shelter CBOs to prioritize short-term beds.
In addition, local CBOs may represent opportunities to use the Center as an efficient and appropriate site for additional services, which should be explored and developed. For example, Urban Tilth has expressed interest in using the Center as a site for semi-monthly distribution of very low-cost, fresh, local produce through their Community Supported Agriculture program.

During a focus group of representative service and systems stakeholders in October 2013, organizational stakeholders were provided the opportunity to indicate their interests in how to engage with the Center; see Section 2.2.2, *Organizational Indications of Interest* sheet for additional information. It should be noted that this sheet represents only indications of interest (not formal commitments), and that it includes information only from the entities that participated in the focus group.

5. Opportunities to Gather Information about Collective Client Needs

The Center provides a clear mechanism to foster ongoing learning about collective client needs, provide early identification of and intervention for high-need and rapid-recycling clients, and identify opportunities for systems improvement.

(For a case study illuminating and calculating the costly cycle of rapid-cycling consumers of public services, see Section 4.7, *"Million-Dollar Murray,"* by Malcolm Gladwell.)

To cite just two examples by which the Center could help identify opportunities for targeted identification and intervention:

- a. The Center could develop partnerships with the Release Sergeants at the detention facilities to help identify individuals who frequently cycle in and out of the jails. It is well

West County Reentry Resource Center

recognized that a small number of people constitute disproportionately high consumers of costly public resources, including jails and the public mental health system.⁶

Consistent with privacy rules and consumer consent requirements, the Release Sergeants could identify and inform the Center's staff when such an individual is being prepared for release, so as to initiate an active referral to the Center, which could then convene a multidisciplinary team (MDT), and/or assign a Navigator, to support a coordinated and rapid-response plan of connection and care.

- b. For people who have just been released from incarceration, the Center could use the intake process to help identify patterns and trends that may relate to client needs or outcomes. For example, intake could gather information about their jail-to-community transition experience, including questions such as the following:
 - i) What time of day and what day of the week were you released?
 - ii) Shortly before your release, did someone help you develop a post-release placement plan?
 - iii) Shortly before your release, were you able to communicate with your family member or other supportive person to help you plan for your transition?
 - iv) Were you surprised to find out that you were being released?
 - v) Where did you think you were going to spend your first night?
 - vi) Where did you actually spend your first night?

6. New Opportunities to Strengthen Partnership and Service Quality

The Center also provides opportunities to advance the capacity and excellence for both individual providers and the local service sector as a whole, a desire that was illuminated and amplified during the Center's planning phase.

a. Training and Capacity-Building

To these ends, the Center will work with service providers and the County Reentry Coordinator to identify training- and capacity-building needs and opportunities, and can serve as a delivery site for such trainings. This is consistent with the Center's role as a backbone entity to advance collective impact.

b. Partnership Development

The Center also provides opportunities to advance meaningful and effective partnerships among service providers, both public and private.

6

West County Reentry Resource Center

In April 2012, West County stakeholders participated in a collaborative planning process to develop proposals for services funded under AB 109. During this process, participants identified and illuminated what came to be called the “Four Big Ideas to Strengthen Partnership,” as follows:

- i) **Deepen organizational relationships:** Grow knowledge of one another (what each organization does and does well) and strengthen meaningful ongoing contact with one another.
- ii) **Capacity building/Quality improvement:** Increase the capacity of all organizations and their staff to do their work well so that we improve the quality of partnerships and inter-organizational reliability.
- iii) **Improve Referrals:** Develop good/best practices for referrals; define policies and practices that make for good referrals.
- iv) **Data gathering and sharing:** Develop agreements for basic data-gathering and sharing to advance individual and collective impact.

The Center has the opportunity to form and regularly convene a Partners and Services Committee (see Section 2.1.3, *Governance and Administration*). In addition, see Section 2.2.3, “*Four Big Ideas to Strengthen Service Partnerships*,” an indications of interest form that could be solicited among Center Partners to support the formation of a dedicated work group to advance partnership quality and standards.

The Partners and Services Committee could work with the County Reentry Coordinator and appropriate consultants (including the County’s contracted data and evaluation consultant) to advance partnership improvement efforts.

West County Reentry Resource Center

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Sector	Department	Name	Potential Activity
State			
	CDCR/State Parole	Deborah Johnson	Assuming that this is only open to AB109 population, expand to state parolees; develop a joint contract
	CDCR/State Parole	Shawn Key	Have staff at the facility to help facilitate the parolee to different services once released to the community
County			
	Supervisor Gioia's Office	Terrance Cheung	Provide ongoing advocacy and support
	County Administrator's Office	Lara DeLaney	Administrative oversight, evaluation of host and provider effectiveness
	County District Attorney's Office	Tom Kensok	Prosecutors can make interaction a condition of probation
	County EHSD/Adult Services	John Cottrell, Anne Struthers	Have staff person on site and coordinate services/benefits; e.g. food stamps, general assistance
	County EHSD/General Assistance	Maria Hernandez	Facilitate access to services (Cash aid \$) by providing eligibility information requirements and application process
	County Homeless Program	Lavonna Martin	Develop shelter capacity to meet additional need
	County Alcohol & Other Drugs (AOD)	Curtis Christie	AOD and DDX Assessment referral, data and reports, panel review membership.
	County Reentry Coordinator	Jessie Warner	Coordination implementation and issue resolution
	County Work Force Development	Stephen Baiter	Possible site host for next phase and/or referral partner
	County Probation	Todd Billeci	Assist as able, use Center as referrals and as meeting spot with clients

Sector	Department	Name	Potential Activity
	County Forensic Mental Health	Tieaasha Gaines	Provide groups that address recidivism and increase life skills ; i.e., anger management, PTSD Groups.
	Sheriff's Office	Jeff Nelson & Christyne Zermeño	Provide clear, reliable access point with whom to communicate regarding potential clients pre release; assist with pre release efforts in jails
City			
	Richmond Police Department	Chris Magnus	Role #1: Address immediate safety/security needs at site; police can serve as protectors/enforcers
	Richmond Police Department	Chris Magnus	Role #2: Make quality/informed referrals to Center; Police can serve as "helpers" and service partners
CBOs			
	SHELTER Inc.	Jennifer Baha	Have a housing case manager on site 5 days/week
	Neighborhood House of North Richmond	Lloyd Madden	Possibly serve as a One Stop location, provide on site housing, provide outside housing (St. James Hotel)
	Bay Area Legal Aid	Susun Kim & Adam Poe	Have Bay Legal attorneys there once/week; or more; and by appointment
	Community Clinic Consortium	Alvaro Fuentes	Provide access to health care; enroll services, provide primary care
	Rubicon Programs	Jane Fischberg	Have assessment intake person on site X number of hours per work for Rubicon Financial Opportunity Center (which includes AB109 employment services)
	Rubicon Programs	Jane Fischberg	Assist as able

West County Reentry Resource Center

FOUR BIG IDEAS TO STRENGTHEN SERVICE PARTNERSHIPS (INDICATIONS OF INTEREST)

Are you interested in being part of a team at the West County Reentry Resource Center working to help improve our partnerships in West Contra Costa County reentry services? If so, let us know!

Yes, I'd like to work on the following aspects of good service partnership:

- i) **Deepen organizational relationships:** Grow knowledge of one another (what each organization does and does well) and strengthen meaningful ongoing contact with one another.
- ii) **Capacity building/Quality improvement:** Increase the capacity of all organizations and their staff to do their work well so that we improve the quality of partnerships and inter-organizational reliability.
- iii) **Improve Referrals:** Develop good/best practices for referrals; define policies and practices that make for good referrals.
- iv) **Data gathering and sharing:** Develop agreements for basic data-gathering and sharing to advance individual and collective impact.

Contact information:

- **Name:** _____
- **Organizational Affiliation:** _____
- **Title:** _____
- **Email address:** _____
- **Phone number:** _____

West County Reentry Resource Center

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West County Reentry Resource Center

BUILDING AND FACILITIES: SUMMARY CRITERIA FOR FUNCTIONS AND LOCATION

1. Physical Environment

- a. Reflecting the values and mission of the Center, the physical space should be welcoming, non-institutional, healing, and calming.
- b. The Center's physical environment should provide opportunities for partners and clients to engage with the arts, both as observers and as art-makers. Artistic depictions and creations should reflect the Center's clients, their cultures and traditions, and their experiences.
 - i. As observers: The Center should develop rotating displays of visual, literary arts and cultural artifacts (lent by Richmond Art Center, NIAD, Richmond Writes! or others). Specific examples could include the display or presentation of local cultural artifacts, murals, mosaics, paintings, music, dance, photography, poetry, spoken word, and video.
 - ii. As art-makers: The Center should build participatory arts opportunities into the physical environment and program structures: mechanisms could include dry-erase walls; paper and arts supplies; and easily accessible arts materials and activities (both impromptu and structured) as opportunities for self-expression and healing. Such programming could be developed in partnership with community-based arts organizations and initiatives, or be developed by Center staff and Center Partners.
- c. The Center should offer soothing stimulus for the senses:
 - i. The space should cultivate the use of soothing and pleasant environmental stimulus: bubbling water, calming music, welcoming (non-institutional) colors, comfortable seating and flooring, and natural elements.
 - ii. The space should also have acoustic elements that help reduce cacophony, and it should provide small, soothing items that can be held or used by clients and staff.

2. Facilities-Related Safety and Behavioral Policies

- a. Because the Center will serve a wide array of people with diverse histories of criminal justice involvement, it will be important for the Center to develop methods to mitigate the risks that can emerge when high-criminality and low-criminality populations come into contact with each other. In particular, it will be important to develop policies and practices that help prevent either victimization or criminal "grooming" of those who may be vulnerable.
- b. While safety for all (staff and clients) is essential, the Center is committed to achieving safety while maintaining a welcoming, warm, de-traumatizing environment. In addition,

West County Reentry Resource Center

research shows that explicit physical safety mechanisms can actually provoke or increase aggressive and confrontational behaviors. As a result, and reflecting its values, the Center should develop policies and practices that foster positive behaviors while minimizing the need for visible methods of surveillance or deterrence such as intrusive cameras, metal detectors, protective glass barriers, or locked front doors.

- c. The Center should develop and train staff in the use of an all-Center notification system, such as crisis buzzers, codes that can be used over a public address system, or all-Center phone notification.
- d. The Center's physical design and staffing plan should ensure that a staffed reception/registration desk is the first point of contact for people entering the Center. Registration staff should be trained in policies and procedures to establish positive initial interactions, recognize and appropriately respond to the client's current behavioral status, identify the purpose for the client's visit, and identify any interventions or resources necessary to address a client who is in distress, apparently under the influence, or decompensated.
- e. Although the Center will operate with a harm-reduction approach that strives to meet each client at his/her state of readiness, the Center should develop clear behavioral expectations and consequences (language, harassment, intoxication, threatening, loitering, encroaching) using strategies to encourage positive behaviors and to mitigate negative or destructive behaviors. The intake and registration process should provide both written and oral information about the Center's behavioral policies and expectations. (For an example of a client-focused behavioral guideline, see Section 4.11, "House Agreements" from the RYSE Center.)
- f. Because the Center will gather and maintain legally protected client information, the Center must develop and maintain capacity to protect such information in accordance with all legal regulations.

3. Functional Considerations

To support the activities identified in the Center Service Plan, the site should provide four kinds of functional spaces, as described in this section.

The Center's spatial delineation should be designed to clarify the distinct site functions. The Center should employ at least visual delineators to define public areas as distinct from private spaces, and should use physical barriers (doors, locked equipment) to maintain distinctions between public/private and restricted spaces.

West County Reentry Resource Center

a. **Public spaces:**

- i. The public space (entryway, registration area, waiting rooms, bathrooms) should be welcoming and without use of visible deterrents such as security cameras, warning signs, safety barriers or glass, or buzz-only entrances.
- ii. Safety for all should be fostered through Center policies and staff training to encourage pro-social behaviors by clients, staff and Partners (including the use of respectful language and attitudes), de-escalation strategies and cooperative conflict resolution, and protocols for emergency management.
- iii. The intake and registration process should include mechanisms to identify any client who is a registered sex offender, who is subject to a restraining order, or who is under a warrant. Such mechanisms are intended to enhance safety for all at the Center, including the client, who may otherwise be at risk of violating terms and conditions, even unknowingly.

b. **Private spaces** are those areas accessible to clients only when escorted by or in the presence of a staff member, for a specific purpose/meeting.

i. Private spaces for program services:

- Private space would provide group meeting rooms and one-on-one offices or work spaces, including spaces that are family-friendly
- Private space should include an identified and relatively contained triage area, where safety resources are more robust and where a small team could assess and respond to anyone in crisis.
- At least some of the dedicated program spaces should be family-friendly, with child-friendly furnishings and materials readily available.

ii. Private spaces/work spaces for providers:

- These would include individual offices, shared open workspaces, or cubicles.
- Some workspaces will be dedicated to permanent staff; some would be shared (scheduled among part-time partners); and some would be available on drop-in basis for occasional on-site work.
- All workspaces should be appropriately equipped, with office chairs, phones, computers, Internet access, office supplies, Wi-Fi login/password info, telephone extensions, staff names/roles, and guidelines for emergency procedures.

West County Reentry Resource Center

- c. **Restricted spaces** are accessible only by staff/partners
 - i. Locked records, secure space for staff belongings, staff break room, administrative offices/work spaces
 - ii. Food storage/clothing pantry/bus passes/phone cards
 - There should be moderate amount of space to store non-perishable, easy to prepare foods to be given to clients for short-term needs
 - Also need clean and organized space to hold moderate array of clothes (socks, mittens, hats, underwear), again for clients who have specific short-term needs
 - Lockable space for small items of value: bus passes, phone cards
- d. **Outdoor space:**
 - i. If possible, the site should provide access to a protected, calm, and pleasant outdoor space.
 - ii. The Center should provide readily accessible parking with clear site lines and good nighttime illumination to foster safety and security.

4. Location and Accessibility

- a. The Center should be located in a convenient and central geographic location within West Contra Costa (which includes Rodeo, Crockett, Hercules, Pinole, North Richmond, Richmond, San Pablo, El Sobrante, and El Cerrito).
- b. The Center should be readily accessible by public transportation and in proximity to other resources of likely benefit to the people served by the Center. Signage should ensure that the Center is readily visible and identifiable.
- c. The Center's location should be chosen with due consideration for gang-related issues regarding territory. All efforts should be made to establish the Center as a neutral location – these efforts would include the choice of an acceptable geographical location, the explicit identification of the Center itself as a "safe passage zone," and strategies for client outreach and engagement to assist individuals in developing a sense of access to the Center as a safe place.
- d. The building should be ADA compliant, and preference should be given to a site that can conduct all activities on a single story.

West County Reentry Resource Center

5. Potential Sites

a. Macdonald Corridor (downtown central Richmond)

For reference information regarding vacant properties in the downtown Richmond area, see Section 4, *Recruitment Property Inventory Recap* memo produced in late December 2013 by Sarah Rah of Real Estate Research on behalf of the Richmond Main Street Initiative. This summary is attached as a convenient reference only, and its inclusion does not suggest or imply that downtown Richmond represents the ideal or preferred location for the Center.

According to Amanda Elliott, Executive Director of Richmond Main Street, “the general leasing cost for most locations is \$1.00-1.50 per square foot (these are spaces with some improvements). [Tenants] might be able to negotiate a much lower rate if [they] are interested in upgrading the spaces and doing the tenant improvements. Some property owners will also allow [tenants] to have the space rent free for a few months while [making] upgrades.”

b. 23rd Street (Richmond/San Pablo)

A longtime social service provider founded in 1954, the Neighborhood House of North Richmond (NHNR) owns properties in Richmond and Point Richmond:

- A substantial administration and programmatic space at 23rd and Gaynor, which operates a 90-day recovery residential treatment program for men, a 7-day detox center for men, and DUI and HIV/AIDS programs, among others. An L-shaped building situated on a corner lot facing both 23rd Street and Garvin Avenue in Richmond, this building also has an on-site parking lot. With three levels totaling 36,000 square feet, its first floor is 18,000 square feet, the 2nd floor is 11,000 square feet, and the 3rd floor 7,000 is square feet.
- A 31-room Single Room Occupancy hotel (the St. James) on 19 Cottage Avenue in Point Richmond, across the street from the Hotel Mac. Many graduates of the NHNR residential recovery program live in this hotel.

During the planning phase of this project, NHNR Board President and CEO Lloyd Madden expressed preliminary interest in the possibility of leasing facilities space to the Host to support the implementation of the Center.

The information regarding NHNR is provided as a convenient reference, and its inclusion does not suggest or imply that NHNR or its facilities offer ideal or preferred locations for the Center.

West County Reentry Resource Center

c. 1711 Barrett Avenue (Richmond)

The owner of this property, Daniel Goldschmidt, has written a letter indicating his interest in submitting this property for consideration as a site for the Center; he has also provided a comprehensive brochure outlining its characteristics. For more information about this property, see Section 4 for Mr. Goldschmidt's letter and site brochure.

Based on information provided by Mr. Goldschmidt, this is a commercial property located across the street from the Richmond Bart Station, comprising four buildings on a lot of 10,000 square feet. The four buildings are of various sizes: 1 at 1,000 square feet; 2 at 1,250 square feet each; and 1 at 3,800 square feet. Together, they total 7,500 square feet. In addition, there is a center concrete lot of approximately 2,500-3,000 square feet.

The information regarding 1711 Barrett Avenue is provided as a convenient reference, and its inclusion does not suggest or imply that 1711 Barrett Avenue offers an ideal or preferred location for the Center.

West County Reentry Resource Center

POPULATIONS AND ELIGIBILITY

1. OVERARCHING ISSUES RELATED TO POPULATIONS AND ELIGIBILITY

- a. The Center is to serve as a key resource for a wide variety of formerly incarcerated people with varying needs, justice status, and justice history. Its services and practices will be designed to identify and meet the needs of these populations, in all their variety.
- b. Every client is to be treated with consideration, compassion, humanity, and respect; with every client, the Center's approach is to be client-focused; and the Center will strive to foster each client's healing and restoration, to the degree that each client chooses to engage in this work.
- c. It is anticipated that a substantial number of the Center's clients will be people who are under active supervision by Probation or Parole. In addition, some of these people may be mandated by the terms of their release to connect with and participate in the Center's services. However, even when clients are under formal supervision or are mandated by the terms of release to connect with the Center, the Center's organizational values apply to every client, at every time, no matter their legal status.
- d. It is well recognized that the Center's clients will likely have high rates of trauma, untreated or unrecognized mental health and substance abuse conditions, co-occurring conditions, and complicated circumstances. Therefore, all of the Center's staff and partners should be trained in and adept at supporting people with complex challenges, and should infuse their work with trauma-informed practices.
- e. Many people with longstanding or repeated experience with incarceration face particular challenges in acclimating to and navigating within life outside of incarceration. Therefore, the Center staff and partners should be aware and mindful of the uncertainties, discomforts, hyper-vigilances, and anxieties that are common to people coming home and which may be expressed through multiple beliefs, behaviors, and attitudes.
- f. Some services that the Center provides or coordinates may be funded by specific grants and contracts that operate with specific eligibility criteria; in making referrals, the Center will develop mechanisms to identify and track eligibility.

2. GENERAL ELIGIBILITY

- a. Residency:
 - i. Formerly incarcerated residents who now live in West Contra Costa County;
 - ii. Currently incarcerated people who are within six months of returning to West Contra Costa once they are released from incarceration;

West County Reentry Resource Center

- iii. People who live in West County and who have an incarcerated family member who has less than six months remaining in their term of incarceration and who will return to West Contra Costa following incarceration;
 - iv. People who live in West County who have a formerly incarcerated family member living in West County.
- b. Family members:
- i. The Center recognizes that the definition of family may be far broader than biological relation or marital status. Therefore, in working with individuals, the Center will respect and accept each client's definition of her/her "family."
 - ii. The Center recognizes that an individual's family members may play essential roles in supporting a person's successful reentry and reintegration. Therefore, the Center will strive to include family members in multiple ways, as appropriate and possible.
 - This means that the Center can engage with and respond to requests for services made by a family member seeking help for him/herself in dealing with the challenges related to having an incarcerated or formerly incarcerated person.
 - This also means that a family member can be recognized as the Center's first point of contact to initiate outreach to an incarcerated or formerly incarcerated person.
 - (a) However, although a family member may serve as the initial point of contact and outreach to attempt to engage an incarcerated or formerly incarcerated person, the decision about whether to engage in the Center's services remains with the incarcerated/formerly incarcerated person and not with his/her family member.
- c. Parents and children:
- i. The Center recognizes that many incarcerated or formerly incarcerated men and women are parents (whether or not they are actively parenting their children).
 - ii. Further, the Center recognizes that incarceration or a history of incarceration presents particular challenges for multiple members of a family unit: for the incarcerated/formerly incarcerated parent; for the person who has had primary responsibility for child-rearing during a parent's incarceration; for all the children in the family; and for other caregivers and supporters who have taken on additional responsibilities for raising children of an incarcerated person.

West County Reentry Resource Center

- iii. Finally, the Center recognizes that family reunification following incarceration can be a complex and challenging experience for all members of a family unit, particularly those that involve children (defined up to age 18).
- iv. Therefore, the Center will strive to identify and support the family unit in the process of reunification, when appropriate, to help stabilize and strengthen the family and reduce the likelihood of further family disruption or reincarceration.

3. CLIENT CATEGORIES

As described in Section 1.a. above, the Center will serve a wide variety of formerly incarcerated people and their families. Within the broad population base, it is anticipated that the Center will encounter the following categories (among others):

- a. Demographics
 - i. Adult men and women living in or being released to West Contra Costa County
 - ii. Transition-aged youth (18-24)
 - iii. Families of the incarcerated (both pre- and post-release)
 - iv. Multiple ethnicities and languages reflecting our larger community (predominantly Caucasian, Latino, Black, and Southeast Asian)
 - v. Various citizenship status, including legal citizens, legal residents, and undocumented residents
- b. Justice, supervision, and detention status
 - i. *Stage of incarceration*: The Center is expected to serve people who are about to be released from incarceration (prison or jail); people who are immediately post-release; and people who have been free from incarceration for an extended period
 - ii. *Supervision status*: The Center is expected to serve people who are under AB 109 status; people who are not under AB 109 status; people who may be under supervision by probation or parole; and people who are not under supervision. (See Section 2.4.2, "Supervised Populations: Definitions" for additional detail.)
 - iii. *Level of need*: The Center is expected to serve people who have a wide variety of needs and intensity of service, including (but not limited to) the following:
 - People whose needs are intensive and complex, requiring multiple coordinated services, and who may therefore require a case-specific Multi-Disciplinary Team, or MDT.

West County Reentry Resource Center

- People whose needs are urgent or who are dealing with a specific critical issue, such as inability to access medications or the imminent risk of losing their housing.
- People who are seeking relatively low-urgency services that can be accessed on a drop-in or by individual appointments, such as benefits enrollment, meeting with a probation officer, or vocational counseling.
- People who may engage in group services or in services that can be provided on a consistent rotating schedule (support groups, health van, parenting classes).

4. SPECIALIZED EXPERIENCES

In addition to the broader categories identified in Section 3, above, it is recognized that the Center will also serve a variety of people with additional specific issues and needs.

As a centralized information resource, the Center should strive to highlight gaps in the existing service landscape and should work with Center Partners to develop intentional services and service referral relationships to help meet these aspects of individual experience and identity, which are too often neglected, overlooked, or perceived as incidental.

People with specialized needs and experiences are likely to include the following:

- a. Women, with particular considerations for gender-specific issues including histories of sexual trauma or sexual exploitation; relationship violence; and exposure to sexually transmitted diseases;
- b. People living with co-occurring disorders;
- c. People with disabilities (physical, cognitive, or psychological), and seniors (age 65 and above);
- d. People with chronic health conditions, including HIV+ and hepatitis;
- e. Transition-age youth (ages 18-25), whose needs should be considered and addressed with clear understanding of the specific developmental needs and challenges of young adulthood. In addition, many young people who have been incarcerated (either as juveniles or as adults) also have experience as foster children, which may complicate their needs;
- f. Veterans, including those with “other than honorable” status, which can limit their eligibility for services from the Veterans Administration and which may be correlated with increased incidence of traumatic stress;
- g. People who identify as Lesbian, gay, bisexual, transgender, queer, questioning, intersex, or two-spirit (LGBTQQI2-S), who may have longstanding experiences of

West County Reentry Resource Center

discrimination, exclusion, or exploitation, and whose sexual and gender identities should not be segregated from their larger sense of individual identity and cultural affiliations¹;

- h. People who are undocumented residents, who may be particularly cautious about engaging in services, providing information, or seeking help; therefore, the Center should strive to explain and affirm that disclosing one's legal status is not required to engage in services and that the Center will not report on a person's legal status to any authorities.

5. LIMITED-ELIGIBILITY SERVICES

Although the Center is designed and expected to provide integrated services to a wide array of people, it will also be the case that some services provided at the Center are funded through grants, programs, or agencies that restrict eligibility according to certain criteria.

Therefore, in assessing each person's needs and developing appropriate service plans, the Center will need to respect and explain that certain services may not be available, based on specific eligibility requirements.

Again in its role as a centralized information resource, the Center should develop capacity to track both demand and supply of services, so as to add to collective understanding of the community's needs as mapped against existing resources.

¹ See Section 4, Practice Brief, "Providing Services and Supports for Youth who are Lesbian, Gay, Bisexual, Transgender, Questioning, Intersex or Two-Sprit," by the Georgetown University Center for Child and Human Development in partnership with the National Center for Cultural Competence, SAMHSA, and the US Department of Health and Human Services, 2008. Although this Practice Brief focuses on the needs of young LGBTQQI2-S youth, its recommendations would be of benefit in working with adult LGBTQQIS-2 populations as well.

West County Reentry Resource Center

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West County Reentry Resource Center

SUPERVISED POPULATIONS: DEFINITIONS

1. STATEMENT OF INTENT

It is anticipated that a substantial number of the clients of the West County Reentry Resource Center (the Center) will be people who are under active supervision by Probation or Parole.

In addition, some of these people may be mandated by the terms of their release to connect with and participate in the Center's services.

However, even when clients are under formal supervision or are mandated by the terms of release to connect with the Center, the Center's organizational values apply to every client, at every time, no matter their judicial status.

This means that every client is to be treated with consideration, compassion, humanity, and respect; that the Center's approach remains client-focused; and that the Center fosters each client's healing and restoration, to the degree that each client chooses to engage in this work.

2. DEFINITIONS

In order for the Center's staff and Partners to maximize clients' efficient access to the Center, and their effective use of its resources, it is important to understand the distinctions among supervising entities and supervised individuals, as follows:

- a. The term "Parole Agent" includes any California Department of Corrections and Rehabilitation officers assigned to oversee and supervise individuals released from state prison or correctional facilities.
- b. The term "Probation Officer" includes any and all officers designated by county Probation Departments to oversee the release of and to monitor individuals assigned to them for supervision.
- c. The term "supervised populations" includes people released from custody who, as a term of their sentencing, are assigned to Probation Officers or Parole Agents for supervision post-release.
- d. Within the broad category of "supervised populations," there are meaningful and consequential sub-classifications of people under supervision by Probation or Parole. Currently, people are assigned to Probation under the following probation sections: AB109, 1170 P.C., Post Release Community Supervision, Second Chance Probation, and Smart Probation.
 - i. Assembly Bill 109 (AB 109)

Formally known as the Criminal Justice Realignment Act, Assembly Bill 109 (AB 109) was signed into legislation in April 2011 and went into effect on October 1, 2011.

West County Reentry Resource Center

- The primary objective of legislation is to change the place where many felony sentences are served in cases when the person is not granted probation. Instead of being sentenced to state prison, many people serve their term in county jail and, if they are subject to post-release supervision, will be supervised by county probation.
- ii. AB 109 Individuals Released on Post Release Community Supervision (PRCS)

As an element of AB 109, the state created a new type of supervision program, called Post-Release Community Supervision (PRCS). People on PRCS are supervised by county probation, not by the state parole system. People on PRCS are generally released to the county of their last legal residence. PRCS can last from six months to three years, but a person may be released earlier if there are no violations of the conditions of release. People who violate the terms of PRCS are returned to custody in the county jail, not state prison.
 - iii. AB 109 Individuals Released on 1170(h) Status

California Penal Code 1170(h) provides that people sentenced under section 1170(h) to county jail are not released to parole or post-release supervision (PRCS) upon completing their term – unlike those who serve time in state prison. Once the sentence has been fully served, the person must be released without any restrictions or supervision.
 - iv. AB 109 Individuals Released on 1170(h)(5) “Split Sentence” Status

California Penal Code 1170(h)(5) gives the sentencing judge discretion to impose a sentence in which the defendant serves some time in county jail and then additional time under mandatory supervision by a Probation Officer. Once both the custody and the supervision terms have been fully served, the person must be released without any restrictions or supervision.
 - v. Court-Ordered Probation

People may be deemed as court-ordered probationers at the time of their sentencing. Court Probation Officers will review the court-ordered probation conditions of release with court-ordered probationers before they leave court, but court-ordered probationers are not monitored by the probation department and are not required to report to a Probation Officer.
 - vi. State Parole

Parolees are people who are being released from state prison and who are returning to the community on specific terms and conditions of parole and under supervision by a state Parole Agent.

West County Reentry Resource Center

vii. Federal Probation

Federal Probation applies to individuals who are released from federal correctional institutions throughout the United States and who are assigned to complete a term of supervised probation in a specific geographic region.

viii. Second Chance Probation (Grant-funded program)

In September 2012, the Contra Costa County Probation Department was awarded \$750,000 in federal Department of Justice Second Chance Act funds, which was renewed in September 2013. Under the grant, the Probation Department developed a new program – the Contra Costa County Re-Entry Agenda to Empower and Ensure Safety program (CREATES). CREATES established a multi-disciplinary team (MDT) to provide intensive pre- and post-release wraparound services. Probationers participating in the CREATES program are supervised by a county Second Chance Probation Officer.

ix. Smart Probation (Grant-funded program)

In 2013, the county Probation Department applied for and received a grant through the federal Smart Probation: Reducing Prison Populations, Saving Money, and Creating Safer Communities program. Under this program, individuals supervised by a Smart Probation Deputy Probation Officer complete a pre-release risk assessment and develop an Individualized Achievement Plan to aid in transition to the community.

West County Reentry Resource Center

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West County Reentry Resource Center

ASSESSMENT AND REFERRAL PROCESSES FOR SUPERVISED POPULATIONS

1. STATEMENT OF INTENT

In order for the Center to build effective connections with people who are under formal supervision, and with the Agents and officers who are critical partners in their successful reentry and reintegration, it is important to understand the differences in pre-release preparation; exiting processes; supervising entities; and levels of supervision post-release.

Given Contra Costa County's evolving commitment to and investment in Jail to Community models, it is important to note that formal pre-release meetings conducted by justice staff are standard only within the state prison system (including the Parole division), but are not part of the usual process in the county jail system (and its Probation department).

Therefore, when working with people incarcerated through the County jail system, the Jail to Community continuum model requires particularly intentional and consistent agreements among community-based providers, detention staff, and Probation Officers.

In its role as a reentry hub of information, services, and people (both clients and providers), the Center will strive to enhance the development of such intentional partnerships, fostering coordinated service delivery, pre-release planning, and immediate post-release connections to the Center, its services, and its partners.

2. PRE- OR IMMEDIATE POST-RELEASE ASSESSMENT AND REFERRAL

- a. Pre-release/first post-release assessment and referral:
 - i. Probation Officer/Parole Agent will assess individual's risk/needs levels at pre-release or first-report post-release meetings.
 - ii. Probation Officer's/Parole Agents will discuss the Center and its services as they relate to each individual's identified needs.
 - iii. Based on risk/needs assessment, Probation Officer /Parole Agent may assign an individual to connect with the Center. In such cases, Probation Officer's/Parole Agent will make an appointment with the Center to help connect the individual with services.
 - iv. Probationers have 5 days to report to their Probation Officer after release. If the Probation Officer does not make an appointment at the Center during pre-release interviews or if the individual's needs change upon release, the Probation Officer can schedule an appointment at the Center at the probationer's mandatory meeting with his/her Probation Officer.

West County Reentry Resource Center

- b. Paperwork:
 - i. Probation and Parole will develop and provide each probationer/parolee with a standardized letter that details the individual's release charges and terms of supervision, services needed, and services mandated.
 - ii. Probation Officer's/Parole Agents will produce an individualized packet that outlines services needed and notates known medical and mental conditions.
 - iii. Probation and Parole will provide the Center with a copy of this letter for each probationer or parolee.

3. PAROLEE/PROBATIONER MANDATED REGISTRATION WITH THE CENTER

- a. As appropriate, Parole Agents may require that individuals on parole engage with the Center and may make appointments with the Center to formalize this referral.
- b. When ordered to connect with the Center as a condition of parole/probation, an individual will be responsible for informing the Center of these requirements at intake.
- c. The intake specialist will note and track the individual's mandatory services and will advise Probation Officer or Parole Agent whether the individual has complied with these requirements.
- d. However, the Center's role in supervision will be limited to reporting whether or not the individual has complied with the terms of release; the Center and its staff and Partners will not disclose to Probation or Parole any other specifics of the Client's interaction with the Center.

4. PAROLEE/PROBATIONER TRANSPORTATION TO THE CENTER: IN DEVELOPMENT

- a. If the individual reports to the parole/probation office, a Probation Officer/Parole Agent will assist in providing or arranging transport to the Center.
- b. For people returning from county jail:
 - i. The Sheriff's department could provide bus tickets or BART passes (both BART and public transportation have programs for free/discounted rides).
 - ii. The Center could develop agreements with CBOs or the Sheriff's department to fund a shuttle service to coordinate with jail release times (5 am and 1 pm).

West County Reentry Resource Center

STATEMENT OF INTENT: OUTREACH AND COMMUNICATION

1. SUMMARY

To maximize the Center's value to and impact on our community, the Center should develop and implement an intentional outreach and communication plan to achieve multiple purposes of information, recruitment, acceptance, and enhancement.

As a critical element of this plan, Center administration, staff, steering committee, and Partners agree to serve as representatives and ambassadors to advance the Center's mission and core values, fostering the Center's role as a positive community partner.

To that end:

- a. The Center should provide accurate, timely, user-friendly, and up to date information to multiple partners who work with West County individuals and their families all along the arrest/incarceration/reentry spectrum. In turn, the Center should enlist these partners to serve as effective ambassadors to provide accurate information to the communities they touch.
- b. The Center should strive to develop and maintain strong and effective communication with the County Reentry Coordinator, the Community Corrections Partnership, elected and appointed municipal leaders in both county and local governments, and the coordinators/managers/directors of reentry networks or centers in other regions of the county.
- c. To clearly define the Center's purpose and to avoid confusion with homeless multiservice centers, workforce one stops, and community single-stops, the Center should use a consistent descriptive term (such as "the Reentry Center," as opposed to the One Stop or the First Stop), supported by a clear logo (not one stop, not first stop, but maybe just "reentry center").
- d. The Center's marketing and outreach materials should reflect the Center's values and intentions, should accurately describe its services and partnerships, and should reflect the Center's commitment to excellence. Therefore, the Center's marketing materials should be culturally accessible, user friendly, appealing, non-institutional, and respectful in their content, tone, and visual construction.
- e. Mechanisms of outreach and information should include printed informational materials, web-based information, social media, in-service trainings, and on-site tours.
- f. Reflecting the unmet needs developed during the design process, the Center should actively advance the development of a "Reentry 101" users' guide, similar in spirit to the *Getting Out and Staying Out* guide created by the SF Reentry Council. Broader in scope than a list of resources, Reentry 101 should be designed as a "how to" users'

West County Reentry Resource Center

guide to support people in a step-by-step process as they prepare for and return to the community. The Center should actively encourage the local jails and prison to classify the Reentry 101 guide as “permitted inmate property,” so that it is permissible and accessible for use in detention settings.

2. PURPOSES OF OUTREACH: *SUPPORT CLIENT RECRUITMENT TO CENTER*

The Center should develop mechanisms and materials to inform and recruit appropriate clients, partnering with an array of providers and stakeholders to advance awareness:

- a. Organizational partners for ambassadorship and distribution:
 - i. Justice partners: Public defender, DA, judges, AB 109 probation, state parole, county jails and prisons, and local police departments
 - ii. Community partners: Office of Neighborhood Safety, CCISCO, Safe Return, CeaseFire, 211/Contra Costa Crisis Center, service providers
 - iii. Multi-Service centers: SparkPoint, Rubicon, Family Justice Center, Homeless Multi-Service Centers, employment one-stop centers
- b. Community-based partners:
 - i. Faith-based resources
 - ii. Community colleges, alternative schools, vocational schools, and the school district
 - iii. “Amplifier” opportunities such as neighborhood councils

3. PURPOSES OF OUTREACH: *CULTIVATE STAKEHOLDERS’ AWARENESS OF CENTER*

The Center’s outreach plan should foster informed awareness of the Center and its services to multiple audiences, including the following:

- a. Direct outreach to client population and family members:
 - i. Provide outreach materials and ambassadorship, including pre-release information provided to pre-trial services staff; during pre-release planning with probation and parole, and through community-based portals to reach post-release individuals who are not under formal supervision
 - ii. Direct outreach strategies should recognize and reflect the variety of client ages, cultures, language, literacy levels, and concerns related to immigration status.
- b. Provide in-service trainings and printed/web-based informational materials to service providers and resources:
 - i. Government agencies, including Sheriff, probation, parole, and municipal police departments

West County Reentry Resource Center

- ii. Private organizations
- iii. Staff and service providers inside local jails and prison
- iv. Funders
- c. Community stakeholders
 - i. Faith congregations and inter-faith partnerships
 - ii. Neighborhood Councils and Municipal Advisory Councils
 - iii. Business organizations (including Chamber of Commerce, Rotary clubs)
- d. Municipal leaders
 - i. County Supervisors, especially the regional supervisor's office
 - ii. City Managers, Mayors, and City Councils of all West County cities
 - iii. Community Corrections Partnership and the Community Advisory Board
 - iv. Office of the Reentry Coordinator
 - v. Reentry network managers in Central and East County

4. PURPOSES OF OUTREACH: *CULTIVATE COMMUNITY ACCEPTANCE*

As a central point of reference and information, the Center is committed to strengthening the reentry network throughout the community.

In addition, the Center is committed to amplify its impact by creating intentional connections to the larger community of people and organizations that may not know about or initially perceive the Center's relevance to them.

To this end, the Center should support the development of community-wide attitudes of tolerance and acceptance related to incarceration, restorative justice, and reentry and services for the formerly incarcerated, as follows:

- a. Foster the community's willingness to support individuals coming home
- b. Foster the community's understanding of community benefits of strengthening reentry services and acceptance
- c. Foster the community's willingness to accept and support the Center, cultivating the Center's reputation as a good neighbor (responsive to its neighborhood, responsible to address issues that arise, contributes to the community)
- d. Generate financial support through outreach, education, and partnership with businesses, private foundations, municipal funders, congregations, and individual supporters

West County Reentry Resource Center

5. PURPOSES OF OUTREACH: *AMPLIFY AND EXTEND CENTER'S IMPACT*

The Center should strive to identify, recruit, and partner with organizations and resources that can enhance and expand the Center's service array, improve the efficacy and outcomes of referral partnerships and agreements, and identify service system gaps, redundancies, and opportunities. This means that the Center's staff, Host, Steering Committee, Partners, and clients should be encouraged to serve as agents to amplify and extend the Center's impact.

For example:

- a. The faith community could be engaged to hold "Welcome Home" services and activities to help establish supportive relationships and environments for returning residents and their families.
- b. Arts organizations could lend art for display in the Center, conduct expressive arts programming on-site at the Center, and develop off-site arts opportunities explicitly intended to invite and include formerly incarcerated people and their families.
- c. Community-driven initiatives such as urban agriculture, worker coops, organizing/advocacy campaigns, and educational and vocational efforts could use the Center as a site to inform, engage, and recruit formerly incarcerated people who might be particularly receptive to such opportunities.

West County Reentry Resource Center

STATEMENT OF INTENT: COUNTYWIDE ALIGNMENTS

1. OVERARCHING INTENT

The West County Reentry Center is designed to serve as a central gathering place operating within a larger, collective system of care that includes multiple stakeholders from all sectors and that spans the entire county.

Reflecting its commitment to shared intentions to achieve collective impact, the Center will strive to align with and further the intentions of existing or emergent efforts that support successful reentry and reintegration across the county.

Working through the office of the County Reentry Coordinator and in partnership with other reentry centers or networks in the county, the Center will strive to foster partnership, reciprocal learning, and the development of consistent approaches to training, intake and client-data management, outcomes and evaluation, and operational coordination countywide.

2. EVALUATING IMPACT

The Center will work with both its formal Partners and other reentry-related efforts across the county to support the development and analysis of common outcome targets and metrics. Such efforts may include working with internal staff or external evaluators tasked with examining or addressing issues related to reentry across Contra Costa County.

The Center is committed to assessing its work not merely by measuring its units of service (outputs) but by tracking the changes effected by its work (outcomes). The Center will support and encourage such approaches in reentry-related efforts throughout the county.

To this end, the Center will support opportunities to develop integrated and consistent intake and assessment protocols and methods among its Partners and with other reentry-related efforts countywide. The Center will support the development of mechanisms to reduce repetition, barriers, and gaps for clients who are navigating across the systems, and to enhance service-providers' and other institutional stakeholders' ready access to appropriate and useful information about both clients and services countywide.

The Center will strive to evaluate impact in four realms:

- Identifying changes for **clients as individuals**: Tracking each client's progress along an intentional, individual path (for example: sobriety, family reunification, successful completion of probation, educational progress)
- Assessing collective outcomes across **client cohorts** (for example: rates of recidivism within a certain population, percentage of clients who achieve and retain housing, job placement and retention)

West County Reentry Resource Center

- Tracking outcomes for **service providers** (for example: percentage of a Partner's clients who complete their individual development plans, client ratings of a Partner's services)
- Measuring the value of **the Center as a whole** (for example, assessments of the Center by Partner organizations or by clients, metrics that track progress of the Center's clients as a whole, percentage of effective and successful referrals between the Center and other efforts across the county)

3. CAPACITY AND LEARNING

The Center is committed to enhancing capacity and fostering consistent practices both within the Center and across the service landscape countywide, where appropriate and beneficial.

Therefore, the Center will support opportunities to provide, help coordinate, or participate in trainings to support stakeholders' professional development at the Center and across the county.

In addition, as is true in the plans for the reentry network in both Central and East county, the Center's service model includes the use of community volunteers serving as navigators to provide one-on-one support the Center's clients, based on their individual needs and interests.

Recognizing the importance of strong and consistent outreach, recruitment, training, supervision, support, evaluation, and client/navigator matching processes to maximize the value of this important element of service, the Center will strive to coordinate and collaborate with other county stakeholders, including the reentry networks in Central and East county, to establish effective and consistent practices that strengthen the collective practice.

West County Reentry Resource Center, Sample Budget (non-binding: for purposes of illustration only)

Personnel	Operating	Nonrecurring
Director (1 FTE), 12 months @ \$90K annually, assumes hiring July 2014	\$ 90,000	
Operations and Services Manager (1 FTE), 11 months @ \$60K annually, assumes hiring August 2014	\$ 55,000	
Registration, Intake, and Data Administrator (1 FTE), 11 months \$60K annually, assumes hiring August 2014	\$ 55,000	
Administrative Assistant (1 FTE), 11 months @ \$35K annually, assumes hiring August 2014	\$ 32,083	
Benefits @ 22%	\$ 51,058	
Total Personnel	\$ 283,142	
Operating Costs		
Rent @ \$4500/month for 12 months	\$ 54,000	
Utilities		
Water, heat, electricity \$800/month for 12 months	\$ 9,600	
Office phone service: \$250/month for 12 months	\$ 3,000	
Internet access: \$150/month for 12 months	\$ 1,800	
Cloud storage: \$50/month for 12 months	\$ 600	
Web-based CRM service (Salesforce, ETO): \$360/year for licenses #11-20	\$ 3,600	
IT infrastructure maintenance @ \$250/month for 12 months	\$ 3,000	
After-Hours Answering Service, \$1,500/month for 10 months	\$ 15,000	
Insurance (liability, theft)	\$ 4,000	
Repairs & Maintenance @ \$250 month for 12 months	\$ 3,000	
Local Travel: 400 miles/month for 12 months @ \$.55/mile	\$ 2,640	
Office Supplies: \$400/month for 12 months	\$ 4,800	
Printing/Copying: \$150/month for 12 months	\$ 1,800	
Postage: 5000 pieces @ \$.46/each	\$ 2,300	
Total Operating Costs	\$ 109,140	
Partnership and Outreach		
Trainings/Capacity Building/Professional Development	\$ 6,000	\$ 4,000
All-Center Annual Planning Day	\$ 6,000	
Volunteer Recruitment and Education	\$ 4,500	\$ 10,000
Community Outreach: 4 community events @ \$1,000 each	\$ 4,000	
Supplies: Program/education/meetings @ \$400/month for 12 months	\$ 4,800	
Total Partnership and Outreach	\$ 25,300	\$ 14,000
Indirect or fiscal sponsorship costs, not to exceed 10% of \$800K grant (2 Fiscal Years)	\$ 40,000	\$ 40,000
Nonrecurring Costs		
Professional Services		
Data system selection and initiation		\$ 20,000
Graphic design for collateral development		\$ 6,500
Legal, Human Resources		\$ 4,000
Web & social media design		\$ 8,000
Design and print a Reentry 101 Guide		\$ 8,500
Tenant Improvement		
Facilities design, including embedded arts elements		\$ 35,000
Construction		\$ 100,000
Fixtures and furnishings, including art		\$ 35,000
Signage		\$ 2,000
Move-In Costs		\$ 15,000
Equipment purchases		
Work stations (computer, phone, desk, chair, filing, etc.) 12 @ \$3000/each		\$ 36,000
Shared printers: 2 @ \$850 each		\$ 1,700
Shredders: 8 @ \$250 each		\$ 2,000
Filing (lockable): 8 @ 250 each		\$ 2,000

West County Reentry Resource Center, Sample Budget (non-binding: for purposes of illustration only)

Filing (open): 12 @ \$125 each		\$	1,500
Collateral Printing and Production		\$	7,500
Signage		\$	3,000
Total Nonrecurring Costs		\$	-
		\$	287,700
Operating and Nonrecurring Costs		\$	457,582
		\$	341,700
Total Uses		\$	799,282
Net Income, FY 2014/15 and FY 2015/16		\$	718
Net Income, FY 2014/15 and FY 2015/16, as a percentage of total County contract			0.09%

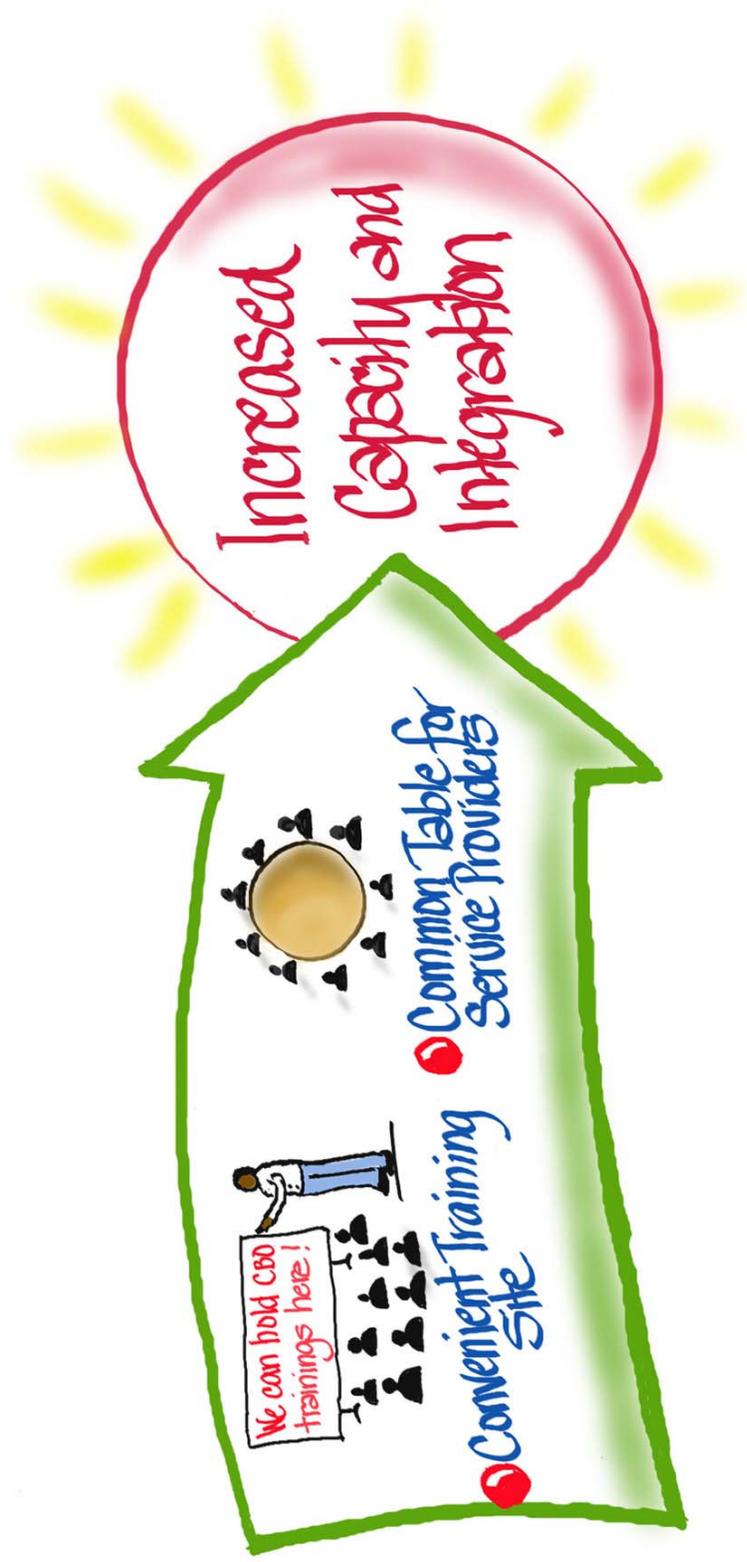
West County Reentry Center Work Plan FY 2014-2015

	YEAR ONE												
	1st Quarter			2nd Quarter			3rd Quarter			4th Quarter			
	Month	Month	Month										
<p>This work plan assumes that the County selects the Host and completes contracting by June 2014, with the activities detailed in this work plan beginning no later than July 1.</p>													
A. Staffing													
Post for Executive Director, Operations and Services Manager, Registration & Intake Admin, and Assistant	x												
Hire Executive Director, Operations and Services Manager, Registration & Intake Admin, and Assistant	x												
Develop work plans for all Center staff													
B. Fundraising, Communication, and Marketing													
Identify and retain a communications/web design consultant													
Identify and retain a graphic designer													
Develop organizational print materials (collateral, logo)													
Develop fundraising, communications & outreach plan and calendar													
Develop case documents to support fundraising, communications, and outreach													
Develop website and communications materials													
Implement ongoing fundraising and communications plan													
C. Site Selection and Planning													
Identify, secure, equip, and furnish temporary site for administrative operations and planning	x												
Develop facilities needs and specifications guidelines consistent with operations plan and service model													
Identify and retain a construction management firm/design-build contractor													
Identify and retain real estate broker													
Identify and secure a permanent site													
D. Site Preparation/Tenant Improvements													
Begin construction (duration and scope to be determined based on site chosen and site design)													
Develop furnishings, equipment list for permanent site, begin placing orders													
Develop transition plan for move from temporary to permanent site													
E. Service and Partner Identification and Service Plan Development													
Meet with appropriate public/private providers and agencies to develop scopes of work, per service model													
Sign MOUs with On-Site Partners													
Identify and select an after-hours phone and referral resource													
Begin implementing services on start-up scale													
Conduct quarterly programs & partnership review/modifications													

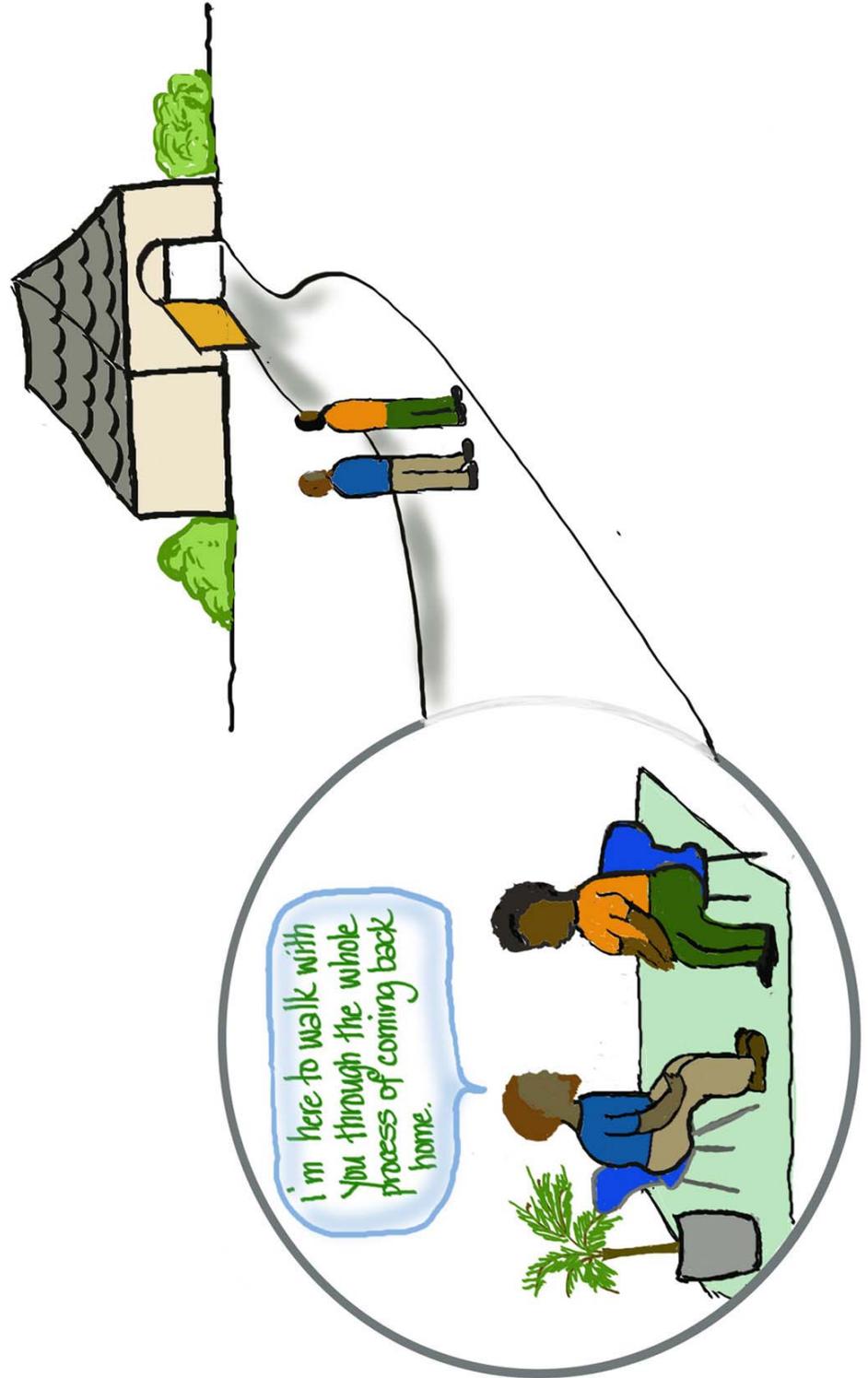
West County Reentry Center Work Plan FY 2014-2015

	1st Quarter			2nd Quarter			3rd Quarter			4th Quarter		
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
This work plan assumes that the County selects the Host and completes contracting by June 2014, with the activities detailed in this work plan beginning no later than July 1.												
Conduct annual all-Partner day-long review and planning day												x
F. Data and Evaluation												
Research and select a Cloud-based data management system		x	x									
Identify and retain a data and evaluation consultant			x									
Develop common data-gathering sets, develop and build out initial data and evaluation plan with On-Site Partners				x	x	x						
Develop program-specific and all-Center target outcomes and metrics				x	x	x						
H. Capacity Building and Training												
Conduct interviews with Center stakeholders to identify priorities for professional development and capacity-building			x		x							
Based on stakeholder input, conduct research to identify training resources				x	x	x						
Develop and disseminate training calendar												
Begin implementing trainings, potentially on a quarterly basis												x
I. Community Engagement												
Develop community-engagement plan		x	x									
Begin implementing community-engagement plan			x									
Hold informational community-engagement events at temporary location												
Hold informational community-engagement event at new location (even pre-transition to the new location)												x

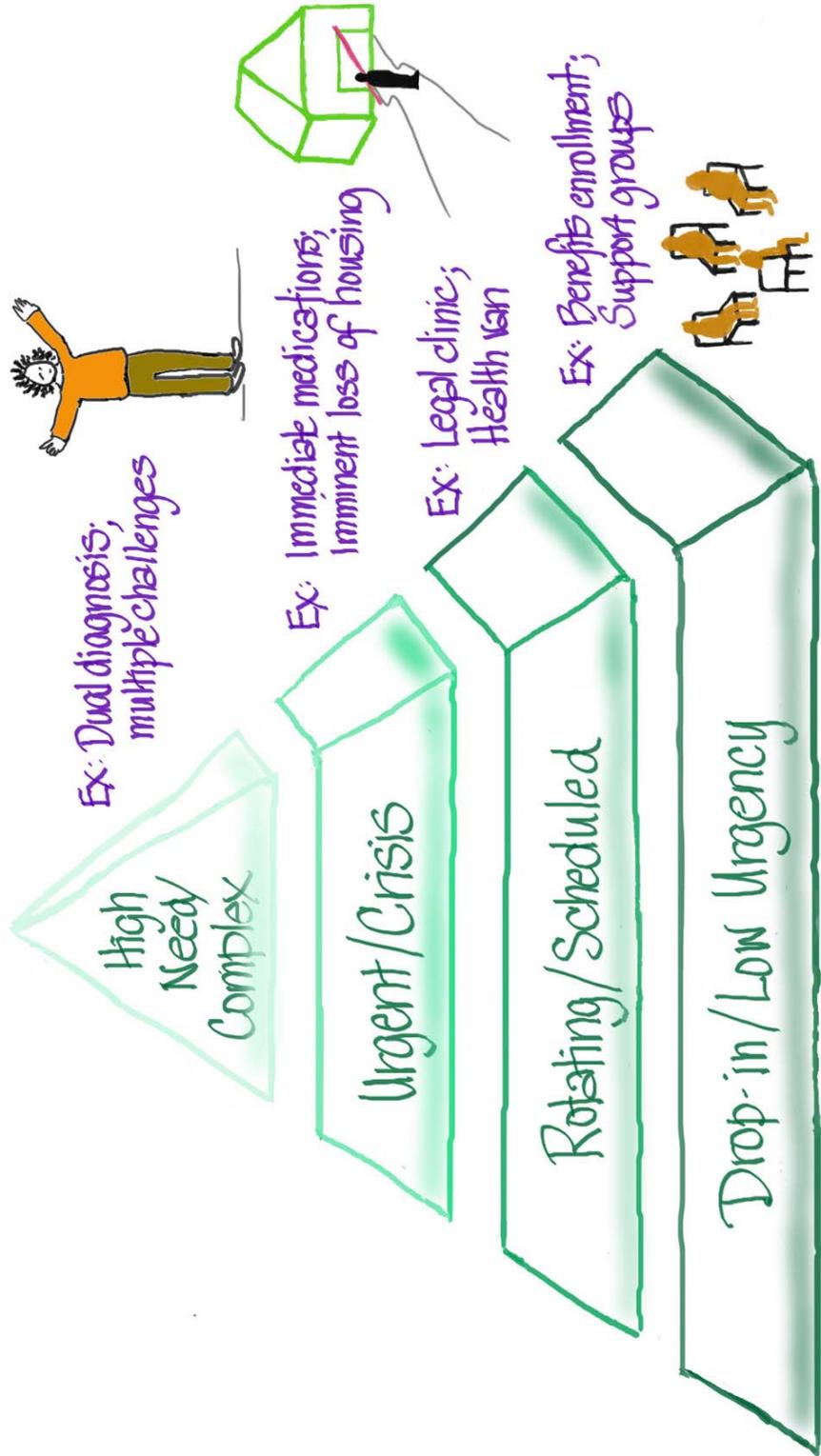
Advance the Capacity and Integration of the Service Sector Stakeholders



Navigator/Ally



Provide Different Functions at Different Levels of Need

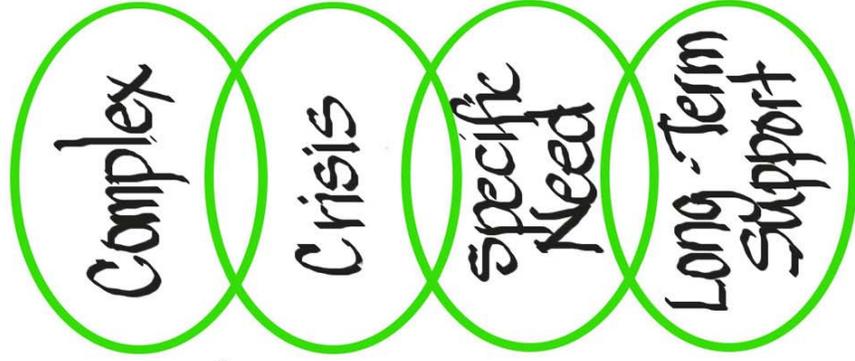


First Stop Intake

let's start here!



TRIAGE

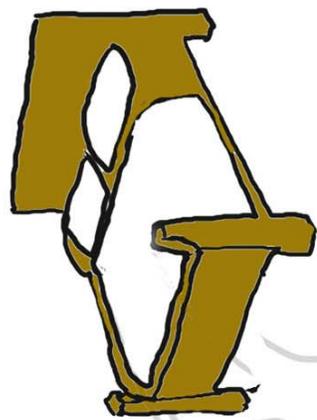


*Intake, Assessment,
and Eligibility Screening*

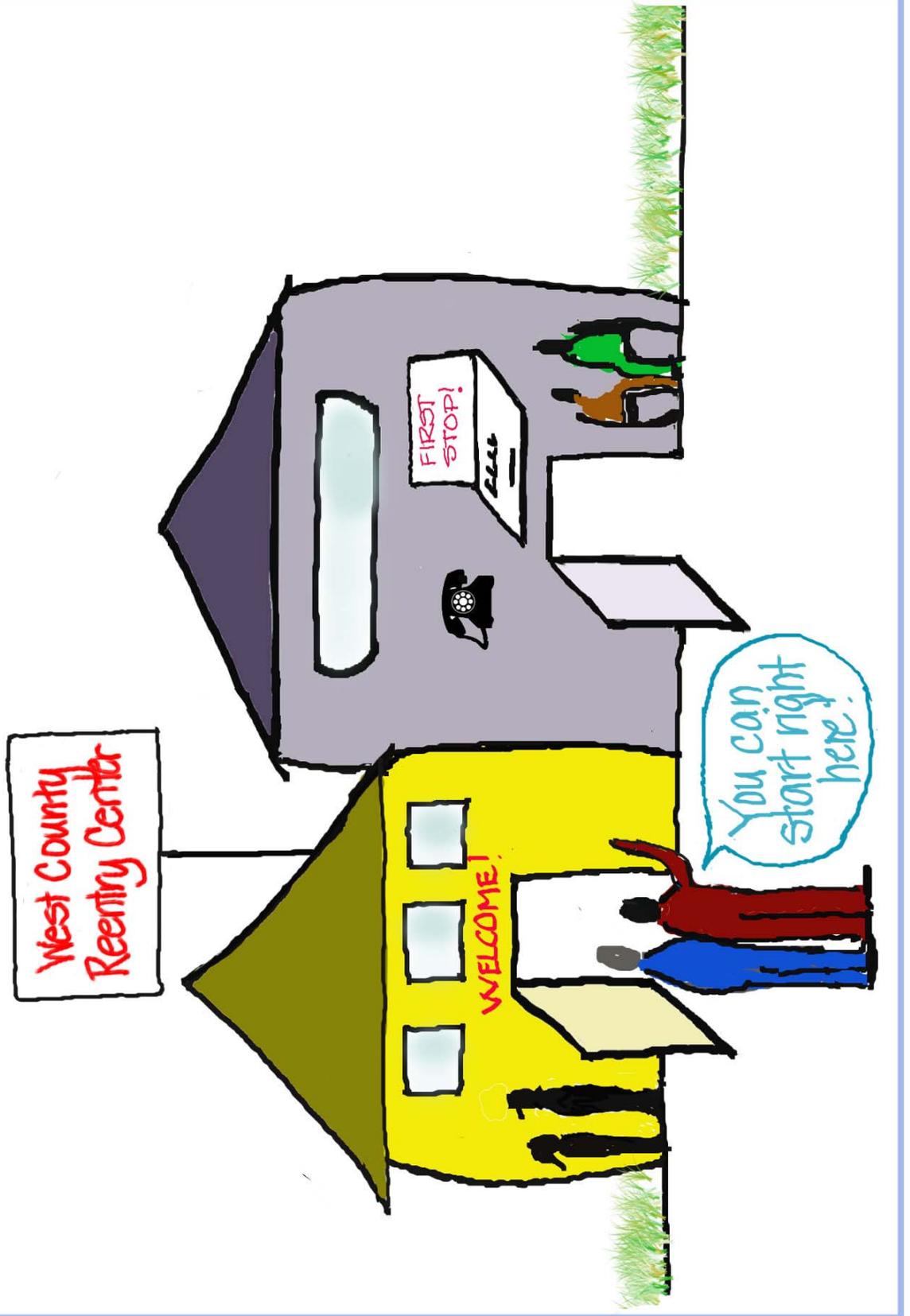
Meet Immediate Needs

And we've arranged a bed for your first few days

This will help you through your first few days home.



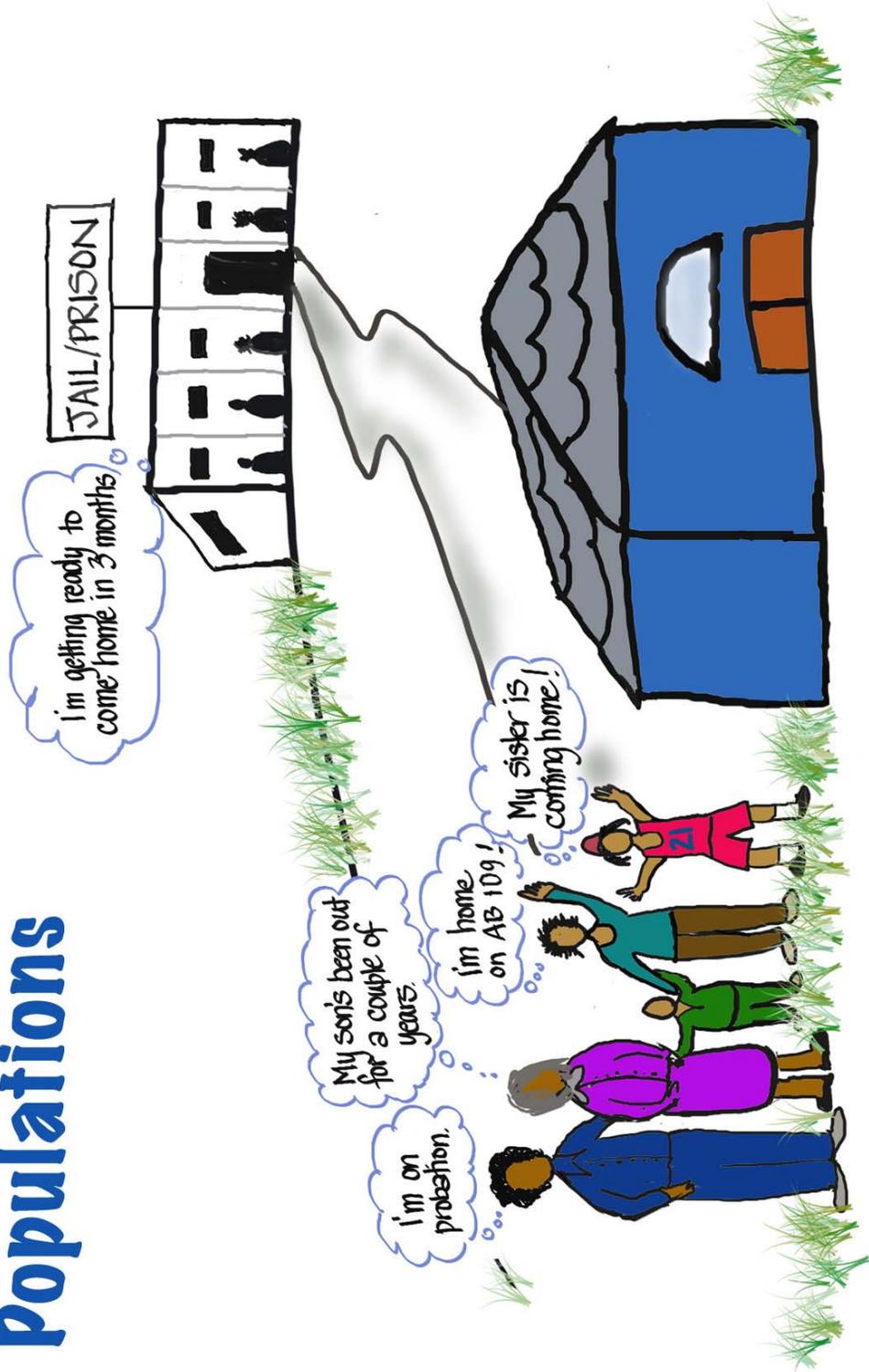
Physical and Virtual



West County Reentry Resource Center

The Community's Vision

Populations



Pre-Release Transition Planning "Reentry 101"

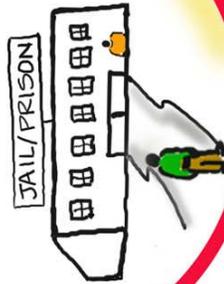


West County Reentry Resource Center

The Community's Vision

Service Hub

In-reach connections

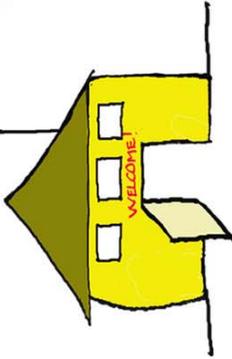


Schedule appointments w/ the Center's partners

Yes, he can meet you on Tuesday at 10



West County Reentry Center



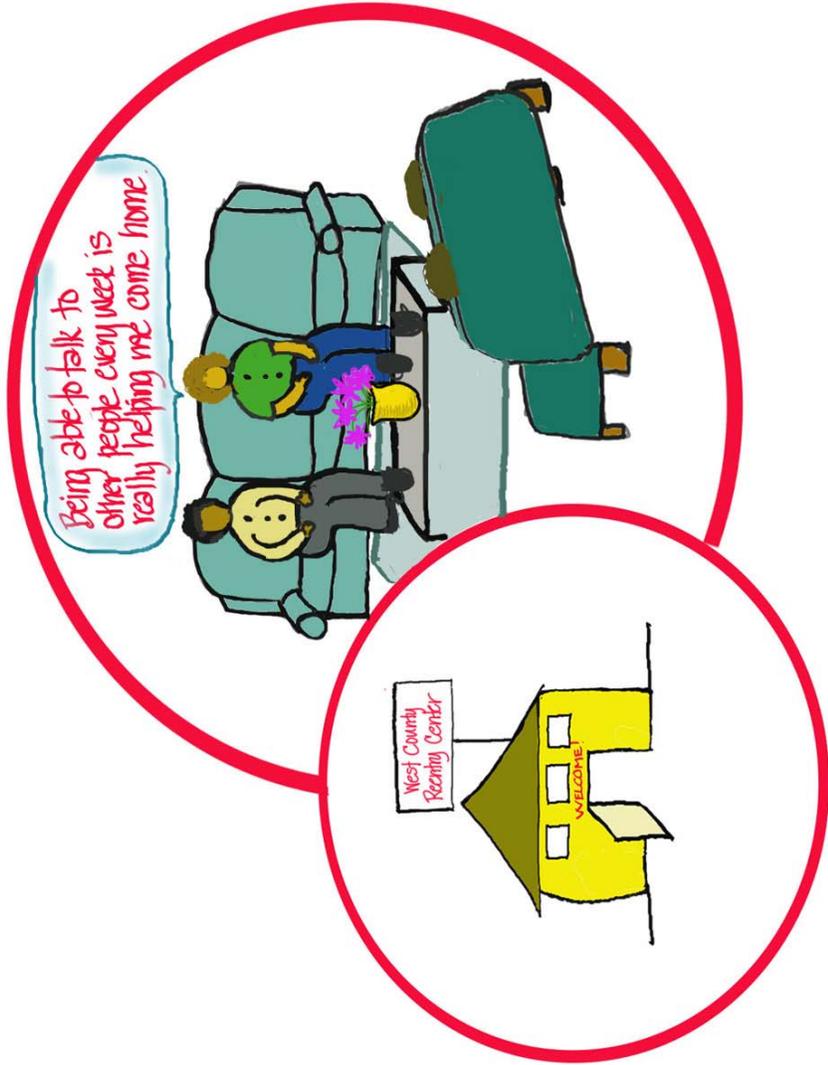
On-site, integrated co-located services

Make referrals to other service providers.

These are some of your options for vocational training



Ongoing Support Groups



West County Reentry Resource Center

3. SECONDARY DOCUMENTS

3.1 Job Descriptions:

- 3.1.1. Executive Director
- 3.1.2. Operations and Services Manager
- 3.1.3. Registration, Intake and Data Administrator

3.2 Policies:

- 3.2.1. On-Site Partner MOU template
- 3.2.2. Center Steering Committee Conflict of Interest Form
- 3.2.3. Behavioral Guidelines

3.3 Data:

- 3.3.1. Electronic Data-Sharing MOU
- 3.3.2. Business Associates Agreement for Protected Health Information
- 3.3.3. Baseline Intake Document (example)
- 3.3.4. Individual Development Plan (example)
- 3.3.5. Baseline Data Set (draft developed by County evaluation contractor RDA)

West County Reentry Resource Center

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West County Reentry Resource Center

JOB DESCRIPTION:

EXECUTIVE DIRECTOR, WEST COUNTY REENTRY RESOURCE CENTER

Project: West County Reentry Resource Center

Job Title: Executive Director

Employer of Record: Name of Center Host

Reports to: Center Steering Committee

FLSA Status: Exempt

Date Prepared: Enter Date

Position Context:

The West County Reentry Resource Center (Center) promises to be one of the most significant projects created for formerly incarcerated people ever created in our county. By gathering effective resources into one accessible and welcoming hub of integrated services, the Center fosters healing, justice, and lifelong liberty for the people of West Contra Costa County.

Through a single door, the Center brings together diverse partners working in concert to achieve a collective impact to achieve a common vision: Offering a place that fosters healing, stability, and opportunity, the Center will serve as a beacon of hope, support, and continuing progress to support formerly incarcerated people and their families in their efforts to forge positive futures.

The Center brings together law enforcement, social service agencies and public and private entities to provide coordinated services to formerly incarcerated people and their families living in West Contra Costa County. The Center is organizationally hosted by Name of Center Host and is governed and managed by its Steering Committee.

As the Center's Host, Name of Center Host is the legal entity and employer of record for the Center. Name of Center Host is an "at-will" and equal opportunity employer. Applicants and employees shall not be discriminated against because of race, religion, sex, national origin, ethnicity, age, mental or physical disability, sexual orientation, gender (including pregnancy and gender expression) identity, color, marital status, veteran status, medical condition, or any other classification protected by federal, state, or local law or ordinance.

Reasonable accommodation will be made so that qualified disabled applicants may participate in the application process. Please advise in writing of special needs at the time of application.

Salary Range: \$_____

Position Summary:

The successful candidate will have expertise in cultivating and sustaining positive, highly effective relationships aligned around a common framework reflective of best and promising practices in reentry and integrated service partnership. The successful candidate will have the

West County Reentry Resource Center

fortitude, clarity of vision, interpersonal, technical, and decision-making skills needed in a climate of diverse, sometimes contradictory or conflicting viewpoints; facilitation, effective group management, and the ability to build consensus are essential elements of this work. The successful candidate will have expertise in operating in a highly visible, high profile role within the community and function with both personal integrity and necessary transparency. The successful candidate is a forward thinking, innovative leader with the drive to stay current on trends and emerging practices.

Approximately 50% of the duties of the Executive Director will be devoted to internal operations, management, and development, and 50% will be devoted to external issues, including (but not limited to) partnership development, ambassadorship, fundraising, and public relations.

The Executive Director is a non-voting member of the Center Steering Committee.

The Executive Director is an exempt position. Exempt employees are expected to work the appropriate and necessary time in order to complete key assignments and related tasks on schedule.

Essential Duties and Responsibilities:

- Develop a highly effective supporting infrastructure for multi-disciplinary collaboration
- Ensure the provision of high quality, effective service delivery
- Work effectively with the Center Steering Committee
- Ensure the sustainability of the Center by developing and implementing successful annual fund development plans
- Implement budgetary and fiscal functions including budget development, fiscal reports and sound financial practices.
- Develop sound public policy, communication, and advocacy strategies consistent with the Center mission and vision
- Maintain a climate that attracts and retains diverse, top quality individuals and an environment conducive to high employee morale

Other Duties and Responsibilities:

- Ability to travel within the county, with own vehicle, valid license, and insurance
- Ability to work some weekends and evenings

Education and Experience:

- Bachelor's degree (or demonstrated abilities) in a related field required; further education preferred, including MSW, MBA, MPH, MPA, or JD

West County Reentry Resource Center

- Minimum of five years' experience in not-for-profit management, preferably in social services or criminal justice
- Minimum of five years' fiscal experience preparing budgets and administering agencies with budgets over \$400,000
- Demonstrated success in fund development
- Background in criminal justice, multi-sector project management, nonprofit management, evaluation, operational management, and/or collaborative social service program design
- Subject-matter expertise and awareness of field's respective sectors, stakeholders, and roles
- Knowledge about collective impact and backbone administration and the purpose of this service model
- Demonstrated ability to foster and drive a diverse collaboration using participatory decision-making practices, effective conflict management skills, and open communication methods
- Experience in fostering relationships with key individuals in agencies and organizations, including elected officials
- Strong, charismatic public-speaking and writing skills and the ability to effectively work with multiple audiences: the media, public officials, public systems partners, faith leaders, businesses, CBOs, victims, and interested residents
- Interest in and sensitivity to people from a multiplicity of backgrounds
- Knowledge of the local landscape (Contra Costa and West Contra Costa)
- Commitment to the Center's core values, including restorative justice
- Demonstrated expertise in project management, group decision-making, and participatory processes
- Bilingual is preferred, particularly in Spanish

Physical Demands:

These physical demands are representative of the physical requirements necessary for an employee to successfully perform the essential functions of the job. Reasonable accommodation can be made to enable people with disabilities to perform the described essential functions of the job.

- Ability to stand and sit for long periods of time
- Ability to bend and lift up to 15 lbs

West County Reentry Resource Center

- Ability to sit and enter data, prepare reports, and use a computer for long periods of time
- Able to answer phone calls and participate in phone-related activities for long periods of time
- Ability to negotiate up and down stairs
- Ability to travel locally, regionally, and occasionally within the state
- Ability to operate in environments involving multiple simultaneous stimuli, including people, sounds, conversations, demands, and emotional dynamics

Work Environment:

These work environment characteristics are representative of the environment the employee will encounter. Reasonable accommodations may be made to enable people with disabilities to perform the essential functions of the job.

The Center may be comprised of open cubicles, semi-private offices and shared, multi-use space. All workspaces may be shared spaces with individually assigned computers and shared desks. Workspaces may be assigned based on type of activity, amount of time required to complete the task, and availability of Center space. The workspace may be noisy at times.

Application Process:

To apply for this position, please send your resume and required documents to name and email of appropriate person.

Position will remain open until date. Expected start date is _____.

West County Reentry Resource Center

JOB DESCRIPTION:

OPERATIONS AND SERVICES MANAGER, WEST COUNTY REENTRY RESOURCE CENTER

Project: West County Reentry Resource Center

Job Title: Manager: Operations and Services Manager

Employer of Record: Name of Center Host

Reports to: Executive Director

FLSA Status: Exempt

Date Prepared: Enter Date

Position Context:

The West County Reentry Resource Center (Center) promises to be one of the most significant projects created for formerly incarcerated people ever created in our county. By gathering effective resources into one accessible and welcoming hub of integrated services, the Center fosters healing, justice, and lifelong liberty for the people of West Contra Costa County.

Through a single door, the Center brings together diverse partners working in concert to achieve a collective impact to achieve a common vision: Offering a place that fosters healing, stability, and opportunity, the Center will serve as a beacon of hope, support, and continuing progress to support formerly incarcerated people and their families in their efforts to forge positive futures.

The Center brings together law enforcement, social service agencies and public and private entities to provide coordinated services to formerly incarcerated people and their families living in West Contra Costa County. The Center is organizationally hosted by Name of Center Host and is governed and managed by its Steering Committee.

As the Center's Host, Name of Center Host is the legal entity and employer of record for the Center. Name of Center Host is an "at-will" and equal opportunity employer. Applicants and employees shall not be discriminated against because of race, religion, sex, national origin, ethnicity, age, mental or physical disability, sexual orientation, gender (including pregnancy and gender expression) identity, color, marital status, veteran status, medical condition, or any other classification protected by federal, state, or local law or ordinance.

Reasonable accommodation will be made so that qualified disabled applicants may participate in the application process. Please advise in writing of special needs at the time of application.

Salary Range: \$_____

Position Summary: The Center's Operations and Services Manager (Manager) will be responsible for the daily operations of the Center's services and activities. The Manager will ensure the smooth and effective integration and delivery of appropriate services by Center partners, Center staff, and volunteers. The Manager should have strong "people" skills with a

West County Reentry Resource Center

demonstrated ability for relationship building, multi-provider service operations, and effective problem-solving. The Manager should have experience in partnership management, operations management and tracking, and program analysis and improvement. In addition, the Manager should have experience in volunteer/mentor recruitment, training, and management.

The Manager is an exempt position. Exempt employees are expected to work the appropriate and necessary time in order to complete key assignments and related tasks on schedule.

Essential Duties and Responsibilities:

- Support Center partners in developing integrated and consistent service plans and approaches
- Support Center partners in negotiating agreements and resolving conflicts
- Effectively recruit, train, and manage volunteers
- Participate in ongoing Center operational planning and review
- Manage daily program operations
- Support the development of, and implement, a Center-wide training plan
- Prepare reports and maintain statistics and manage data systems and analysis
- Prepare assessments and recommendations for Center operations, partner roles, and MOU agreements

Other Duties and Responsibilities:

- Ability to travel within the county, with own vehicle, valid license, and insurance
- Ability to work some weekends and evenings

Education and Experience:

- Bachelor's degree or similar demonstrated capacity required, Master's degree preferred
- Background in criminal justice, multi-sector project management, nonprofit management, evaluation, operational management, and/or collaborative social service program design
- Subject-matter expertise and awareness of field's respective sectors, stakeholders, and roles
- Knowledge of collective impact and backbone administration and the purpose of this service model
- Demonstrated ability to foster and drive a diverse collaboration using participatory decision-making practices, effective conflict management skills, and open communication methods

West County Reentry Resource Center

- Experience in fostering relationships with key individuals in agencies and organizations, including with elected officials
- The flexibility and problem solving capabilities to address the needs of a constantly changing organization
- Ability to provide administrative and professional leadership
- Bilingual is preferred, particular in Spanish
- Commitment to the role and responsibilities of backbone administration
- Legal issues concerning confidentiality, medical mandated reporting, partnership agreements, and liability

Physical Demands:

These physical demands are representative of the physical requirements necessary for an employee to successfully perform the essential functions of the job. Reasonable accommodation can be made to enable people with disabilities to perform the described essential functions of the job.

- Ability to stand and sit for long periods of time
- Ability to bend and lift up to 15 lbs
- Ability to sit and enter data, prepare reports, and use a computer for long periods of time
- Able to answer phone calls and participate in phone-related activities for long periods of time
- Ability to negotiate up and down stairs
- Ability to travel locally, regionally, and occasionally within the state
- Ability to operate in environments involving multiple simultaneous stimuli, including people, sounds, conversations, demands, and emotional dynamics

Work Environment:

These work environment characteristics are representative of the environment the employee will encounter. Reasonable accommodations may be made to enable people with disabilities to perform the essential functions of the job.

The Center may be comprised of open cubicles, semi-private offices and shared, multi-use space. All workspaces may be shared spaces with individually assigned computers and shared desks. Workspaces may be assigned based on type of activity, amount of time required to complete the task, and availability of Center space. The workspace may be noisy at times.

Application Process:

West County Reentry Resource Center

To apply for this position, please send your resume and required documents to name and email of appropriate person.

Position will remain open until date. Expected start date is _____.

West County Reentry Resource Center

JOB DESCRIPTION:

REGISTRATION, INTAKE, AND DATA ADMINISTRATOR, WEST COUNTY REENTRY RESOURCE CENTER

Project: West County Reentry Resource Center

Job Title: **Registration, Intake, and Data Administrator**

Employer of Record: Name of Center Host

Reports to: Executive Director

FLSA Status: Exempt

Date Prepared: Enter Date

Position Context:

The West County Reentry Resource Center (Center) promises to be one of the most significant projects created for formerly incarcerated people ever created in our county. By gathering effective resources into one accessible and welcoming hub of integrated services, the Center fosters healing, justice, and lifelong liberty for the people of West Contra Costa County.

Through a single door, the Center brings together diverse partners working in concert to achieve a collective impact to achieve a common vision: Offering a place that fosters healing, stability, and opportunity, the Center serves as a beacon of hope, support, and continuing progress to support formerly incarcerated people and their families in their efforts to forge positive futures.

The Center brings together law enforcement, social service agencies and public and private entities to provide coordinated services to formerly incarcerated people and their families living in West Contra Costa County. The Center is organizationally hosted by Name of Center Host and is governed and managed by its Steering Committee.

As the Center's Host, Name of Center Host is the legal entity and employer of record for the Center. Name of Center Host is an "at-will" and equal opportunity employer. Applicants and employees shall not be discriminated against because of race, religion, sex, national origin, ethnicity, age, mental or physical disability, sexual orientation, gender (including pregnancy and gender expression) identity, color, marital status, veteran status, medical condition, or any other classification protected by federal, state, or local law or ordinance.

Reasonable accommodation will be made so that qualified disabled applicants may participate in the application process. Please advise in writing of special needs at the time of application.

Salary Range: \$ _____

Position Summary:

West County Reentry Resource Center

The Registration, Intake & Data Administrator (Administrator) will serve as the first point of contact for both clients and referring partners. The Administrator will staff the Center's registration desk, providing information and helping potential clients identify if the Center is an appropriate resource to meet their needs.

The Administrator will conduct initial intake and registration, serving as the information hub for receiving and coordinating all client-related information. The Administrator will provide initial triage, including review of eligibility for requests for short-term food, clothes, bus passes, and phone cards.

Reflecting the Center's role as an information hub, the Administrator will identify and reach out to entities that have developed assessments or transition documents for the client.

Based on the client's intake information, the Administrator will identify which On-Site Partner will serve as the client's primary service contact.

As the point of first contact for the Center, the Administrator should have interest in and sensitivity to people from a multiplicity of backgrounds; Bilingual (especially Spanish) is strongly preferred.

The Administrator should have competency in conflict resolution, effective interpersonal management, and effective problem-solving skills, and should be able to multi-task in a complex environment with competing demands.

Education and Experience:

- Have and maintain accurate, up-to-date, and broad knowledge of the local social-service landscape (Contra Costa and West Contra Costa).
- Background in administration of social service programs
- Flexibility and problem solving capabilities to address the needs of a constantly changing organization
- Demonstrated experience with and competency in electronic data systems (data entry, report generation, data analysis) to support the effective use of information to track and support client progress, support the evaluation of On-Site Partners, and provide insight into the Center's effectiveness as a whole
- Bachelor's degree or similar demonstrated capacity required

Physical Demands:

These physical demands are representative of the physical requirements necessary for an employee to successfully perform the essential functions of the job. Reasonable accommodation can be made to enable people with disabilities to perform the described essential functions of the job.

West County Reentry Resource Center

- Ability to stand and sit for long periods of time
- Ability to bend and lift up to 15 lbs
- Ability to sit and enter data, prepare reports, and use a computer for long periods of time
- Able to answer phone calls and participate in phone-related activities for long periods of time
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Work Environment:

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Application Process:

To apply for this position, please send your resume and required documents to name and email of appropriate person.

Position will remain open until date. Expected start date is _____.

West County Reentry Resource Center

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West County Reentry Resource Center

MEMORANDUM OF UNDERSTANDING

1. DOCUMENT PURPOSE

The function of this Memorandum of Understanding (MOU) is to formalize agreements about the West County Reentry Resource Center's collective vision, universal roles and responsibilities, principles, outcomes, and governance system.

This MOU sets forth the terms and conditions that define the relationship between the West County Reentry Resource Center (the Center) and _____ as an On-Site Partner.

This MOU summarizes overarching commitments and agreements on the systems and elements of the Center that are relevant to all On-Site Partners.

Every On-Site Partner will sign and abide by this MOU, and the specific roles and responsibilities for each On-Site Partner will be defined in an Individual Operational Agreement between the Center and the On-Site Partner.

This MOU also describes a process for admitting new On-Site Partners and for existing On-Site Partners to withdraw or be removed from partnership if desired or necessary.

In addition to signing this MOU, each On-Site Partner will also enter into an Operational Agreement that will form an addendum to the MOU and that will specify each organization's specific responsibilities.

2. VISION AND MISSION

The attached "*Principal Ideas that Guide Our Work*" is incorporated into this MOU by reference. Signatories to this MOU will incorporate and demonstrate these ideas in their work as On-Site Partners.

Excerpted from that document, the Center's vision and mission are as follows:

- a. Vision: Offering a place that fosters healing, stability, and opportunity, the Center will serve as a beacon of hope, support, and continuing progress to support reentering or formerly incarcerated people and their families in their efforts to forge positive futures.
- b. Mission: By gathering effective resources into one accessible and welcoming hub of integrated services, the Center fosters healing, justice, and lifelong liberty for the people of West Contra Costa County.

3. COLLECTIVE IMPACT, OUTCOMES, & METRICS

As a collective impact initiative using a co-located, integrated service model, the Center's partners will be committed to striving toward common goals and to developing new indicators to measure the extent to which the Center's staff and On-Site Partners reach these goals.

West County Reentry Resource Center

The Center has three primary intentions for individual clients, Center partners, and the Center as a whole:

- a. To support formerly incarcerated West Contra Costa County residents in their efforts to build self-sufficient, satisfying, and positive lives;
- b. To leverage and maximize the impact of individual organizations that are working to support formerly incarcerated individuals;
- c. To foster the collective impact of all those entities and stakeholders (public, private, services, businesses, faith community, and individual residents) who are committed to developing a safer, more equitable, and more sustainable West Contra Costa County by working intentionally and collaboratively to achieve common goals.

Goals, outcomes, and metrics will reflect and provide opportunities to assess the Center's progress on these three primary intentions. Center partners will utilize these outcomes as a primary framework for planning, budgeting, and program design.

4. LEADERSHIP & GOVERNANCE

The Center's governance structure is intended to enable the operation of a strong, integrated partnership in which partners have equal voice. For fuller details on governance roles and responsibilities, see the "Governance and Administration" document, which is incorporated by reference.

As explained in that document, the Center Host is responsible and accountable for the administration of the Center's fiscal and personnel matters, and its local, state, and federal regulatory compliance and reporting.

The Center Steering Committee (CSC) will be responsible for guiding the Center's work. The CSC holds responsibility for program planning and policy setting, engaging in an ongoing process of program implementation, evaluation, and refinement. The CSC will review and approve the Center's annual budget and major financial commitments entered into by the Center, subject to due diligence approval by the Board of Directors of the Center's Host.

The Center's Executive Director will maintain active communication with both onsite and offsite Center partners (see partner responsibilities below) and will provide ongoing support for the work of the Center Steering Committee. The Executive Director will be responsible for the recruitment, evaluation, and management of the Center's staff.

A primary function of Center's Executive Director and staff is to create the necessary conditions for the smooth and effective integration of services by On-Site Partners.

The On-Site Partners are responsible for working collectively, collaboratively, and in partnership with one another and the Center staff to design, implement, and evaluate co-

West County Reentry Resource Center

located, integrated service plans. Unless otherwise specified in Individual Operational Agreements, On-Site Partners lend their staff and resource to the Center as in-kind contributions to the Center's work.

5. OVERARCHING ON-SITE PARTNER AGREEMENTS

Working with the Center Steering Committee, the Center Executive Director, and the Center staff, the On-Site Partners are responsible for ensuring the Center's ongoing development and health, in accordance to all of the rights and responsibilities described by this document and each On-Site Partner's individual Operational Agreement.

Each of the Center's On-Site Partners agrees to the following:

- a. Abide by the Center's mission
- b. Create a welcoming, respectful, responsive, and productive experience for clients
- c. Participate actively and in multiple ways, including agreeing to:
 - Provide a decision-maker from the organization to participate in the Services committee;
 - Contribute some of the agencies' existing resources (in-kind or financial) to leverage the Center's collective opportunities and resources;
 - Cross-train staff to communicate and promote Center services and approaches, including participating in Center-based professional development trainings;
 - Participate in the development of a joint budget, including the identification of in-kind and other resources;
 - Participate in fundraising activities, as defined by each organization's? Center's annual operating plan.
- d. Set aside individual organizational identity when communicating about the Center;
- e. Participate with the Center's Executive Director in an annual review of (and, if necessary, revisions to) the agency's Individual Operational Agreement;
- f. Participate in an annual all-partner Work Review And Planning day;
- g. Work differently as needed to achieve common goals;
- h. Manage clients jointly and share client information, in accordance with confidentiality rules, agreements, and guidelines;
- i. Foster both individual and collective accountability in the Center's work;
- j. Track common metrics, share data, and evaluate results;

West County Reentry Resource Center

- k. Participate in ongoing learning within the Center and with partners across the county;
- l. Strive for continuous quality improvement;
- m. Have good-faith intention to commit to this effort over time;
- n. Identify and help recruit additional partners as appropriate to develop the Center and help its services evolve;
- o. Abide by the Center's Conflict of Interest policy;
- p. Serve as representatives and ambassadors to advance the Center's mission and core values, fostering the Center's role as a positive community partner;
- q. For areas of activity in which certification is *available*, On-Site Partners should have the highest feasible level of relevant certification. For areas of activity for which certification is *required*, On-Site Partners must have and maintain the required certification.

6. PARTNER WITHDRAWAL, REMOVAL, AND ENROLLMENT

a. New Partner Enrollment

The Center Steering Committee must approve all new On-Site Partners. New organizations wishing to become On-Site Partners must demonstrate that they possess the relevant levels of certification (through certifications and/or licenses that are standard in their field of activity, if such exist).

b. Partner Withdrawal/Disbarment

Partners may withdraw from this MOU by providing the Center Host with 90 days written notice of intention to withdraw. Should the withdrawing partner be receiving allocated funds from the Center, these funds will be returned to the Center, as of the date of final partnership with the Center.

Following withdrawal, Center partners may apply for re-admission to the Center partnership, subject to the conditions specified under Section 8.A above and to approval by the Center Steering Committee.

Loss of required certification by a partner will be grounds for disbarment from Center until recertification can be documented.

Malfeasance or intentional acts in conflict with this MOU or failure to perform shall be grounds for removal

7. GRIEVANCE AND MEDIATION

If any Center staff member, Center Partner, or Center volunteer has a concern or complaint regarding the actions or decisions of another party that affects the grieving party's work,

West County Reentry Resource Center

work/service environment, or working relations with colleagues at the Center, the grieving party or parties shall first attempt to resolve the matter in an amicable manner on their own. The grieving party or parties may request the support of the Executive Director to help them resolve the dispute in a mutually satisfactory, informal process.

However, if this attempt at resolution is not appropriate or successful, the grieving party shall, within ten days of the event giving rise to the grievance, present its grievance to the Executive Director in writing.

Within ten days of receipt of the grievance, the Executive Director shall convene a formal meeting with the grieving party to attempt to resolve the matter, and shall convene conversations with other Center Partners, if appropriate, to attempt to resolve. If the matter is not resolved satisfactorily, the grievance shall be submitted to the Center Steering Committee.

Failing resolution through these means, the parties will submit to nonbinding mediation with a neutral mediator and share the costs of the mediation.

8. AMENDMENT AND MODIFICATION OF THIS MOU

This MOU may be amended from time to time by the Center Steering Committee using its regular decision-making process, as described herein.

9. ACCEPTANCE OF THE TERMS OF THIS MEMORANDUM OF UNDERSTANDING

We hereby agree to the terms as stated in this Memorandum of Understanding.

Center Host: _____

Signature and Title: _____

Date: _____

Name of On-Site Partner: _____

Signature and Title: _____

Date: _____

West County Reentry Resource Center

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West County Reentry Resource Center

CENTER STEERING COMMITTEE CONFLICT OF INTEREST POLICY

1. DOCUMENT PURPOSE

In their capacity as members of the Center Steering Committee (CSC) of the West County Reentry Resource Center (the Center), the Center Steering Committee members (members) must act at all times in the best interest of the Center.

The purpose of this policy is to help inform the members of the CSC about what constitutes a conflict of interest, assist the CSC in identifying and disclosing actual and potential conflicts, and help CSC members avoid conflicts of interest where necessary.

This policy may be enforced against individual CSC members as described below.

2. CONFLICT OF INTEREST POLICY

- a. Members of the CSC have a fiduciary responsibility to conduct themselves without conflict to the interests of the Center. In their capacity as CSC members, they must subordinate personal individual business, third-party, and other interests to the welfare and best interests of the Center.
- b. A conflict of interest is a transaction or relationship that presents or may present a conflict between a CSC member's obligations to the Center and the member's personal, business, or other interests.
- c. All conflicts of interest are not necessarily prohibited or harmful to the Center. However, full disclosure of all actual and potential conflicts, and a determination by a subcommittee of the disinterested CSC members – with the interested member(s) recused from participating in debates and voting on the matter – are required.
- d. All actual and potential conflicts of interest shall be disclosed by members to the CSC Chair through the annual disclosure form and whenever a conflict arises. The subcommittee of disinterested members (the subcommittee) shall make a determination as to whether a conflict exists and what subsequent action is appropriate (if any). The subcommittee shall inform the full CSC of such determination and action. The full CSC shall retain the right to modify or reverse such determination and action by the subcommittee, and shall retain the ultimate enforcement authority with respect to the interpretation and application of this policy.
- e. On an annual basis, all CSC members shall be provided with a copy of this policy and required to complete and sign the acknowledgement and disclosure for below. All completed forms shall be provided to and reviewed by the CSC Chair, as well as all other conflict information provided by CSC members.

West County Reentry Resource Center

BEHAVIORAL GUIDELINES

1. A SAFE PLACE FOR ALL

Cultivating an inclusive, affirming, patient, and open-minded community culture, the West County Reentry Resource Center (the Center) is designed as a beacon of hope, opportunity, and continuing progress to support reentering or formerly incarcerated West County residents and their families in their efforts to forge positive futures.

The Center is equally open to all clients regardless of race, culture, sexual orientation, gender, ethnicity, physical or mental ability, age, religion, criminal justice status, or immigration status.

2. GUIDELINES FOR ALL

To ensure that the Center provides a welcoming environment for everyone, all staff, Partners, and clients are expected to abide by the following rules. Violation of these rules may be grounds for dismissal from the Center.

- a. No one may use abusive language or behavior at the Center.
- b. No one may be under the influence of alcohol or drugs (this does not include prescribed medication taken according to doctor's orders and reported to the Registration and Intake Administrator).
- c. No one may perform or threaten to perform any violent acts or actions that endanger the health and safety of others.
- d. Vandalizes, steals or defrauds anyone else at the Center, or the Center itself.
- e. Other than law-enforcement officers (Probation, Parole, police), no one may bring any weapons (including knives) to program sites. To reduce the trauma triggers that can be evoked by the sight of firearms, law-enforcement officers are requested to minimize the visibility of weapons that they may be authorized to carry.
- f. No one may intentionally give false information related to client eligibility for services or to the conditions of a client's supervision.
- g. No one may vandalize, defraud, or steal from anyone at the Center or the Center itself.

PROGRAM PARTICIPATION AGREEMENT:

I understand these behavioral guidelines, and I agree to follow the basic rules shown above.

Participant Signature: _____ Date: _____

Staff Signature: _____ Date: _____

West County Reentry Resource Center

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West County Reentry Resource Center

ELECTRONIC DATA-SHARING MEMORANDUM OF AGREEMENT (SAMPLE TEMPLATE)

1. PARTIES TO THIS AGREEMENT

This Data-Sharing Memorandum of Agreement is entered into this (date) _____ by and between The West County Reentry Resource Center (Center) and _____ (Partner).

2. PURPOSE

The Center, Partner, and individuals served by both the Center and the Partner will benefit from shared access to personally identifiable information¹ for the purpose of conducting reporting and other data compilations in support of contract monitoring and program evaluation. This Agreement sets out the terms and methods for secure and consensual handling of this information.

Sharing data allows the Center to support the valuable work that Partner provides to clients and their families. The database benefits both Partner and The Center by:

- a. Demonstrating the effects that the Center's work is having on the clients and their families that are served.
- b. Eliminating redundancy in data collection and reporting.
- c. Reducing time and paperwork required for Partner to submit invoices, progress reports, and evaluation data to the Center.
- d. Streamlining internal data management processes of Partner by providing a free electronic data collection, storage, and reporting system that can be used for purposes other than the Center's data collection. This system permits Partner to more easily and powerfully collect their own data in an aggregate format for needs assessments, planning, evaluations, and research purposes.
- e. Identifying the best and promising practices and analyzing the effectiveness of existing strategies to support continuous quality improvement in Center programs.

Strict confidentiality regulations and procedures will be employed to minimize the risks of disclosure of confidential data.

HIPAA (The Health Insurance Portability and Accountability Act of 1996) protects the security and privacy of health data. Center, because it assigns accounts and passwords to users of the client database, falls under the operations clause of HIPAA and is therefore permitted to view client-level health data. In addition, to protect security and confidentiality, Center enters into this Agreement with Partner to assure that Center will maintain the privacy of all protected

¹ "Protected Health Information" is defined by Title 45 of the Code of Federal Regulations, Section 164.501.

West County Reentry Resource Center

health information to which Center is granted access

3. GOALS OF THE CENTER'S EVALUATION

- a. Longitudinally track and analyze data to identify best practices, service patterns, gaps, and participant outcomes in relation to their level of service participation
- b. Demonstrate how co-located, integrated programs are part of a comprehensive service system aimed at improving common but complex outcome
- c. Demonstrate how the intensity of services provided to clients, and the overlapping of services from multiple funded programs, leads to improved client outcomes
- d. Create an efficient data collection infrastructure that can be expanded to include new programs and outcomes
- e. Reduce data entry, and improve the quality of analysis, by using a limited set of core data elements shared across funded programs.

4. GUIDING PRINCIPLES: DATA AND EVALUATION

The protection of clients served by the Center is a highest value. The right to privacy is based in the United States and California constitutions and provides the broadest protection of personal information. Each individual has the right to make decisions regarding the sharing of their personal information. Protection of personal information is especially critical when working with some of the vulnerable populations served by the Center. Therefore, the Protocol for Data Security established for Center Partner Organizations is set up to ensure that Partner agency data can be shared only if the identity of the individual client is protected, or as required by City, State, or Federal rules, regulations, or laws.

5. DATA COLLECTION PROCEDURES

- a. Partner data will be collected via an online database administered by Center. Personally identifiable client data will be visible only to the Partner that enters that data and to Center. Partners who do not want to input identifiable data in the Center database have the option to send names and dates of birth to a third party encoder (hereafter "Encoder"). The Encoder will then provide Partner with an encrypted "Encoder ID" to use in place of the name and date of birth in the Center database.
- b. Some individual level data will be collected, such as client program participation. Identifying information – specifically, client first and last name and data of birth – will be collected either in the Center database or by the third part encoder. Certain sensitive data elements, such as client street address, are optional but not required.
- c. Access to the online database is password protected. An authentication protocol prevents access to the database without a secure ID and password issued by Center.

West County Reentry Resource Center

Each Partner will determine which members of its agency have access to the database and what level of access they will have.

- d. According to HIPAA standards, electronic procedures will be implemented that terminate an electronic session after a predetermined time of inactivity. Under the law, this standard time can range from 2 minutes (in an emergency room setting) to 180 minutes (for a secure office setting). The purpose of this limitation is to ensure that individuals who are not registered users cannot access the system. All accounts on the Measure Y database will automatically log out if left idle for a 20-minute period.
- e. Each Partner will own their data. The Center retains the right to extract aggregated and non-personally identifiable data. Neither the Center nor the Encoder will own the data.

6. DATA MATCHING PROCEDURES

In order to support the evaluation of Center programs and the progress of individual clients, Partner data will be matched with data from the Contra Costa County Probation (Probation) and/or California Department of Corrections & Rehabilitation (CDCR). There are four principles to the data matching procedure:

- a. Probation, CDCR and other local or state criminal justice agencies will not have access to any data from the Center database or the Encoder.
- b. For Partners who do not want to share identifiable data, there are no identifiers in the Center database.
- c. The Center database will not contain data provided by Probation, CDCR, local police agencies, or other local or state criminal justice agencies.
- d. The Center will not have individually identifiable information for anyone.

7. DATA-MATCHING PROCESS

- a. Partner data
 - i. Encoded option
 - Partners who do not want to input identifiable data in the database send names and dates of birth to a third party encoder.
 - The encoder creates an Encoder ID for each client and returns it to the program.
 - The Partner uses this Encoder ID to record participation data in Center.
 - ii. Un-encoded option
 - Partners who want to input identifiable data in the database will enter names and dates of birth directly into the Center database for each client.

West County Reentry Resource Center

- Center will generate a unique Center ID for each client.
- Center sends the participant service data, Center ID and identifying information to the appropriate evaluator.

b. Evaluation

- i. The evaluator matches participants to other data sources records (Probation, local police agencies, CDCR or other local or state criminal justice agencies) using first name, last name, date of birth, ethnicity and gender – without service data.
- ii. The evaluator strips the matched data records of any identifying information, keeping only the Center ID or Encoder ID intact before conducted data analysis of program impact.

8. PROHIBITION ON DATA-SHARING

Absolutely *no* sharing of Partner program data in the Center database is allowed other than that specified in this Agreement. However, if data is requested or ordered by any City, State, or Federal agency/body, pursuant to applicable rules, regulations or laws, such data shall be provided.

9. PROCEDURE FOR OBTAINING PRIOR WRITTEN, INFORMED CONSENT FROM CLIENTS

An Authorization to Release Confidential Information (“Consent Form”) must be signed before client data is collected and input or transferred into the Center database. Partner is responsible for discussion of confidentiality protocols with clients and parent/guardians and ensuring that they are informed about their rights.

In every case the Partner will keep the original signed Consent Form and a copy will be provided to the client as well as the parent/guardian (if applicable). Authorization may be withdrawn at any time.

Partner is expected to explain the Authorization process in a language understood by the client. If parent/guardian of the client does not speak the languages spoken by the Partner staff, or cannot adequately read in the languages in which the Consent Form is available then it is the responsibility of the Partner and its staff collecting the information to provide an interpreter, or to read the form to the client or parent/guardian, and to sufficiently explain any difficult wording. The responsible staff person will make sure that the orientation is provided in language that the client can fully understand. The responsible staff person will further respond fully, appropriately, and in a timely manner to the questions and concerns of the client related to the forms or the confidentiality policy and procedures.

The client may revoke the authorization at any time. To revoke the authorization, the client should revoke the authorization in writing and submit it to the Partner, who will then inform

West County Reentry Resource Center

Center as soon as is practicable. Actions taken by Center prior to the revocation of the authorization may not be revoked. All confidential information on clients who have revoked their authorization will have identifying information removed from the Center database in a timely manner.

Refusal to authorize sharing of confidential client information shall not preclude the client's receipt of Partner's services.

10. LIMITATION ON DISCLOSURE OF CONFIDENTIAL INFORMATION

Only aggregated data or non-personally identifiable individual data will be shared with the Center. De-identified information neither identifies nor provides a reasonable basis to identify an individual. There are two ways to de-identify information; either: 1) a formal determination by a qualified statistician; or 2) the removal of specified identifiers of the individual and of the individual's relatives, household members, and employers is required, and is adequate only if the Center has no actual knowledge that the remaining information could be used to identify the individual.

The Center may be required to release confidential information without specific authorization if Center has reason to believe that the client is in imminent danger to himself or herself or to others, or if the client is an alleged victim or perpetrator of child, elder or dependent abuse or if requested or ordered by any City, State, or Federal agency/body, pursuant to applicable rules, regulations, or laws.

With the exception of the above regarding City, State, or Federal requests or orders, the Center and its auditors, including the City Auditor, will have access only to aggregated data or individual data stripped of personally identifying information. The City and its auditors, including the City Auditor will not have access to personally identifying information, including names, social security numbers and birth dates of a particular client being served by a Partner. The City and its auditors, including the City Auditor will have access to anonymized data on a particular client or aggregate data about a program if that program is serving a small number of clients who could be identified simply by race, gender or age.

The following information will not be disclosed without the explicit written authorization of the Client:

- a. Health diagnosis and treatment;
- b. Participation in alcohol or drug treatment programs; and
- c. Criminal arrests or convictions.

All confidential information will be acquired and stored in a manner that safeguards the privacy rights of the Clients and/or the Client's family. Each Partner will be responsible for carefully monitoring the data collection and reporting of confidential Client information maintained in

West County Reentry Resource Center

the Center database. The original, signed copy of the Client's Authorization form - and any other information regarding the Client collected at any point in time on paper, printed from electronic files, or stored electronically - will be placed in a personal paper or electronic file folder, and stored in a location accessible only to Partner staff who can document a direct, specific, and time-limited need for the confidential information to which they request access.

11. RESPONSIBILITIES OF THE PARTIES

- a. Center:
 - i. Center shall keep all confidential information in the strictest confidence.
 - ii. Center will provide for the protection of confidential information with the most advanced security technology available, and will meet all applicable rules, regulations, and laws, including but not limited to, Federal Privacy Regulations (45 CFR Part 46, 45 CFR 160 and 164 [HIPAA Regs.], 42 CFR Part 2, etc.).
 - iii. Center shall maintain a database that is HIPAA and if applicable VAWA (Violence Against Women Act) compliant and shall follow all HIPAA and VAWA privacy requirements in the handling of personally identifiable information.
 - iv. Center will report its data compilations in such a manner so as not to permit the release of personally identifiable information to persons other than Center personnel or the Partner that was the original source of the personally identifiable information.
 - v. Center will not disclose any personally identifiable information to any requesting person or entity, without prior written authorization from the Partner, with the exception of any request, directive, or order for information from any City, State or Federal agency/body pursuant to applicable rules, regulations or laws.
 - vi. Center shall keep all data in a space physically and electronically secure from unauthorized access. Information and data shall be stored and processed in a way such that unauthorized persons cannot retrieve or alter the information by using a computer, remote terminal, or other means.
 - vii. Center shall instruct all staff with access to confidential information about the requirements for handling confidential information.
 - viii. Center shall provide all staff having access to confidential information with statements of organizational policies and procedures for the protection of human subjects and data confidentiality.
 - ix. Center agrees to defend, indemnify, and hold harmless the Center, its Council Members, officers, partners, agents, and employees, and all Partner from and

West County Reentry Resource Center

- against any and all liabilities resulting from injury or death to persons, and damage to or loss of tangible property of third parties, arising out of or resulting from the performance of Center's services under this Agreement to the extent attributable to the negligent acts or omissions of, or intentional injury by, Center or its employees or agents or arising out of any disclosure by Center in violation of HIPAA.
- x. Per HIPAA, Center agrees to return or destroy, any Protected Health Information it receives from any Partner inputting data into the online database once a Partner's grant agreement with the Center has ended.
 - xi. Center will comply with requirements for managing student education records as set forth in the Family Educational Rights and Privacy Act (FERPA) (20 U.S.C. § 1232g; 34 CFR Part 99).
 - xii. Center agrees to return or destroy, in conformance with HIPAA requirements, any protected health information it receives from Partner once its contract with The Center has ended.
- b. Partner:
- i. Partner is responsible for maintaining password security to its own agency database user accounts. Each Partner will have the ability to create user accounts and passwords that allow individuals to access the personally identifiable information entered into the database by their own agency.
 - ii. If a database user account assigned to a Partner requires additions, amendments, or deletions, then the Partner is responsible for contacting Center during normal business hours to make those changes.
 - iii. Partner will obtain a signed Consent Form from individuals (or from their parent or guardian if they are a minor) to input their personal information into the database and to participate in evaluation. Partner will follow the procedure outlined above.
 - iv. Partner will enter relevant information into the database and participate in the evaluation as a condition of funding.
 - v. Partner agrees to defend, indemnify, and hold harmless the Center, its Council Members, officers, partners, agents and employees from and against any and all liabilities resulting from injury or death to persons, and damage or loss of tangible property of third parties arising out of or resulting from the performance of Partner's obligations under this Agreement to the extent attributable to the negligent acts or omissions of, or intentional injury by Partner or its employees or agents.

West County Reentry Resource Center

12. TERM

The term of this Agreement shall be from (date) _____ to (date). Any party may remove their data from the Center database at any time with written notice to Center. As soon as is reasonably practicable, any data owned by that party will then be returned or destroyed by Center.

13. AGREED

On behalf of the Center: _____

Signature: _____ Date: _____

Name, Title

On behalf of the Partner: _____

Signature: _____ Date: _____

Name, Title

West County Reentry Resource Center

BUSINESS ASSOCIATE AGREEMENT REGARDING PROTECTED HEALTH INFORMATION

WHEREAS, the West County Reentry Resource Center (the "Covered Entity") is a Covered Entity, as defined below, and wishes to disclose certain Protected Health Information ("PHI") to **Name of partner** ("Business Associate") pursuant to the terms of the Agreement and this Business Associate Agreement ("BAA"); and

WHEREAS, Covered Entity and Business Associate intend to protect the privacy and provide for the security of PHI disclosed to Business Associate pursuant to the Agreement in compliance with the Health Insurance Portability and Accountability Act of 1996, Public Law 104-191 ("HIPAA"), the Health Information Technology for Economic and Clinical Health Act, Public Law 111-005 ("the HITECH Act"), and regulations promulgated thereunder by the U.S. Department of Health and Human Services (the "HIPAA Regulations") and other applicable law; and

WHEREAS, as part of the HIPAA Regulations, the Privacy Rule and the Security Rule (defined below) require Covered Entity to enter into a contract containing specific requirements with Business Associate prior to the disclosure of PHI, as set forth in, but not limited to, Title 45, Sections 164.314(a), 164.502(e) and 164.504(e) of the Code of Federal Regulations ("C.F.R.") and contained in this BAA.

NOW, THEREFORE, in consideration of the mutual promises below and the exchange of information pursuant to the BAA, the parties agree as follows:

I. DEFINITIONS

Terms used, but not otherwise defined, and terms with initial capital letters in the BAA have the same meaning as defined under the Health Insurance Portability and Accountability Act of 1996, Public Law 104-191 ("HIPAA"), the Health Information Technology for Economic and Clinical Health Act, Public Law 111-005 ("the HITECH Act"), and regulations promulgated thereunder by the U.S. Department of Health and Human Services (the "HIPAA Regulations") and other applicable laws.

Privacy Breach Any acquisition, access, use or disclosure of Protected Health Information in a manner not permitted or allowed under state or federal privacy laws.

Business Associate is a person, organization, or agency other than a workforce member that provides specific functions, activities, or services that involve the use, creation, or disclosure of PHI for, or on behalf of, a HIPAA covered health care component. Examples of business associate functions are activities such as claims processing or administration, data analysis, utilization review, quality assurance, billing, benefit management, practice management, and repricing; and legal, actuarial, accounting, consulting, data aggregation, management, administrative, accreditation, or financial services.

West County Reentry Resource Center

Covered Entity shall have the meaning given to such term under the Privacy Rule and the Security Rule, including, but not limited to, 45 C.F.R. Section 160.103.

Designated Record Set shall have the meaning given to such term under the Privacy Rule, including, but not limited to, 45 C.F.R. Section 164.501.

Electronic Protected Health Information means Protected Health Information that is maintained in or transmitted by electronic media.

Electronic Health Record shall have the meaning given to such term in the HITECH Act, including, but not limited to, 42 U.S.C. Section 17921.

Health Care Operations shall have the meaning given to such term under the Privacy Rule, including, but not limited to, 45 C.F.R. Section 164.501.

Privacy Rule shall mean the HIPAA Regulation that is codified at 45 C.F.R. Parts 160 and 164, Subparts A and E.

Protected Health Information or PHI means any information, whether oral or recorded in any form or medium: (i) that relates to the past, present or future physical or mental condition of an Individual; the provision of health care to an Individual; or the past, present or future payment for the provision of health care to an Individual; and (ii) that identifies the Individual or with respect to which there is a reasonable basis to believe the information can be used to identify the Individual, and shall have the meaning given to such term under the Privacy Rule, including, but not limited to, 45 C.F.R. Section 160.103. Protected Health Information includes Electronic Protected Health Information [45 C.F.R. Sections 160.103, 164.501].

Protected Information shall mean PHI provided by Covered Entity to Business Associates or created or received by Business Associates on Covered Entity's behalf.

Security Rule shall mean the HIPAA Regulation that is codified at 45 C.F.R. Parts 160 and 164, Subparts A and C.

Unsecured PHI shall have the meaning given to such term under the HITECH Act and any guidance issued pursuant to such Act including, but not limited to, 42 U.S.C. Section 17932(h)(1) and 45 C.F.R. 164.402.

II. DUTIES AND RESPONSIBILITIES OF BUSINESS ASSOCIATES

- a. **Permitted Uses.** Business Associates shall use Protected Information only for the purpose of performing BA's obligations under the Contract and as permitted or required under the Contract and Addendum, or as required by law.

Further, Business Associate shall not use Protected Information in any manner that would constitute a violation of the Privacy Rule, Welfare & Institutions Code section 5328, 42 C.F.R. Part 2, or the HITECH Act, if so used by Covered Entity. However,

West County Reentry Resource Center

Business Associate may use Protected Information (i) for the proper management and administration of Business Associate, (ii) to carry out the legal responsibilities of Business Associate, or (iii) for Data Aggregation purposes for the Health Care Operations of Covered Entity. [45 C.F.R. Sections 164.502(a)(3), 164.504(e)(2)(ii)(A) and 164.504(e)(4)(i)].

- b. Permitted Disclosures.** Business Associate shall not disclose Protected Information except for the purpose of performing Business Associate's obligations under the Agreement and as permitted under the Agreement and this BAA. Business Associate shall not disclose Protected Information in any manner that would constitute a violation of the Privacy Rule, 42 C.F.R., Welfare & Institutions Code section 5328, or the HITECH Act if so disclosed by Covered Entity. However, Business Associates may disclose Protected Information (i) for the proper management and administration of Business Associate; (ii) to carry out the legal responsibilities of Business Associate; (iii) as required by law; or (iv) for Data Aggregation purposes for the Health Care Operations of Covered Entity. If Business Associate discloses Protected Information obtained pursuant to the Agreement and this BAA to a third party, Business Associate must obtain, prior to making any such disclosure, (i) reasonable written assurances from such third party that such Protected Information will be held confidential as provided pursuant to this BAA and only disclosed as required by law or for the purposes for which it was disclosed to such third party, and (ii) a written agreement from such third party to immediately notify Business Associate of any Breaches of confidentiality of the Protected Information within twenty-four (24) hours of discovery, to the extent it has obtained knowledge of such Breach. [42 U.S.C. Section 17932; 45 C.F.R. Sections 164.504(e)(2)(i)-(ii)(A) and 164.504(e)(4)(ii)].
- c. Prohibited Uses and Disclosures.** Business Associate shall not use or disclose Protected Information for fundraising or marketing purposes. [42 U.S.C. Section 17936(a) and 45 C.F.R. 164.501]. Business Associate shall not disclose Protected Information to a health plan for payment or health care operations purposes if the Individual has requested this special restriction, and has paid out of pocket in full for the health care item or service to which the PHI solely relates. [42 U.S.C. Section 17935(a); 45 C.F.R. Section 164.502(a)(5)(ii)]. Business Associate shall not directly or indirectly receive remuneration in exchange for Protected Information, except with the prior written consent of Covered Entity and as permitted by the HITECH Act. [42 U.S.C. section 17935(d)(2)]. This prohibition shall not affect payment by Covered Entity to Business Associate for services provided pursuant to the Agreement.
- d. Appropriate Safeguards.** Business Associate shall implement appropriate administrative, technological and physical safeguards as are necessary to prevent the use or disclosure of Protected Information other than as permitted by the Agreement

West County Reentry Resource Center

and this BAA that reasonably and appropriately protect the confidentiality, integrity and availability of the Protected Information, and comply, where applicable, with the HIPAA Security Rule with respect to Electronic PHI.

- e. **Reporting of Improper Access, Use or Disclosure.** Consistent with section (h)(4) of this BAA, Business Associate shall notify Covered Entity within twenty – four (24) hours of any suspected or actual breach of Protected Information; any use or disclosure of Protected Information not permitted by the Contract or Addendum; any security incident (i.e. any attempted or successful unauthorized access, use, disclosure, modification, or destruction of information or interference with system operations in any information system) related to Protected Information, and any actual or suspected use or disclosure of data in violation of any applicable federal or state laws by Business Associate or its agents or subcontractors.

Business Associate shall report to appropriate entity's Compliance & Privacy Officer in writing any access, use or disclosure of Protected Information not permitted by the Agreement and this BAA. As set forth below, [42 U.S.C. Section 17921; 45 C.F.R. Section 164.504(e) (2) (ii) (C); 45 C.F.R. Section 164.308(b)].

The Breach notice must contain: (1) a brief description of what happened, including the date of the Breach and the date of the discovery of the Breach, if known, (2) the location of the breached information; (3) the unauthorized person who used the PHI or to whom the disclosure was made; (4) whether the PHI was actually acquired or viewed; (5) a description of the types of PHI that were involved in the Breach, (6) safeguards in place prior to the Breach; (7) actions taken in response to the Breach; (8) any steps Individuals should take to protect themselves from potential harm resulting from the Breach; (9) a brief description of what the business associate is doing to investigate the Breach, to mitigate harm to Individuals, and to protect against further Breaches; and (10) contact procedures for Individuals to ask questions or learn additional information, which shall include a toll-free telephone number, an e-mail address, website or postal address. [45 C.F.R. Sections 164.410(c) and 164.404(c)]. Business Associate shall take any action pertaining to such unauthorized disclosure required by applicable federal and state laws and regulations. Business Associate shall otherwise comply with 45 C.F.R. § 164.410 with respect to reporting Breaches of Unsecured PHI. [42 U.S.C. Section 17921; 45 C.F.R. Section 164.504(e)(2)(ii)(C); 45 C.F.R. Section 165.308(b)]

- f. **Business Associate's Agents.** Business Associate shall ensure that any agents, including subcontractors, to whom it provides Protected Information, agree in writing to the same restrictions and conditions that apply to Business Associate with respect to such PHI and implement the safeguards required by paragraph c above with respect to Electronic PHI. [45 C.F.R. Sections 164.502(e)(1)(ii), 164.504(e)(2)(ii)(D) and 164.308(b)]. If

West County Reentry Resource Center

Business Associate knows of a pattern of activity or practice of a subcontractor or agent that constitutes a material breach of violation of the subcontractor or agent's obligations under the Contract or Addendum or other arrangement, the Business Associate must take reasonable steps to cure the breach or end the violation.

Business Associate shall take reasonable steps to cure the Breach or end the violation. If these steps are unsuccessful, Business Associate shall terminate the contract or arrangement with agent or subcontractor, if feasible. [45 C.F.R. Section 164.504(e)(1)(iii)]. Business Associate shall provide written notification to Covered Entity of any pattern of activity or practice of a subcontractor or agent that BA believes constitutes a material breach or violation of the subcontractor or agent's obligations under the Contract or Addendum or other arrangement with twenty four (24) hours of discovery and shall meet with CE to discuss and attempt to resolve the problem as one of the reasonable steps to cure the breach or end the violation.

The Business Associate shall implement and maintain sanctions against agents and subcontractors that violate such restrictions and conditions and shall mitigate the effects of any such violation.

- g. Access to Protected Information.** Business Associate shall make Protected Information maintained by Business Associate or its agents or subcontractors in Designated Record Sets available to Covered Entity for inspection and copying within ten (10) days of a request by Covered Entity to enable Covered Entity to fulfill its obligations under the Privacy Rule, including, but not limited to, 45 C.F.R. Section 164.524. [45 C.F.R. Section 164.504(e)(2)(ii) (E); 42 C.F.R. part 2 and Welfare & Institutions Code section 5328]. If Business Associate maintains an Electronic Health Record, Business Associates shall provide such information in electronic format to enable Covered Entity to fulfill its obligations under the HITECH Act, including, but not limited to, 42 U.S.C. Section 17935(e)(1). If any Individual requests access to PHI directly from Business Associate or its agents or subcontractors, Business Associate shall notify Covered Entity in writing within five (5) days of the request.
- h. Electronic PHI.** If Business Associate receives, creates, transmits or maintains Electronic PHI on behalf of Covered Entity, Business Associates will, in addition, do the following:
- i. Develop, implement, maintain and use appropriate administrative, physical, and technical safeguards in compliance with Section 1173(d) of the Social Security Act, Title 42, Section 1320(s) or the United States Code and Title 45, Part 162 and 164 of CFR to preserve the integrity and confidentiality of all electronically maintained or transmitted PHI received from or on behalf of Covered Entity.
 - ii. Document and keep these security measures current and available for inspection

West County Reentry Resource Center

by Covered Entity.

- iii. Ensure that any agent, including a subcontractor, to whom the Business Associate provides Electronic PHI, agrees to implement reasonable and appropriate safeguards to protect it.
 - iv. Report to the Covered Entity any Security Incident of which it becomes aware. For the purposes of this BAA and the Agreement, Security Incident means, as set forth in 45 C.F.R. Section 164.304, "the attempted or successful unauthorized access, use, disclosure, modification, or destruction of information or interference with system operations in an information system." Security incident shall not include, (a) unsuccessful attempts to penetrate computer networks or servers maintained by Business Associate, or (b) immaterial incidents that occur on a routine basis, such as general "pinging" or "denial of service" attacks.
- i. **Amendment of PHI.** Within ten (10) days of receipt of a request from Covered Entity for an amendment of Protected Information or a record about an individual contained in a Designated Record Set, Business Associate or its agents or subcontractors shall make such Protected Information available to Covered Entity for amendment and incorporate any such amendment to enable Covered Entity to fulfill its obligations under the Privacy Rule. If any Individual requests an amendment of Protected Information directly from Business Associate or its agents or subcontractors, Business Associate must notify Covered Entity in writing within five (5) days of the request. Any approval or denial of amendment of Protected Information maintained by Business Associate or its agents or subcontractors shall be the responsibility of Covered Entity.
 - j. **Accounting Rights.** Business Associate agrees to document such disclosures of PHI and information related to such disclosures as would be required for Covered Entity to respond to a request by an Individual for an accounting of disclosures of PHI in accordance with Privacy Rule and the HITECH Act. [42 U.S.C. Section 17935(c) and 45 C.F.R. Section 164.528]. Business Associate agrees to implement a process that allows for an accounting of disclosures to be collected and maintained by Business Associate and its agents or subcontractors for at least six (6) years prior to the request. Accounting of disclosures from an Electronic Health Record for treatment, payment or health care operations purposes are required to be collected and maintained for three (3) years prior to the request, and only to the extent Business Associate maintains an electronic health record and is subject to this requirement.

At a minimum, the information collected and maintained shall include: (i) the date of disclosure; (ii) the name of the entity or person who received Protected Information and, if known, the address of the entity or person; (iii) a brief description of Protected Information disclosed and (iv) a brief statement of purpose of the disclosure that

West County Reentry Resource Center

reasonably informs the Individual of the basis for the disclosure, or a copy of the Individual's authorization, or a copy of the written request for disclosure. [45 C.F.R. Section 164.528(b)]. In the event that the request for an accounting is delivered directly to Business Associate or its agents or subcontractors, Business Associate shall forward it to Covered Entity in writing within five (5) days of request. It shall be Covered Entity's responsibility to prepare and deliver any such accounting requested. Business Associate shall not disclose any Protected Information except as set forth in the Agreement and this BAA.

- k. Governmental Access to Records.** Business Associate shall make its internal practices, books and records relating to the use and disclosure of Protected Information available to Covered Entity and to the Secretary of the U.S. Department of Health and Human Services (the "Secretary") for purposes of determining Business Associate's compliance with the Privacy Rule [45 C.F.R. Section 165.504(e)(2)(ii)(I)]. Business Associate shall concurrently provide to Covered Entity a copy of any internal practices, books, and records relating the use and disclosure of PHI that Business Associate provides to the Secretary.
- l. Minimum Necessary.** Business Associate and its agents or subcontractors shall request, use and disclose only the minimum amount of Protected Information reasonably necessary to accomplish the purpose of the request, use, or disclosure in accordance with 42 U.S.C. Section 17935(b). Business Associate understands and agrees that the definition of "minimum necessary" as defined in HIPAA and as may be modified by the Secretary. Each party has an obligation to keep itself informed of guidance issued by the Secretary with respect to what constitutes "minimum necessary."
- m. Audits, Inspection and Enforcement.** Within ten (10) days of a written request by Covered Entity, Business Associate and its agents or subcontractors shall allow Covered Entity to conduct a reasonable inspection of the facilities, systems, books, records, agreements, policies and procedures relating to the use or disclosure of Protected Information pursuant to this BAA for the purpose of determining whether Business Associate has complied with this BAA; provided, however, that (i) Business Associate and Covered Entity shall mutually agree in advance upon the scope, timing and location of such an inspection, (ii) Covered Entity shall protect the confidentiality of all confidential and proprietary information of Business Associate to which Covered Entity has access during the course of such inspection; and (iii) Covered Entity shall execute a nondisclosure agreement, upon terms mutually agreed upon by the parties, if requested by Business Associate.

The fact that Covered Entity inspects, or fails to inspect, or has the right to inspect,

West County Reentry Resource Center

Business Associate's facilities, systems, books, records, agreements, policies and procedures does not relieve Business Associate of its responsibility to comply with the BAA, nor does Covered Entity's (i) failure to detect or (ii) detection, but failure to notify Business Associate or require Business Associate's remediation of any unsatisfactory practices, constitute acceptance of such practice or a waiver of Covered Entity's enforcement rights under the Agreement or BAA, Business Associate shall notify Covered Entity within five (5) days of learning that Business Associate has become the subject of an audit, compliance review, or complaint investigation by the Office for Civil Rights.

III. TERMINATION

- a. **Material Breach.** A Breach by Business Associate of any provision of this BAA shall constitute a material Breach of the Agreement and shall provide grounds for immediate termination of the Agreement, any provision in the Agreement to the contrary notwithstanding. [45 C.F.R. Section 164.504(e)(2)(iii)]
- b. **Judicial or Administrative Proceedings.** Covered Entity may terminate the Agreement, effective immediately, if (i) Business Associate is named as a defendant in a criminal proceeding for a violation of HIPAA, the HITECH Act, 42 C.F.R. Part 2, the HIPAA Regulations or other security or privacy laws or (ii) a finding or stipulation that the Business Associate has violated any standard or requirement of HIPAA, the HITECH Act, 42 C.F.R. Part 2, the HIPAA Regulations or other security or privacy laws is made in any administrative or civil proceeding in which the party has been joined.
- c. **Effect of Termination.** Upon termination of the Agreement for any reason, Business Associate shall, at the option of Covered Entity, return or destroy all Protected Information that Business Associate or its agents or subcontractors still maintain in any form, and shall retain no copies of such Protected Information. If return or destruction is not feasible, Business Associate shall continue to extend the protections of Section 2 of the BAA to such information, and limit further use of such PHI to those purposes that make the return or destruction of such PHI infeasible. [45 C.F.R. Section 164.504(e)(ii)(2)(I)]. If County elects destruction of the PHI, Business Associate shall certify in writing to County that such PHI has been destroyed.

IV. GENERAL PROVISIONS

- a. **Indemnification.** In addition to the indemnification language in the Agreement, Business Associate agrees to be responsible for, and defend, indemnify and hold harmless the Covered Entity for any Breach of Business Associate's privacy or security obligations under the Agreement, including any fines and assessments that may be made against Covered Entity or the Business Associate for any privacy Breaches or late

West County Reentry Resource Center

reporting and the cost of notice to credit monitoring companies.

- b. **Disclaimer.** Covered Entity makes no warranty or representation that compliance by Business Associate with this BAA, HIPAA, the HITECH Act, or the HIPAA Regulations will be adequate or satisfactory for Business Associate's own purposes. Business Associate is solely responsible for all decisions made by Business Associate regarding the use and safeguarding of PHI.
- c. **Amendment to Comply with Law.** The parties acknowledge that state and federal laws relating to data security and privacy are rapidly evolving and that amendment of the Agreement, the Terms and Conditions and/or BAA may be required to provide for procedures to ensure compliance with such developments. The parties specifically agree to take such action as is necessary to implement the standards and requirements of HIPAA, the HITECH Act, the Privacy Rule, the Security Rule and other applicable laws relating to the security or confidentiality of PHI.

Upon the request of any party, the other party agrees to promptly enter into negotiations concerning the terms of an amendment to the BAA embodying written assurances consistent with the standards and requirements of HIPAA, the HITECH Act, the Privacy Rule, the Security Rule or other applicable laws.

Covered Entity may terminate Contract upon thirty (3) days written notice in the event (i) Business Associate does not promptly enter into negotiations to amend the Contract or Addendum when requested by Covered Entity pursuant to this section or (ii) Business Associate does not enter into an amendment to the Contract or Addendum providing assurances regarding the safeguarding of PHI that Covered Entity, in its sole discretion, deems sufficient to satisfy the standards and requirements of applicable laws.

- d. **Assistance in Litigation of Administrative Proceedings.** Business associate shall notify Covered Entity within forty-eight (48) hours of any litigation or administrative proceedings commenced against Business Associate or its agents or subcontractors. Business Associate shall make itself, and any subcontractors, employees or agents assisting Business Associate in the performance of its obligations under the Agreement or BAA, available to Covered Entity, at no cost to Covered Entity, to testify as witnesses, or otherwise, in the event of litigation or administrative proceedings being commenced against Covered Entity, its directors, officers or employees based upon a claimed violation of HIPAA, the HITECH Act, the Privacy Rule, the Security Rule, or other laws relating to security and privacy, except where Business Associate or its subcontractor, employee or agent is named as an adverse party.
- e. **No Third-Party Beneficiaries.** Nothing express or implied in the Agreement or this BAA is intended to confer, nor shall anything herein confer, upon any person other than Covered Entities, Business Associate and their respective successors or assigns, any

West County Reentry Resource Center

rights, remedies, obligations or liabilities whatsoever.

- f. **Effect on Agreement.** Except as specifically required to implement the purposes of the BAA, or to the extent inconsistent with this BAA, all other terms of the Agreement shall remain in force and effect.
- g. **Interpretation.** The BAA shall be interpreted as broadly as necessary to implement and comply with HIPAA, the HITECH Act, the Privacy Rule and the Security Rule. The parties agree that any ambiguity in this BAA shall be resolved in favor of a meaning that complies and is consistent with HIPAA, the HITECH Act, the Privacy Rule and the Security Rule.
- h. **Governing Law, Venue.** This agreement has been executed and delivered in, and shall be construed and enforced in accordance with, the laws of the State of California. Proper venue for legal action regarding this Agreement shall be in the County of Santa Clara.
- i. **Survivorship.** The respective rights and responsibilities of Business Associate related to the handling of PHI survive termination of this Agreement.

IN WITNESS WHEREOF, the parties hereto have duly executed this BAA as of the date below.

On behalf of Host Organization: _____

Reviewed and agreed by: _____
Name and title Date

On behalf of Partner Organization: _____

Reviewed and agreed by: _____
Name and title Date

West County Reentry Resource Center

Baseline Intake¹

Intake Staff Name: _____

Date: ____ / ____ / ____

If client already has a confirmed record in Center database, enter name and birthdate only, and skip to Contact Info.

1. Client Identification:

First name Middle initial Last name

Birth date
month day year

Social Security Number - - SSN unknown/not available

Client Alternative Name: *Enter alternate name(s), if any*

First name Middle initial Last name

2. Essential Demographics

What is your gender Male Female Transgender/Transsexual/Intersex

What is your marital status?

- Single/ Never Married In a committed relationship (but not married)
 Married Separated Divorced
 Widowed Unknown Declined to Answer

What is your ethnicity (Non-Hispanic or Hispanic) and your race?

Based on client's self-identification, choose ethnicity and then, within that column, check race(s) identified (use "other" only if YOU cannot determine how to categorize consumer response):

Non-Hispanic:

- African American/Black
 Native American/Alaskan
 Asian
 Pacific Islander/Hawaiian

Hispanic:

- African American/Black
 Native American/Alaskan
 Asian
 Pacific Islander/Hawaiian

¹ Offered for the purposes of illustration only

West County Reentry Resource Center

- White
 Other

- White
 Other

What is your primary language

- English Spanish* Chinese* Lao* Cambodian*
 Vietnamese* Tagalog* Russian* American Sign Language* Other (specify): _____

**If other than English: Do you feel comfortable talking in English?* Yes No Unknown

Are you a U.S. Veteran? *Yes No Unknown

**If yes:* Service Era(s): _____ Discharge status: _____

What is the highest level of education you've completed?

- Elementary school High school diploma* Bachelor degree (B.A., B.S.)
 Middle/junior high school Some college Master degree (M.A./M.S. etc.)
 Some high school (no GED)* Technical or trade school Doctorate (Ph.D./M.D. etc.)
 Some high school +GED* Associate degree (A.A.) Unknown

**If less than high school diploma:* Highest grade completed

3. Your Contact Information

What is your current address?

Line 1:					
Line 2:					
City		State		Zip	

Are you staying outdoors or in a place not meant for human habitation? Yes* No Unknown
**If yes, you may enter just the city name as your current address.*

What are the best phone numbers for us to reach you?

Primary phone		Description	
Alternate 1		Description	
Alternate 2		Description	

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Email None

If you have a different mailing address, please list it here:

Line 1: None
Line 2:
City State Zip

4. Related Contacts

Please give us information for at least one person connected with you that we should know about. If you have additional names you want to give us, you can give us information about them on the Additional Related Contacts form.

Title: First name: Last name:

How is this person connected to you?

Family (Specify) _____ Case Manager B&C Operator Payee
 Physician Psychiatrist Parole Officer Probation Officer Someone else (specify) _____

Who is the best person we should call if you have an emergency? _____

What is that person's current address?

Line 1:
Line 2:
City State Zip

How can we best reach that person?

Primary phone	<input type="text"/>	Description	<input type="text"/>
Alternate 1	<input type="text"/>	Description	<input type="text"/>

Email None

West County Reentry Resource Center

5. Referrals

If someone referred you to the Center, check all that apply (specify name and agency):

- No one referred me
 Someone asked/suggested that I come here. Specify who: : _____
 I was ordered by the court I am here as part of my probation
 I am here as part of my parole Other: _____

6. Disabilities

Do you have any disabling conditions (that is, conditions that are of long or indefinite duration, and limiting ability to work or live independently) ?

- Yes* No I don't know

**If yes, tell us which types of disability affect your ability to work or live independently. If required (by program), indicate whether disability verification has been submitted to file, with Date and Type:*

Mental health disability	<input type="checkbox"/> Yes, SMI (Level 1) <input type="checkbox"/> No <input type="checkbox"/> Yes, MI (other diagnosis) <input type="checkbox"/>	Specify/notes:
	Verification filed? <input type="checkbox"/> No <input type="checkbox"/> Yes*	*If yes, date verified: _____
Substance abuse disability	<input type="checkbox"/> Yes, Alcohol <input type="checkbox"/> Yes, Drugs <input type="checkbox"/> No	Specify/notes:
	Verification filed? <input type="checkbox"/> No <input type="checkbox"/> Yes*	*If yes, date verified: _____
Physical disability	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Unknown	Specify (optional):
	Verification filed? <input type="checkbox"/> No <input type="checkbox"/> Yes*	*If yes, date verified: _____
Developmental disability	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Unknown	Specify (optional):
	Verification filed? <input type="checkbox"/> No <input type="checkbox"/> Yes*	*If yes, date verified: _____
HIV/AIDS	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Unknown	Specify (optional):
	Verification filed? <input type="checkbox"/> No <input type="checkbox"/> Yes*	*If yes, date verified: _____
Other medical condition	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Unknown	Specify (optional):
	Verification filed? <input type="checkbox"/> No <input type="checkbox"/> Yes*	*If yes, date verified: _____

7. Criminal Justice History

Have you ever been held in a city or county jail?

- Yes* No I don't know

Have you ever been convicted of a crime?

- Yes* No I don't know

**If yes:*
Type of conviction(s) Check all that apply Felony Misdemeanor

West County Reentry Resource Center

Convicted within last six months <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Unknown Currently on probation <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Unknown Ever incarcerated in state or federal prison <input type="checkbox"/> Yes* <input type="checkbox"/> No <input type="checkbox"/> Unknown	
*If yes:	Released within six months <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Unknown Currently on parole <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Unknown Release Date: <input type="checkbox"/> _____ <input type="checkbox"/> Unknown

If yes:	Held there within last six months <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Unknown
*If yes:	How many times within last six months _____ Release Date: <input type="checkbox"/> _____ <input type="checkbox"/> Unknown

Any additional info on your criminal justice history

8. Employment

Do you currently have a job?

Yes No

If no:

*Are you currently looking for a job? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> I don't know
If you're not seeking employment, can you tell us why? <input type="checkbox"/> Disabled <input type="checkbox"/> Retired <input type="checkbox"/> Other, Please specify: _____

Recent Work History

Out of last 26 weeks (six months), how many weeks do you think you worked at least 20 hours in a single week? _____

Did your most recent job end within last six months? Yes* No Unknown

*If yes:

Recent job end date (last date of confirmed employment) ___/___/____ (mo/day/year) → If participant cannot remember exact date, estimate it based on the number of weeks <u>not worked</u> (26 minus # worked).

West County Reentry Resource Center

Reason for leaving recent job *Choose best:*

Left voluntarily, to look for a better position Temporary/seasonal position ended
 Left job for other (personal) reasons Laid off (business reasons)
 Unable to adequately perform job duties Terminated for cause (disciplinary or performance reasons)
 Unable to maintain job schedule Unknown

Employer _____

Position or title _____

Job start date ___/___/_____ (mo/day/year)

Job tenure Permanent/regular (no time limit) Temporary/seasonal

Weekly hours _____ Hourly wage \$ _____

Employer-sponsored health benefit Yes No Unknown

Job sector

<input type="checkbox"/> Automotive	<input type="checkbox"/> Finance/Insurance/RE	<input type="checkbox"/> Information Technology	<input type="checkbox"/> Social Services
<input type="checkbox"/> Business Services	<input type="checkbox"/> Government	<input type="checkbox"/> Manufacturing	<input type="checkbox"/> Transportation
<input type="checkbox"/> Communications	<input type="checkbox"/> Health Services	<input type="checkbox"/> Personal Services	<input type="checkbox"/> Wholesale/Retail
<input type="checkbox"/> Construction	<input type="checkbox"/> Hospitality Services	<input type="checkbox"/> Public Utilities	

9. Income and Benefits

Total household monthly income: *Total household monthly income is the total amount of money that your, your dependent children and all other adults in the household receive each month through earnings (report gross ['pre-tax'] amount), workers comp, unemployment, any form of public assistance, or other sources.*

Household income: \$ _____ No income at all I don't know

Personal monthly income

Personal monthly income is the amount you have received directly; check all sources and identify amounts by source:

<input type="checkbox"/> Employment \$ _____	<input type="checkbox"/> Unemployment Insurance (UI) \$ _____	<input type="checkbox"/> Workers Compensation (WC) \$ _____
<input type="checkbox"/> Food Stamps (SNAP) \$ _____	<input type="checkbox"/> General Assistance (GA) \$ _____	<input type="checkbox"/> TANF/CalWORKs \$ _____
<input type="checkbox"/> Supplemental Security Income (SSI) \$ _____	<input type="checkbox"/> Social Security Disability Income (SSDI) \$ _____	
<input type="checkbox"/> Veteran's Disability \$ _____	<input type="checkbox"/> State Disability Insurance (SDI) \$ _____	<input type="checkbox"/> Private disability insurance \$ _____
<input type="checkbox"/> Veteran's Pension \$ _____	<input type="checkbox"/> Other public/private pension \$ _____	<input type="checkbox"/> Social Security Retirement \$ _____
<input type="checkbox"/> Child Support \$ _____	<input type="checkbox"/> Spousal Support/Alimony \$ _____	<input type="checkbox"/> Other (specify below)* \$ _____

*Specify other source(s): _____

Other household member(s) monthly income: *Other household member(s) monthly income is the amount received by all other household members; check all sources and identify amounts by source:*

West County Reentry Resource Center

<input type="checkbox"/> Employment \$ _____	<input type="checkbox"/> Unemployment Insurance (UI) \$ _____	<input type="checkbox"/> Workers Compensation (WC) \$ _____
<input type="checkbox"/> Food Stamps (SNAP) \$ _____	<input type="checkbox"/> General Assistance (GA) \$ _____	<input type="checkbox"/> TANF/CalWORKs \$ _____
<input type="checkbox"/> Supplemental Security Income (SSI) \$ _____	<input type="checkbox"/> Social Security Disability Income (SSDI) \$ _____	
<input type="checkbox"/> Veteran's Disability \$ _____	<input type="checkbox"/> State Disability Insurance (SDI) \$ _____	<input type="checkbox"/> Private disability insurance \$ _____
<input type="checkbox"/> Veteran's Pension \$ _____	<input type="checkbox"/> Other public/private pension \$ _____	<input type="checkbox"/> Social Security Retirement \$ _____
<input type="checkbox"/> Child Support \$ _____	<input type="checkbox"/> Spousal Support/Alimony \$ _____	<input type="checkbox"/> Other (specify below)* \$ _____
*Specify other source(s): _____		

Does anyone in your house receive non-cash benefits?

Yes* No I don't know

*If yes:

<input type="checkbox"/> CalWORKs Child Care	<input type="checkbox"/> Supplemental Nutrition (WIC)
<input type="checkbox"/> CalWORKs Transportation	<input type="checkbox"/> Food Bank
<input type="checkbox"/> Other CalWORKs Support	
<input type="checkbox"/> Other (specify): _____	

Do you have health insurance coverage?

Yes* No** I don't know

*If yes:

<input type="checkbox"/> MediCal	<input type="checkbox"/> County Basic Adult Care	<input type="checkbox"/> VA Medical Services	<input type="checkbox"/> Employer-sponsored plan
<input type="checkbox"/> Medicare	<input type="checkbox"/> Healthy Families (if child)	<input type="checkbox"/> VA Psychiatric Services	<input type="checkbox"/> Any self-paid COBRA plan
<input type="checkbox"/> Other (specify): _____			

**If no:

Have you applied for insurance through Covered California or expanded Medicare?

Yes* No** I don't know

If yes, where/how did you apply? _____

If yes, what is the status of your application? _____

10. Housing

Living Situation

Choose the best description of where you're living right now. Where did you spend last night?

- House, condo or other unit that I **own**; my name is on the deed to the house.
- A house, apartment, room or other living unit that I **rent**; my name is on the lease.

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- Staying with family (paying no rent)
- Staying with family (to whom I pay rent)
- Staying with friend (paying no rent)
- Staying with friend (to whom I pay rent)
- Supported Housing Program*
- Emergency Shelter (or motel with voucher)*
- Psychiatric hospital or facility*
- AOD Treatment or detox facility*
- Hospital (non-psychiatric)*
- Correctional facility (jail, prison or juvenile detention)*
- Any place not meant for habitation (vehicle, garage, abandoned building, transit station, outside...)
- Other (specify): _____

*Housing program, shelter or facility name: _____

How long have you been living in this way?

- 1 week or less
- More than 1 week, less than 1 month
- More than 1 month, less than 3 months
- More than 3 months, less than 1 year
- 1 year or longer
- Unknown

Are you a victim of domestic/relationship violence?

- Yes*
- No
- Unknown

*If yes:

Most recent experience of domestic violence

- Within last 3 months
- 3 to 6 months ago
- 6 to 12 months ago
- More than 12 months ago
- Unknown

How long is your current housing supposed to last?

- Permanent (no time limit, unless evicted)...
- Temporary (shelter, facility or time-limited with family/friends)...
- Transitional (time-limited "program")...
- N/A (for any place not meant for habitation)

...if Permanent or Transitional tenure:

Monthly rent amount: \$ _____

Receiving any housing subsidy: Yes* No Unknown

- *If yes:
- VASH
 - Section 8
 - Housing Authority
 - Shelter Plus Care (SPC)
 - SRO Mod Rehab
 - Other SHP (specify): _____

Are you facing discharge, eviction or required to leave? Yes* No Unknown

*If yes:

"Must leave" date: ___/___/___ (mo/day/year)

...if Temporary tenure:

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Temporary means time-limited (!):

Expected discharge date or limit to stay: ___/___/____ (mo/day)

Living Situation prior to this

Emergency Shelter Any place not meant for habitation ANY OTHER Living Situation*

*If ANY OTHER: **Can you return there?** Yes No Unknown

Housing Status

Homeless* Imminently Homeless* At Risk of Homelessness In Stable Housing

<ul style="list-style-type: none"> Supported Housing with Transitional tenure Emergency Shelter Any place not meant for habitation 	<p>Any Living Situation where participant</p> <ul style="list-style-type: none"> must leave within one week (eviction, discharge or limit to stay) cannot return to prior situation (if in Temporary) does not have resources to secure housing 	<p>Any time-limited Living Situation (eviction, discharge or limit to stay), where participant does not meet criteria for Homeless or Imminently homeless, e.g.</p> <ul style="list-style-type: none"> staying with family temporarily but indefinitely discharge from facility in one month 	<p>Any Living Situation with Permanent tenure <u>and</u> with no pending eviction or other requirement to leave.</p>
---	---	--	--

*If Homeless or Imminently Homeless:

How many separate times have you been homeless in past 3 years?

Only this time 2-3 times, including this one 4 or more times, including this one Unknown

Eligibility verification must be filed for enrollment into HUD-funded programs:

Verification filed? <input type="checkbox"/> No <input type="checkbox"/> Yes*	*If yes, date verified: ___/___/____ <small>(mo/day/year)</small>
---	--

Last Permanent Residence

Enter the ZIP code of the last place where you lived for 90 days (3 months) or more. Circle city name (if Contra Costa) or county name (if Other) from the appropriate list:

ZIP code of Last Permanent Residence

--	--	--	--	--

West Contra Costa County

El Cerrito	El Sobrante	Hercules	N. Richmond	Pinole
Richmond	Rodeo	San Pablo	Unincorporated West County	

Other Contra Costa County

West County Reentry Resource Center

Alamo	Antioch	Baypoint	Bethel Island
Blackhawk	Byron	Canyon	Clayton
Clyde	Concord	Crockett	Danville
Diablo	Discovery Bay	Kensington	Knightsen
Lafayette	Martinez	Moraga	Oakley
Orinda	Pacheco	Pittsburg	Pleasant Hill
Port Costa	San Ramon	Walnut Creek	Unincorporated Contra Costa (Central/East)

Other Counties

Alameda County	Marin County	Napa County	San Francisco County
San Mateo County	Santa Clara County	Solano County	Sonoma County

Other California County _____ Other U.S. State or Territory: _____ Outside US: _____

11. Family/Household

Do you have any dependent children? *Dependent children* are children 17 years old or younger who are currently living with you full time **AND** can be claimed as dependents on your tax return or you receive some form of public assistance (TANF, SSI, Foster Care payments, etc.) for their support.

Yes* No Unknown

*If yes:

How many dependent children _____ Single parent <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Unknown
--

Do you have any non-dependent children? *Non-dependent children* are children 17 years old or younger who are not currently living with participant (even if you provide some kind of financial support).

Yes* No Unknown

*If yes:

How many non-dependent children _____

Are there any other adults in your household? *These are other adults whose income, combined with yours, supports the household AND with whom you share and intend to continue to share resources. This includes a spouse or partner who is not disabled and, if you are under 18, your parent(s)/guardian(s).*

Yes* No Unknown

*If yes:

How many other adults in household _____
If any other adults in household are seeking services here, identify them to link records as a household:
Name: _____ Birthdate: ____/____/____ (mo/day/year)

West County Reentry Resource Center

Relation: <input type="checkbox"/> Spouse/partner <input type="checkbox"/> Parent <input type="checkbox"/> Sister/brother <input type="checkbox"/> Adult child <input type="checkbox"/> Other (specify): _____	
Name: _____	Birthdate: ___/___/____ (mo/day/year)
Relation: <input type="checkbox"/> Spouse/partner <input type="checkbox"/> Parent <input type="checkbox"/> Sister/brother <input type="checkbox"/> Adult child <input type="checkbox"/> Other (specify): _____	

12. Parenting/Child Engagement

Have you ever fathered or given birth to a child?

- Yes* No Unknown

*If yes:

How many children have you fathered or given birth to? _____

Do you live with all of the children you fathered or have given birth to?

- Yes No Unknown

At what age did you first become a parent?

- Under 21 years old 21 years or over

Think about the last month. About how much time did you spend with your child or children per week? If you do not live with your child but you speak with him/her on the phone, please estimate the amount of time you spent talking with them on the phone.

- 0 Hours Less than 5 Hours Between 5-10 Hours Between 10-15 Hours
 Between 15-20 Hours Between 20-25 Hours More than 25 Hours

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West County Reentry Resource Center

Individual Development Plan

At the West County Reentry Resource Center, we want to help you identify what steps you can take to build the life you want for yourself. One of the first steps is to develop a PLAN of ACTION. The following Individual Development Plan (IDP) is designed to help you recognize your strengths, identify what motivates you, and assist you in your setting and achieving your goals.

Name: _____ Date: _____

What are the abilities, attitudes, and resources that I can use to help make changes in my life?

- _____
- _____
- _____

What are the top three reasons that I want to make changes in my life?

- _____
- _____
- _____

Setting goals is an important step to making change. Walk through this process using these questions to guide you:

Goal = What change do I need to make? (Be specific)

Steps = How will I begin to make this change happen?

Completion Date = When do I think I can complete this task?

Purpose = Why do I want to make this change?

Partner Agency/Referral Date = Center Staff will assist you with referrals to partner agencies

Staying Free		Completion Date
Goal		
Steps	1.	
	2.	
	3.	
Purpose		
Partner Agency		Referral Date

Education/Training		Completion Date
Goal		
Steps	1.	
	2.	
	3.	
Purpose		
Partner Agency		Referral Date

HOUSING		Completion Date
Goal		
Steps	1.	
	2.	
	3.	
Purpose		
Partner Agency		Referral Date

PUBLIC BENEFITS		Completion Date
Goal		
Steps	1.	
	2.	
	3.	
Purpose		
Partner Agency		Referral Date

LEGAL ISSUES		Completion Date
Goal		
Steps	1.	
	2.	
	3.	
Purpose		
Partner Agency		Referral Date

DOMESTIC VIOLENCE/ EMOTION REGULATION SKILLS		Completion Date
Goal		
Steps	1.	
	2.	
	3.	
Purpose		
Partner Agency		Referral Date

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RELATIONSHIP ISSUES		Completion Date
Goal		
Steps		
1.		
2.		
3.		
Purpose		
Partner Agency		Referral Date

PARENTING/ CUSTODY ISSUES		Completion Date
Goal		
Steps	1.	
	2.	
	3.	
Purpose		
Partner Agency		Referral Date

CHILD SUPPORT		Completion Date
Goal		
Steps	1.	
	2.	
	3.	
Purpose		
Partner Agency		Referral Date

EMPLOYMENT/ INCOME		Completion Date
Goal		
Steps	1.	
	2.	
	3.	
Purpose		
Partner Agency		Referral Date

West County Reentry Resource Center

4. REFERENCE MATERIALS

Note: These reference materials (107 pages) can be downloaded at <http://www.furtherthework.com/clients-and-projects.html>

4.1 Project Photos

These photographs document the participatory, community-based process created by Further The Work to generate all elements of the concept, design, and implementation plan for the West County Reentry Resource Center. The participatory process was based on the inclusive techniques developed by Technology of Participation (ToP), a set of methods used internationally to cultivate shared leadership and management, equity in information, and collective decision-making.

The photographs are provided courtesy of Terrance Cheung, who generously donated his efforts to serve as the project's pro bono photographer. (15 pages)

4.2 AB 109 Operations Plan

Adopted by unanimous vote of the Contra Costa County Board of Supervisors in November 2012, Contra Costa County's AB 109 Operations Plan provided a contextual framework for the development of the West County Reentry Resource Center. In turn, the Center's design is intended to further the goals and strategies outlined in the Operations Plan.

As with the development of the West County Reentry Resource Center, the Operations Plan was developed through a multi-stakeholder participatory process designed and managed by Further The Work. (12 pages)

4.3 What Is Collective Impact?

This short summary identifies the five key characteristics that define collective impact initiatives, as described by FSG Social Impact Partners, which has spearheaded the national conversation about collective impact. (1 page)

4.4 Backbone Entity Types

This short overview, derived from the work of FSG Social Impact Partners, summarizes several organizational structures and entities that can serve as backbone entities to support collective impact efforts. (1 page)

4.5 What is a SparkPoint Center?

This brochure outlines the chief goals, mechanisms of service, and core characteristics of the SparkPoint Centers, a multi-service initiative conceived and funded by the United Way

West County Reentry Resource Center

of the Bay Area. Like the West County Reentry Resource Center model, SparkPoint Centers provide co-located, integrated services intended to achieve collective impact. (8 pages)

4.6 The “Transition from Jail to Community” Initiative

Developed by the Urban Institute and the National Institute of Corrections, this brief provides an overview of early implementation of the Transition from Jail to Community Initiative, which was piloted in 2007 in six locations across the United States. Providing a road map for collaboration and systems change, the TJC model charts a clear course for jail and community partners by identifying the essential elements of an effective jail transition strategy. (8 pages)

4.7 Million-Dollar Murray

Written by Malcolm Gladwell in 2006 for the *New Yorker* magazine, this article examines public/private efforts to manage complex individuals – like Murray Baer – whose chronic homelessness and alcoholism present huge, disproportionate, and costly challenges for social service agencies, public hospitals, and public safety systems. (11 pages)

4.8 Recruitment Property Inventory Recap (Richmond Main Street)

Provided by Richmond Main Street, a nonprofit business-development organization focusing on Richmond’s Macdonald Avenue, this inventory recap provides an overview of various commercial properties that may be available for rent or purchase in downtown Richmond. (12 pages)

4.9 Letter of Interest and Property Brochure: 1711 Barrett Avenue

Provided by a property owner to propose this downtown Richmond property as a possible location for the Center, this letter and brochure summarize the property’s characteristics and availability. (9 pages)

4.10 Providing Services and Supports for Youth Who are LGBTQQIS-2

A collaborative effort of the National Center for Cultural Competence and the National Technical Assistance Center for Children’s Mental Health of the Georgetown University Center for Child and Human Development, along with the American Institutes for Research, this practice brief is one of a series designed to enhance system, organizational, and program capacity to deliver culturally and linguistically competent services and supports to youth who are LGBTQI2-S and their families. Although it is youth-focused, it is included here as a ready reference for issues that may apply to LGBTQQIS-2 adults as well as youth. (8 pages)

West County Reentry Resource Center

4.11 RYSE House Agreement

A visual guide to house rules for the RYSE Center for youth in Richmond, this single-sheet flyer is included as a demonstration of the ways in which messaging can be crafted to reflect a tone and spirit that reflects and speaks to the cultures of the intended audiences.

4.12 A Few Good Case Management Tools

This overview of electronic case-management tools was developed by Idealware, a nonprofit organization that produces well-researched, impartial, and accessible resources about software to help nonprofits make smart software decisions. (4 pages)

4.13 Baseline Data Set (draft)

This draft baseline data set was developed in January 2014 by Resource Development Associates (RDA), a data and evaluation consulting firm, as part of their contracted scope of work to conduct a multi-sector data assessment and basic evaluation planning process to support AB 109 implementation in Contra Costa County. This data set will likely undergo substantial revisions during the course of RDA's contract term (which ends June 2014), but it is provided here as a starting point to support the Center's integration with the data development plan for the county as a whole. (10 pages)

West County Reentry Resource Center

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Build Strong Values.
Foundation of Change
People can change
Values will remain.

Ref: One piece of advice

Cultivating Knowledge, Building Community: Key Qualities for the Core Design Team

- 1) **Operate with integrity:** Be dependable and trustworthy; speak truthfully and listen thoroughly; respect differences of opinion; honor confidentiality
- 2) **Foster inclusiveness:** Work collaboratively to achieve team goals; solicit input from others; look for and welcome alternatives approaches and ideas; work well with others
- 3) **Follow through:** Commit to getting things done; to operate as motivated and dependable self-starters who follow through on commitments and who support others' commitments and efforts
- 4) **Offer insight:** Strive to understand both the forest and the trees; see the overall picture as well as the linkages between the parts; listen creatively and with curiosity and interest; find the connection between aspiration and implementation
- 5) **Innovative:** Be willing to experiment and think outside the box; offer and consider entrepreneurial methods; discover creative solutions

The Givens:

What We Need to Keep In Mind

- We don't have the authority to select the host or the partners or to make agreements about hosting or partnering
- The plan has to be feasible/implementable
- The plan has to be appealing enough that somebody wants to do it
- The plan has to be time-appropriate (get it started in short order)
- We can anticipate \$400K in County funding, with some of that available for start-up or tenant improvements (in 2013/2014)
 - ~~NOTE~~ STATEMENT OF SIGNIFICANCE PART A PART TWO
 - SUSTAINABLE OF A SYSTEM OF SERVICES
 - ONE PART
 -











TOPIC QUESTION:

WHAT HAVE WE LEARNED ABOUT THE DESIGN OF SERVICE MODELS

THAT CAN HELP US DEVELOP A SUCCESSFUL AND APPROPRIATE REENTRY CENTER

WEST CONTRA COSTA COUNTY?

ACHIEVE 110
REDWOOD CITY
ADRIANA PEREIRA

Support Bylaws
See more energy available

Re-Release One
Management and Coaching
Services to REENTRY

Services provided
at Multiple Locations

Keep Clients out
of Jail

Relationships and
Client-relevant jobs

Flexible approach
for different clients -
transitional, social, trauma

Commitment to
wrap-around services -
criminal, sex, substance

CENTER PRINT DIV
REPAIRING DIVISION
SAN RAFAEL
ANNIE +
TRACY

Angie to Temp

Apprenticeship Skills
TRAINING, Distribution
Site Mobile, Education
Food Literacy

Flexibility Sites
On Site

and appropriate
theory, evidence,
Realism

JOB

VOA ?
- see how use a program

40 day model

CENTERFORCE
OAKLAND
NICOLE VINCENTE

Central Force
AS-CARE B.A.M.

Building capacity
of staff and clients
in community

decentralized
at multiple sites
and on site

informal
hand-offs

To understand
program culture

NOT TO BE
RESTRICTED BY
GOV CONTRACT

It's the
Right People
that understand
the culture

COMMUNITY ASSISTANT
COSTA COUNTY
SAN FRANCISCO
CHANCE +
JESSIE

Community Assistant
Service Center SF
Marianne, Lisa, Cori,
Linda, Catherine, etc

Wrap Around
Services for
transitional, etc
post-rearrest, etc

On Site, Site on Site
Hospice - 1st Floor
Dialysis - 2nd Floor
Child Care, etc

Meet-Place
Client where
he or she is at

Reintegrative as
"Reconnect"
- individual

Do it well and do
it well. Don't
spend too much
first 30 months

Do have the real
BAM partner who
tax receipts are
the difference
between a successful
and a not so successful

COSTA COUNTY
SERVICE CENTER
MARTINE
DOMINIQUE

Costa County (County)
Programs (County)
Transitional
Programs

Real Adults
Real Needs
Real Goals
Real Outcomes

North Richmond
Bay Point

Whole family focus
what you see the
rest of the day

Real Adults in
community
living in community

Community
Collaboration

Strong working in
the culture of the
Internal Staff

DELANEY STREET
SAN FRANCISCO
ANNIE/TONY

Family
Reentry

Behavioral
modification

All Site
Services

the
Druging

Agency
Transition

Not to
lose up
2

How have to
have
"Integrity"

EAST BAY WORKS
COSTA COUNTY
SAN FRANCISCO
NANCY WEBER

East Bay Works
CCLC (Community
Center for Learning
and Leadership)

Supportive
services
employment-focus

Real support in
real world

HELP ECONOMICAL
TRANSITIONERS
POWERED BY
EMPLOYERS

TRANSITIONERS
POWERED BY
EMPLOYERS

empowerment
of the
TRANSITIONERS
& EMPLOYERS

empowerment
of the
TRANSITIONERS
& EMPLOYERS

EAST PALM BEACH
JANUARY 2015
JULY 2015
JULY 2015
JULY 2015

East Palm Beach
JANUARY 2015
JULY 2015
JULY 2015
JULY 2015

East Palm Beach
JANUARY 2015
JULY 2015
JULY 2015
JULY 2015

East Palm Beach
JULY 2015

COMMUNITY ASSESSMENT SERVICES CENTER FRANCISCO
CANDACE + JESSIE

CONTRA COSTA COUNTY SERVICE INTEGRATION TEAM MARTINEZ
DONNA + REBECCA

DELANCEY STREET SAN FRANCISCO
ANNIE + TRACY

EASTBAY WORKS SAN PABLO
MICHELE + REBECCA

EAST PALO ALTO COMMUNITY RE...
EAST PALO ALTO
JESS

Community Assessment + Services Center - S.F.
Melissa Gelber, Dir.
Linda Connolly, CEO
of Leaders in Community Alternatives

Contra Costa County Employment + Human Services Department
Paul Biederhagen
Denise Carey (R)
Betty Cantrell (C)

Larry Palomino
mimi silbert

EAST BAY WORKS / CCC WORKFORCE DEVELOPMENT BOARD
DREW DOUGLASS

East Palo Alto Community...
East Palo Alto CA

Wrap Around Services for Incarcerated + at incarcerated indiv.

Broad-holistic: Health < physical mental > child welfare Cal works Employment Referral

Behavior Modification

SHARED UNIVERSAL & INTENSIVE SVCS: EMPLOYMENT-BASED

East Palo Alto...
David Lewis
Site Manager

Site: 564 6th St program - 1st Floor
Detention - 2nd Floor
County Jail - pre-release

North Richmond + Bay Point

All ON Site Services

ONE-STOP CAREER CIR. IN SAN PABLO

CBT
Transitional
Case manager

Meet the client where he or she is at.

Whole family success
whole is greater than the sum of all parts

Life Changing

HELP ECONOMICALLY DISADVANTAGED, VET, DISABLED & HOMELESS CLIENTS

EPA REG
EPA DT
Catherine

orative vs. punishment
untold

Pay Attention to politics divisiveness
"History of community"

Honesty + Teamwork

PARTNERSHIPS

Create which real c

well and do all. Don't too thin.
"silo" mentality.

Community Collaboration Important!

"Not to give up"

COLLABORATE W/ NON-TRADITIONAL GROUPS & ADVOCATES

Parto East

ve to find partner who navigate thru differences

Being attentive to the culture of the Internal Staff
shared vision

Never Have to Leave
"Integrity"

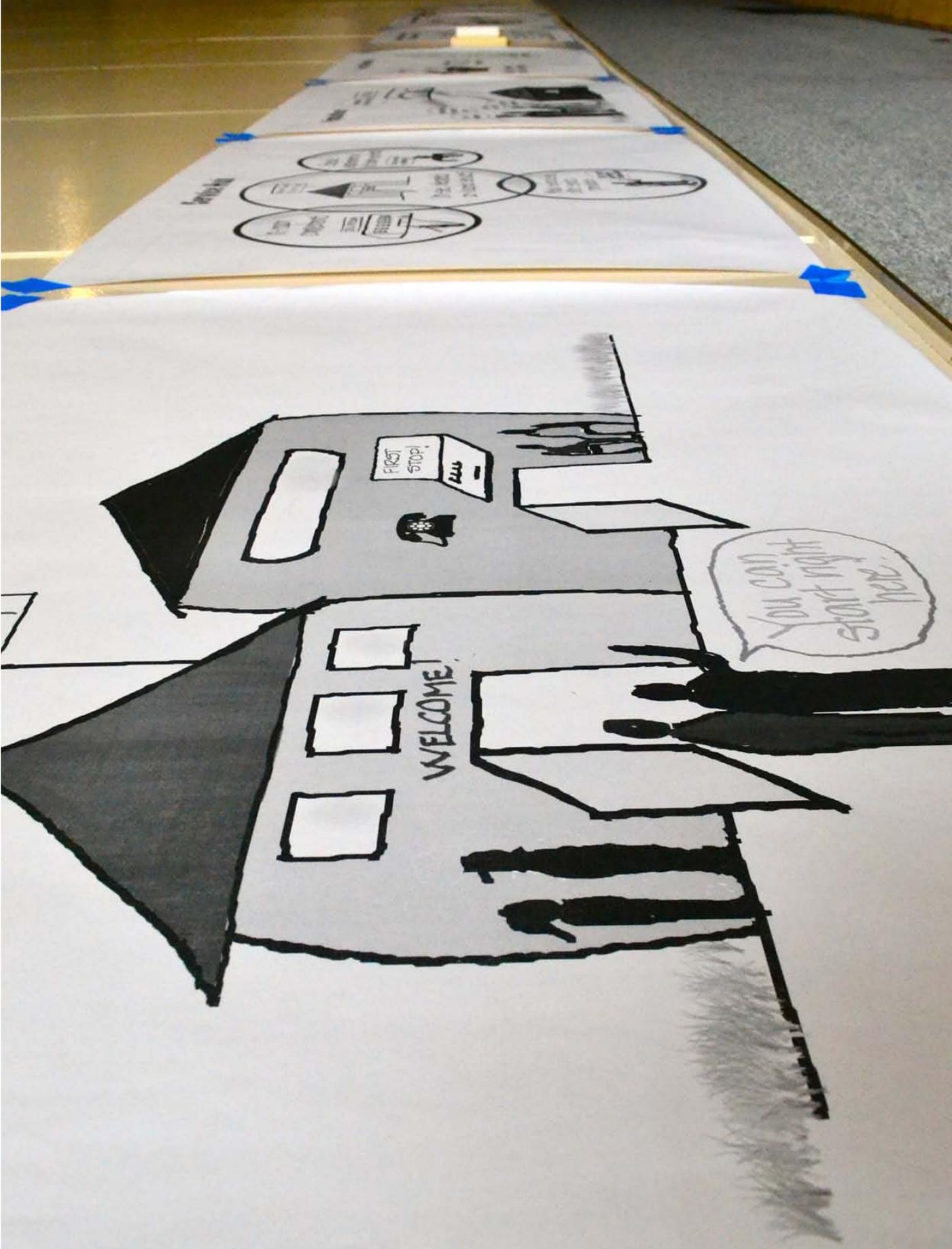
SEEK BROADER FUNDING

Communit
Pal
Ne
he



PROBATION





Overarching Approach

Use collaboration, innovation, and ongoing evaluation
to foster safety and long-term liberty in Contra Costa County

Primary Approaches for Identifying Priorities

1. Is it consistent with the legislative intent of AB 109 as defined by the statute, Section 17.5? (attached)
-

Agreements of Principle

1. Enhance public safety through reducing recidivism.
 2. Foster successful reintegration of individuals back into the community.
 3. Coordinate efforts to reduce duplication and increase efficiency.
 4. Identify additional resources to meet AB 109 objectives and maximize coordination.
 5. Explore options to maximize use of local jail facilities to serve the needs of the AB 109 population.
 6. Maximize public and private partnerships in all phases of implementation.
 7. Maximize interdepartmental and intergovernmental collaborations and partnerships at all phases of implementation.
-

Agreements of Practice

1. Identify and define the AB 109 populations
 - a. Post Release Community Supervision (Cal. Dept. of Corrections and Rehabilitation (CDCR) custody to County Probation Supervision)
 - b. PC 1170(h) Sentenced to County jail with Mandatory Supervision upon release (Split Sentence)
 - c. PC 1170(h) Sentenced with no Supervision upon release
 - d. CDCR Parole Violators held in County jail
2. Identify the AB 109 population served by the AB 109-funded services and programs
3. Monitor AB 109 services and programs to ensure appropriate populations are served

4. Share assessment tools and methods and, as appropriate, develop coordinated use of tools, data systems and protocols across programs and agencies
5. Strive to ensure that the service delivery network has adequate capacity to supply services to meet the needs of the AB 109 populations
6. Attempt to use evidence based practices, such as cognitive behavioral therapy, to fortify long-term self-sufficiency
7. Define recidivism and establish baselines to measure local progress and outcomes

Related Resources

1. SAMHSA grant
2. Second Chance grant
3. Facilities bond
4. In-custody portion of 52-week batterers' treatment program
5. Board of Community Corrections standards (forthcoming)
6. Court modifications to LJS to capture some AB 109 sentencing data
7. Sheriff Department AB 109 activity reports
8. Probation Department case management system (in development)
9. Potential court and probation resources for 2013/2014?

Phase 1: Arrest and Pretrial

Objective 1.1. Increase public safety

Strategy a. Monitor the pretrial jail population, in-custody and in custody alternative programs, to track jail use, population baselines and outcomes

- i. Establish consistent definitions for inmate status throughout the arrest and pretrial process
- ii. Monitor the effects of pretrial services on the inmate population to evaluate the impacts on later phases

Objective 1.2. Following arrest, better identify persons who can safely be released and those who should be held in physical custody pretrial so as to reduce the pretrial jail population to maximize capacity for the sentenced AB 109 population

Strategy a. Fund a comprehensive pretrial services program that uses an evidence-based pretrial assessment tool

Activity i. Provide training to justice partners, including the bench and law enforcement, regarding the pretrial services program goals and objectives

Activity ii. Provide for early representation of arrestees at the first Court appearance

Phase 2: Adjudication and Sentencing

Objective 2.1. Provide timely, informed and appropriate adjudication of all cases

Strategy a. Expand the Early Disposition Calendar (EDC) for use county-wide

Strategy b. Provide for an individual needs assessment at the time of adjudication that includes a social history

Strategy c. Where appropriate, encourage Courts to incorporate the recommendations of the needs assessment into the sentence through mandated participation in pre and post-release programs and services

Strategy d. Encourage that alternatives to physical incarceration are available and considered

Strategy e. Support compliance with Marcy's law, including informing victims of offenders' releases from custody and resolution of cases

Objective 2.2. Restructure specialized Courts and calendars to increase efficiency and maximize benefits for the AB 109 population

Strategy a. Evaluate the existing specialized Courts to identify ways to maximize access for the AB 109 population(s), to include homeless Court and reentry Court

Objective 2.3. Utilize evidence-based practices in sentencing

Strategy a. Explore best practices for evidence-based sentencing and adjudication

Strategy b. Provide training to all justice partners, including the bench, regarding evidence-based sentencing

Phase 3: Incarceration

Objective 3.1. Maintain safe facilities for inmates, visitors, and staff

Strategy a. To the extent that an increase in jail population is attributed to Public Safety Realignment, identify additional needs to maintain safe facilities

Strategy b. Continue to maximize alternatives to physical incarceration including electronic home detention

Objective 3.2. House AB 109 inmates in the rated facility appropriate for their classification

Strategy a. Move state prisoners out of county custody with expediency

Activity i. Develop agreements/systems to provide routine transportation to state prison

Activity ii. Lobby state representatives to change Contra Costa County's state prison reception center to a closer location

Strategy b. Explore additional and alternative sources of funding to develop facilities and programs, such as SB1022 funds

Activity i. Identify other funding opportunities for collective/joint consideration

Strategy c. Explore the need to expand services and programs to all three county jail facilities

Objective 3.3. Ensure that programs and services are responsive to individual needs

Strategy a. Align people, facilities and programs to ensure accessibility

Strategy b. Enhance community-based and Office of Education services within the jail facilities to meet identified needs

Strategy c. Identify and support the use of community-based providers to deliver services to the incarcerated population

Strategy d. To the extent that an increase in jail population is attributed to Public Safety Realignment, address the increased burden on Detention Health Services

Strategy e. Foster continuity of services on transition from custody to community

Strategy f. Ensure the provision of behavioral and physical health care services to meet individual needs

Phase 4: Pre-Release

Objective 4.1. Establish and maintain an entry point to an integrated reentry system of care

Strategy a. Establish a formal pre-release assessment and planning process to ensure more successful reentry

Activity i. Prior to release from custody, assess individual barriers to successful reentry, such as educational, housing, employment, behavioral and physical health, and additional needs

Activity ii. Create a formal release and reentry plan that addresses the needs identified

Activity iii. Prior to release, assist the inmate in obtaining documents and/or identification needed to secure housing, employment, or public benefits

Activity iv. Where possible, connect inmates with needed services prior to release

Strategy b. Prior to release, establish a plan to connect the individual with transitional services that foster positive social networks and attitudes

Activity i. Help inmates identify and connect with positive social relationships

Activity ii. Expand access to cognitive behavioral treatment programs

Phase 5: Reentry and Reintegration

Objective 5.1. Maximize public safety, accountability, and service referrals

Strategy a. Ensure monitoring and compliance with terms and conditions of all mandated community supervision

Activity i. Employ evidence-based practices in community supervision when possible

Activity ii. Enhance cognitive interventions and strengthen coordination with county and community partners

Strategy b. Engage local law enforcement in planning and enforcement

Activity i. Partner with local law enforcement for information sharing, compliance checks, and service referrals

Objective 5.2. Assist in providing access to a full continuum of reentry and reintegration services

Strategy a. Identify available resources throughout the county

Strategy b. Support planning and implementation of an integrated system of services that may include co-located, site-based resources and services.

Objective 5.3. Provide and enhance integrated programs and services for successful reentry of the AB 109 population

Strategy a. Assist the AB 109 populations to gain access to health care services

Activity i. Facilitate access to physical health services and medication

Activity ii. Facilitate access to behavioral health services and medication

Activity iii. Facilitate access to substance abuse treatment

Strategy b. Expand access to employment support and placement services

Activity i. Provide information and education to employers about existing subsidies and incentives to encourage job placement and employment

Activity ii. Encourage and/or support training and/or subsidized or transitional employment opportunities that address criminal records-based barriers

Activity iii. Expand access to job-specific training and certification programs

Activity iv. Expand access to clean slate services and other legal services to address legal barriers to successful reentry

Strategy c. Facilitate access to appropriate short and long-term housing

Activity i. Work with housing authority to foster access to public subsidies and remove potential barriers

Activity ii. Develop low cost and/or subsidized housing options

Activity iii. Facilitate access to sober living and other transitional housing

Activity iv. Address legal barriers to accessing post-release housing

Strategy d. Provide advocacy and services to foster financial self-sufficiency

Activity i. Improve financial literacy and planning capabilities

Activity ii. Facilitate enrollment in or reinstatement of public benefits including state and federal programs

Strategy e. Facilitate access to and expand educational opportunities

Activity i. Support GED and high school curriculum

Activity ii. Support access to higher education and financial aid

Objective 5.4. Increase mentoring, encourage family and community engagement in reentry and reintegration

Strategy a. Identify appropriate mentoring programs

Activity i. Identify promising and evidence-based practices for mentoring programs that serve formerly incarcerated individuals

Activity ii. Identify and obtain financial support to develop, evaluate and sustain mentoring programs

Strategy b. Foster family readiness, health, safety, and receptivity during reentry and reintegration

Strategy c. Support peer-driven case management to facilitate transition and reintegration

Phase 6: Coordination and Administration of AB 109 Programs

Objective 6.1. Use and encourage professional training to advance system-wide knowledge

Strategy a. Develop comprehensive, coordinated training for service providers and county agencies regarding AB 109 objectives and goals

Activity i. Identify best practices in other jurisdictions regarding AB 109 populations

Activity ii. Support and provide trainings for reentry services provided as appropriate, to foster core competencies

Strategy b. Regularly convene county-wide stakeholders for information sharing and professional development

Strategy c. Encourage development and use of continuing professional education related to AB 109 service delivery

Objective 6.2. Maximize interagency coordination

Strategy a. Explore appropriate relationship of the CCP to the county reentry council, as established by the county reentry strategic plan

Strategy b. Foster community collaboration and input, including through the Community Advisory Board

Strategy c. Establish additional standing committees to address:

i. Programs and Services

ii. Data and Evaluation

Strategy d. Improve coordination among different departments, agencies, and service providers

Activity i. Provide resources, such as a reentry coordinator, to support inter-organizational coordination

Objective 6.3. Institute use of data collection and analysis across system of care

Strategy a. Develop standardized metrics and assess impacts on departments and service providers

Strategy b. Capture data and information necessary to measure outcomes that can be readily available to all partners in the county and community

Strategy c. Maximize easy access to key data and information through new or existing data/case management systems including, but not limited to, the ability to track:

i. Recidivism over time

ii. Demographics of AB 109 and other sub-populations

iii. Program participation, completion, and outcomes

Strategy d. Facilitate access to and sharing of inter-agency data, as appropriate

Strategy e. Provide for analysis of collected data to measure effectiveness of strategies and interventions

Activity i. Maximize timely and regular analysis to identify areas of strength and/or concern such that early intervention and correction is possible

Activity ii. Provide resources, such as a countywide data analyst, to support data collection and analysis.

Objective 6.4. Develop and use evaluation practices to assess progress and needs

Strategy a. Develop robust, independent evaluation of AB 109 implementation

Activity i. Engage evaluation partners from local universities or other appropriate partners

Glossary of Terms Used in the AB 109 Operations Plan

AB 109	Formally known as the Criminal Justice Realignment Act, Assembly Bill 109 (AB 109) was signed into legislation in April 2011 and went into effect on October 1, 2011. It is the cornerstone of California's efforts to reduce the number of inmates in the state's 33 prisons to 137.5 percent of design capacity by June 27, 2013, as ordered by the Three-Judge Court and affirmed by the U.S. Supreme Court. The primary objective of the realignment legislation is to change the place where many felony sentences are served in cases when the defendant is not granted probation. Instead of being sentenced to state prison, many defendants will be serving their "prison" term in county jail. Realignment does not change any law or procedure up to the point sentence is pronounced. The length of the possible custody terms remain unchanged. Rules regarding probation eligibility remain unchanged. Alternative sentencing programs remain unchanged. What changes have been made to sentencing procedures relate to the fact that defendants now may be sentenced to 58 different county custody facilities, rather than one state prison system.
Behavioral Health (concept)	"Behavioral health" describes the connection between an individual's behaviors and the health and well-being of the body, mind, and spirit. Typically, behavioral health relates to issues of mental health and substance abuse.
Behavioral Health (county division)	Contra Costa's Behavioral Health Division was formed in Spring 2011 by combining the Mental Health, Homeless, and Substance Abuse systems into one entity.
Board of State and Community Corrections	The Board of State and Community Corrections (BSCC) is a formal state body of 12 members that works in partnership with local corrections systems and assists efforts to achieve continued improvement in reducing recidivism through evidence based decision making. Statutes relating to the authority, programs and mandates of the BSCC are contained in the California Penal and Welfare and Institutions Codes. It operates independently of CDCR.
CDCR	The California Department of Corrections and Rehabilitation (CDCR) is the agency responsible for managing all of the state prisons in California.
Community Corrections Partnership	As an element of Realignment, each county's local community corrections partnership is required to recommend a local plan to the county board of supervisors for the implementation of the Realignment Act. By state mandate, this process is managed by an executive committee consisting of the chief probation officer of the county (as chair), a chief of police, the sheriff, the district attorney, the public defender, the presiding judge of the superior court (or his or her designee), and specified county representatives.
Early Disposition Proceeding	Early disposition proceedings are not common to every courthouse, nor will every court require it as a hearing. An early disposition proceeding is more informal than a trial or official hearing before a Judge in criminal court. There is no Judge present. The early disposition proceeding is an opportunity for both parties to settle the case without having to litigate the issues in trial. During the proceeding, the attorneys will discuss the facts, negotiate the possible consequences and make a determination as to whether they should settle the case or proceed to trial.
Evidence-Based Practices	Evidence-Based Practices (EBP) are approaches to prevention or treatment that are based in theory and have undergone scientific evaluation. "Evidence-based" stands in contrast to approaches that are based on tradition, convention, belief, or anecdotal evidence. Substance Abuse and Mental Health Services Administration (SAMHSA, see below) compiles a searchable database of evidence-based practices for mental health and substance abuse; you can find it at the National Registry of Evidence-based Programs and Practices (http://www.nrepp.samhsa.gov/).
Flash incarceration	Flash incarceration is a type of punishment for violation of the conditions of the terms for someone on PRCS (see below). Flash incarceration is an immediate return to jail for a period of up to 10 days. There is no court involvement in cases of flash incarceration.
Mandatory Supervision	Under Realignment, judges have the discretion to impose "hybrid" or "split sentences" in which offenders serve part of their sentence in county jail and the rest on what is called "mandatory supervision," overseen by probation officers. (See Split Sentences, below)

PC 1170(h)	As of October 1, 2011, California Penal Code 1170(h) provides that some felony defendants must be sentenced to county jail (assuming that probation has been denied). People sentenced under section 1170(h) to county jail are not released to parole or post-release supervision (PRCS) upon completing their term – unlike those who serve time in state prison. Once the sentence has been fully served, the defendant must be released without any restrictions or supervision.
PC 1170(h)(5)	Also known as "split sentences" (see below), PC 1170(h)(5) gives the sentencing judge discretion to impose a sentence in which the defendant serves some time in county jail and then additional time under mandatory supervision. Once both the custody and the supervision terms have been fully served, the defendant must be released without any restrictions or supervision.
Post-Release Community Supervision (PRCS)	As an element of the Realignment process, the state created a new type of supervision program, called Post-Release Community Supervision (PRCS). People on PRCS are supervised by county agencies (usually the county probation department), not by the parole division of CDCR. People on PRCS are generally released to the county of their last legal residence. PRCS can last from six months to three years, but a person may be released earlier if there are no violations of the conditions of release. People who violate the terms of PRCS are returned to custody in the county jail, not state prison. The only people who are eligible for PRCS are those whose current offense is non-serious, non-sexual, and non-violent (known as "triple nons"). Inmates who do not fit this category are not included in AB109 and are not eligible for PRCS; instead, when they are released from custody they are supervised by state parole.
Realignment	Realignment is the informal name of the Criminal Justice Realignment Act, Assembly Bill 109. (See AB 109, above).
SAMHSA	Substance Abuse and Mental Health Services Administration (SAMHSA, at http://www.samhsa.gov/) is a federal agency that provides research and education about issues of behavioral health (substance abuse and mental illness) and also provides grants to help meet the needs of people with behavioral health issues. It also compiles a searchable database of evidence-based practices (EBP, see above) to address behavioral health issues; you can find it at the National Registry of Evidence-based Programs and Practices (http://www.nrepp.samhsa.gov/).
Second Chance Act	Signed into federal law on April 9, 2008, the Second Chance Act is intended to improve outcomes for people returning to communities from prisons and jails. This first-of-its-kind legislation authorizes federal grants to government agencies and nonprofit organizations to provide employment assistance, substance abuse treatment, housing, family programming, mentoring, victims support, and other services that can help reduce recidivism.
Split Sentence	Split sentences give the sentencing judge discretion to impose a sentence in which the defendant serves some time in county jail and then additional time under mandatory supervision. Once both the custody and the supervision terms have been fully served, the defendant must be released without any restrictions or supervision. See above, PC 1170(h)(5)
System of Care	The system of care model is an organizational philosophy and framework that involves collaboration across agencies, community resources, families, and involved individuals to meet the need of a specific population. A system of care can be thought of as "one system with many doors," meaning that services are integrated and coordinated. SAMHSA (see above) says that a Comprehensive, Continuous, Integrated System of Care (CCISC) model is designed to improve service effectiveness and increase capacity for providers operating within the system of care.
Triple Nons	AB 109 applies only to people whose current offense is considered non-serious, non-sexual, and non-violent. As a result, these offenders are sometimes referred to as "triple nons." These are lower-level offenders who would previously have been sentenced to state prison; however, under AB 109 these triple nons come under the jurisdiction of the county, not the state.

3450 SEC. 229, Section 17.5 is added to the Penal Code, to read:

17.5. (a) The Legislature finds and declares all of the following:

- (1) The Legislature reaffirms its commitment to reducing recidivism among criminal offenders.
- (2) Despite the dramatic increase in corrections spending over the past two decades, national reincarceration rates for people released from prison remain unchanged or have worsened. National data show that about 40 percent of released individuals are reincarcerated within three years. In California, the recidivism rate for persons who have served time in prison is even greater than the
- (3) Criminal justice policies that rely on the reincarceration of parolees for technical violations do not result in improved public safety.
- (4) California must reinvest its criminal justice resources to support community corrections programs and evidence-based practices that will achieve improved public safety returns on this state's substantial investment in its criminal justice system.
- (5) Realigning the postrelease supervision of certain felons reentering the community after serving a prison term to local community corrections programs, which are strengthened through community-based punishment, evidence-based practices, and improved supervision strategies, will improve public safety outcomes among adult felon parolees and will facilitate their successful reintegration back into
- (6) Community corrections programs require a partnership between local public safety entities and the county to provide and expand the use of community-based punishment for offenders paroled from state prison. Each county's local Community Corrections Partnership, as established in paragraph (2) of subdivision (b) of Section 1230, should play a critical role in developing programs and ensuring
- (7) Fiscal policy and correctional practices should align to promote a justice reinvestment strategy that fits each county. "Justice reinvestment" is a data-driven approach to reduce corrections and related criminal justice spending and reinvest savings in strategies designed to increase public safety. The purpose of justice reinvestment is to manage and allocate criminal justice populations more cost effectively, generating savings that can be reinvested in evidence-based strategies that increase public
- (8) "Community-based punishment" means evidence-based correctional sanctions and programming encompassing a range of custodial and noncustodial responses to criminal or noncompliant offender Intermediate sanctions may be provided by local public safety entities directly or through public or private correctional service providers and include, but are not limited to, the following:
 - (A) Short-term "flash" incarceration in jail for a period of not more than seven days.
 - (B) Intensive community supervision.
 - (C) Home detention with electronic monitoring or GPS monitoring.
 - (D) Mandatory community service.
 - (E) Restorative justice programs, such as mandatory victim restitution and victim-offender reconciliation.
 - (F) Work, training, or education in a furlough program pursuant to Section 1208.
 - (G) Work, in lieu of confinement, in a work release program pursuant to Section 4024.2.
 - (H) Day reporting.
 - (I) Mandatory residential or nonresidential substance abuse treatment programs.
 - (J) Mandatory random drug testing.
 - (K) Mother-infant care programs.
 - (L) Community-based residential programs offering structure, supervision, drug treatment, alcohol treatment, literacy programming, employment counseling, psychological counseling, mental health treatment, or any combination of these and other interventions.
- (9) "Evidence-based practices" refers to supervision policies, procedures, programs, and practices demonstrated by scientific research to reduce recidivism among individuals under probation, parole, or



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What is Collective Impact?

Collective Impact is the commitment of a group of actors from different sectors to a common agenda for solving a complex social problem.

In order to create lasting solutions to social problems on a large-scale, organizations — including those in government, civil society, and the business sector — need to coordinate their efforts and work together around a clearly defined goal.

Collective Impact is a significant shift from the social sector's current paradigm of "isolated impact," because the underlying premise of Collective Impact is that no single organization can create large-scale, lasting social change alone. There is no "silver bullet" solution to systemic social problems, and these problems cannot be solved by simply scaling or replicating one organization or program. Strong organizations are necessary but not sufficient for large-scale social change.

Not all social problems are suited for Collective Impact solutions. Collective Impact is best employed for problems that are complex and systemic rather than technical in nature. Collective Impact initiatives are currently being employed to address a wide variety of issues around the world, including education, healthcare, homelessness, the environment, and community development. Many of these initiatives are already showing concrete results, reinforcing the promise of Collective Impact in solving complex social problems.

The Five Conditions of Collective Impact Success

Collective Impact is more rigorous and specific than collaboration among organizations. There are five conditions that, together, lead to meaningful results from Collective Impact:

1. *Common Agenda*: All participants have a **shared vision for change** including a common understanding of the problem and a joint approach to solving it through agreed upon actions
2. *Shared Measurement*: **Collecting data and measuring results consistently** across all participants ensures efforts remain aligned and participants hold each other accountable
3. *Mutually Reinforcing Activities*: Participant activities must be **differentiated while still being coordinated** through a mutually reinforcing plan of action
4. *Continuous Communication*: **Consistent and open communication** is needed across the many players to build trust, assure mutual objectives, and appreciate common motivation
5. *Backbone Organization*: Creating and managing collective impact requires a separate organization(s) with staff and a specific set of skills to **serve as the backbone for the entire initiative and coordinate participating organizations and agencies**

For more information on the preconditions of success for Collective Impact, how to catalyze a Collective Impact effort, as well as to learn more about the role of backbone organizations and shared measurement, please see our articles: [Collective Impact](#) and [Channeling Change: Making Collective Impact Work](#).

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West County Reentry Resource Center

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West County Reentry Resource Center

TYPES OF BACKBONE ENTITIES¹

Through research and interviews, we have identified a variety of potential backbone structures, each with their own strengths and drawbacks depending on local or issue-specific context. More centralized approaches include funder-based, new organization, existing organization, and government backbones.

The Core Design Team has agreed that the West County Reentry Center may be operated by a private entity (types 1-3, below), but not by a government entity (type 4, below).

1. **Funder-Based:** One or more private funders or corporate funders can initiate a Collective Impact strategy as a planner, financier, convener, and facilitator. Funder-based backbones, such as the Calgary Homeless Foundation, have the benefit of being able to secure start-up funding and recurring resources. Funder-based backbones also have the power and influence to bring other funders and other partners to the table. However, funder-based backbones must prioritize broad community buy-in, particularly if the effort is driven by one primary funder.
2. **New Nonprofit:** A newly created nonprofit entity can be created to serve as a backbone. Newly created backbones, such as the Community Center for Education Results (CCER) in Seattle, can bring neutrality and clarity of focus to the issue. However, a potential concern for newly created nonprofit entities as backbone is managing perceived competition for funding with other local nonprofits. Note: A newly created entity may partner with an established nonprofit organization that can serve as its fiscal sponsor.
3. **Existing Organization:** An established entity (nonprofit or for-profit) can also take the lead in coordinating a Collective Impact strategy. For example, Opportunity Chicago is led and administered by the Chicago Jobs Council, a well-established non-profit organization that has 30 years of experience in economic development. While established organizations may have credibility and an understanding of the issue, they may find it difficult to focus solely on the Collective Impact strategy, given other competing priorities.
4. **Government:** A local or state-level government can also potentially provide supporting infrastructure for a Collective Impact strategy by leveraging existing public sector resources. For example, the obesity reduction initiative Shape Up Somerville is staffed by Somerville's local health department, in partnership with Tufts University and other local players. Government-led backbones may provide credibility by attracting multiple partners, but they must react quickly to changing needs and plan for funding alternatives given potential public financing constraints....

When determining an appropriate backbone structure, whether it is centralized or decentralized, it is important to take into account local or issue-specific context and consider the extent to which the new or existing backbone organizations meet these criteria: ability to secure funding, perceived neutrality, clear ownership of issue, broad community buy-in, and strong convening power. Many of the most promising Collective Impact examples have a backbone that meets some – if not all – of these criteria in providing overall strategic direction.

¹ Excerpted (with some modifications) from FSG Social Impact Partners, Collective Impact Blog, *Searching for the Right Backbone Structure*, posted by Robert Albright on 9/19/2011

West County Reentry Resource Center

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What is a SparkPoint Center?



SparkPoint Centers are family-friendly places where hard-working, low-income people can access a full range of services to help them get out of poverty and achieve long-term financial stability.

Each Center brings together the most effective nonprofit and government partners to help clients build assets, grow income and manage debt. SparkPoint clients work with a coach, who helps create a step-by-step plan to set and achieve personal financial goals. Because change does not happen overnight, SparkPoint commits to working with clients for up to three years to achieve their financial goals. **SparkPoint services focus on three areas: managing credit, increasing income and building assets.**

Managing Credit

- » Create a balanced household budget
- » Manage credit cards and other debts
- » Obtain and understand credit report
- » Avoid foreclosure with mortgage modification

Increasing Income

- » Learn skills to increase chances of landing a job
- » Improve resume
- » Enroll in training for high-demand jobs
- » Explore career options
- » Start and fund college education
- » Enroll in public benefits
- » Connect with money-saving programs, such as free tax preparation, discounted utilities, discounted transit and low-cost automobile insurance

Building Assets

- » Access free and low-cost banking services
- » Participate in matched savings programs
- » Purchase a home
- » Open or expand a business
- » Develop emergency savings and plan for retirement

SparkPoint Centers in the Bay Area



MEASURING OUTCOMES

SparkPoint Centers help low-income families move from poverty to financial stability, which is measured using four outcomes:

- 1 Livable income** that reaches the Self-Sufficiency Standard (i.e., \$65,000 for a family of four in San Francisco)
- 2 Good credit** score of 650 or above
- 3 Savings** equal to three months of living expenses
- 4 Debt less than 40%** of monthly income

We have known for years that it takes multiple and interacting risk factors to produce negative outcomes for families; therefore, it makes perfect sense that SparkPoint, with its many partners addressing various and intersecting risk factors, is particularly good at helping families achieve success and overcome poverty.

—GAIL THELLER, EXECUTIVE DIRECTOR, COMMUNITY ACTION MARIN, LEAD PARTNER OF SPARKPOINT MARIN CENTER



Why SparkPoint?



United Way of the Bay Area is dedicated to creating pathways out of poverty. Our goal is to cut Bay Area poverty in half by 2020. Establishing SparkPoint Centers throughout the region is essential to achieving this goal.

More than 440,000 Bay Area households—nearly one in four—struggle to meet basic needs. Most (86%) have at least one worker, but still fall below the Self Sufficiency Standard – the income needed to pay for essentials such as food, shelter, health care and child care.

People living in poverty face multiple, inter-related challenges. For example, someone who does not earn enough may need training to land a better job. He likely also needs help dealing with debt, managing credit, or developing a savings plan.

Accessing help isn't easy. Wading through confusing eligibility rules, scheduling multiple appointments, making trips to several offices, and filling out multiple forms all present major barriers to success. The result is people who are working hard to get out of poverty can't get the help they need. SparkPoint changes all that.

SparkPoint Makes Accessing Help Easy



INTEGRATED SERVICES



PERSONAL COACH



PERSONALIZED PLAN

Raising the Bar

While the concept of a one-stop resource center is not new, United Way's SparkPoint Centers elevate and improve on previous one-stop models.

"BUNDLING" SERVICES

- » Each Center brings together the region's most effective programs to deliver integrated services as a single entity. All SparkPoint service providers use one system and set of metrics to track clients' progress.
- » SparkPoint urges clients to utilize two or more integrated services, which more effectively addresses the complex issues facing struggling households. We're already seeing results: clients who used more than one service were three times more successful in achieving financial goals than clients who used only one.

CLIENT EMPOWERMENT

- » Every SparkPoint client is provided a coach, who helps create a step-by-step plan to achieve personal goals. The coaches serve as financial advisors, providing the guidance and support clients need to achieve long-term goals.
- » Because financial success takes time, SparkPoint works with clients for as long as they need; for many, that is two or three years.
- » Whereas traditional case managers act on a client's behalf, making plans and enrolling clients in services, SparkPoint coaches empower and encourage clients to act on their own behalf.
- » SparkPoint builds on a nationally recognized, best-practice model—the Annie E. Casey Foundation's Centers for Working Families—which has shown great promise for significant community impact. As such, SparkPoint Centers have the potential for high visibility, replication in other regions, and national impact.

¹ The Self-Sufficiency Standard, developed by Dr. Diana Pearce now at the Center for Women's Welfare at the University of Washington, measures the actual cost of living for different household types in each county. Information about the Standard for California Counties is maintained by the Insight Center for Community Economic Development and can be found at www.insightcced.org. United Way's "Struggling to Make Ends Meet" report details the Bay Area data related to the Standard and can be downloaded at www.liveunitedca.org.

We are mightily impressed by the ambition of the SparkPoint Centers to tackle in a regional way the challenges facing low-income working families. They are an important partner in the Casey Foundation's Center for Working Families national network, having adapted and continuously improving upon the model, furthering our knowledge in how to best deliver integrated economic services in low-income communities.

SUSAN GEWIRTZ, SENIOR ASSOCIATE, CENTER FOR FAMILY ECONOMIC SUCCESS, THE ANNIE E. CASEY FOUNDATION





SparkPoint Centers are already seeing results among the 2,000 clients served in their first two years.

For example, SparkPoint Oakland Center clients who used more than one SparkPoint service were three times more successful in achieving financial goals than clients who used only one.

These results mirror those of the Annie E. Casey Foundation's Centers for Working Families in Central New Mexico and Baltimore, Maryland— which are nationally recognized, best-in-class models on which SparkPoint is built. These results show the great promise for significant and measurable community impact.



SparkPoint Success: Jackie's Story

East Oakland resident Jackie C. came to SparkPoint Oakland Center in February to get free tax filing help, after another SparkPoint client referred her. Free tax help was just the first step for Jackie.

"When I first came to SparkPoint, I just came to get my taxes done and to see if I could get help with my PG&E bill. Before I knew it, I was enrolled in school, and now I'm driving a truck. It's awesome!" Jackie said.

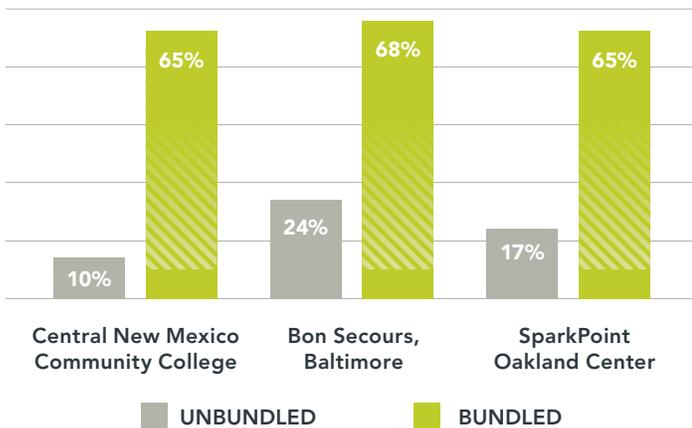
Having worked for many years as a bookkeeper, Jackie was eager to improve her income. SparkPoint connected her to a subsidized 12-week green-diesel training program, which is offered through The Workforce Collaborative, one of the five partners that work together to serve clients at the SparkPoint Oakland Center.

Jackie received training to secure her Class-A driver's license, which authorizes her to drive 18-wheel diesel trucks. She has done quite well in the program and is expected to graduate on July 30, when she will receive a certificate that makes her eligible to service and retrofit older, heavy diesel trucks with green-diesel filter systems. This is a valuable skill, given new truck emissions standards recently implemented by the Port of Oakland.

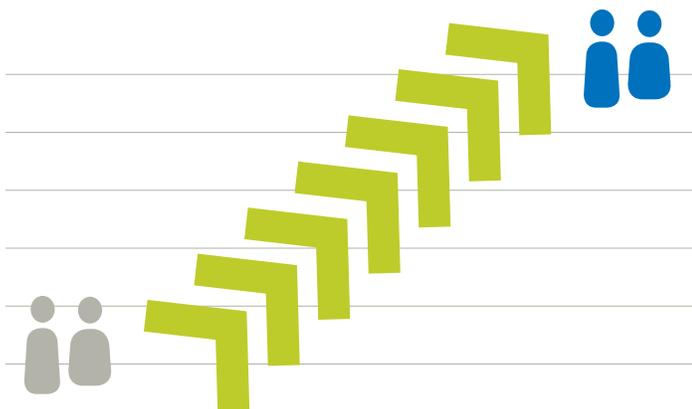
Further, Jackie will qualify to enroll in Alameda College's Diesel Mechanic Certificate program. Workers in this high growth industry make \$15 to \$20 an hour.

Unbundled vs. Bundled Services

% OF CLIENTS ACHIEVING ECONOMIC GOAL



Stability Through Multiple Programs





Since 1922, United Way of the Bay Area has been in the business of addressing people's financial crises.

We know, on both the local and the national levels, that funding individual programs alone cannot address our communities' challenges. Now we're moving past funding individual nonprofits to integrating multiple nonprofits into one cohesive solution: SparkPoint. SparkPoint empowers people to achieve lasting financial stability.

SparkPoint Centers leverage United Way's key strengths:

A Robust Network of Partners

United Way is uniquely positioned at the intersection of employers, government, nonprofits, labor organizations, and working individuals and families. Tackling poverty in the Bay Area will require the collective power of all of these groups. Through SparkPoint, United Way is guiding this collaborative effort.

Experience Leading Large-scale Initiatives

As demonstrated by our leadership of Earn It! Keep It! Save It!, one of the nation's largest free tax assistance programs, United Way has a strong track record of convening partners on complex initiatives that achieve results. Last year, United Way brought together 200 public- and

private-sector partners across seven counties to complete more than 50,000 tax returns for low-wage families. The coalition has returned \$200 million to our community since it began in 2003. We excel at keeping partners invested, engaged and on-track.

A Wealth of Expertise

Over the last decade, United Way has made grants and provided counsel to hundreds of top-performing financial stability programs. As a result, we have the expertise to gather the region's most impactful partners to build SparkPoint, ensuring each Center has the right mix of skills and resources necessary to maximize client success. As part of the national United Way network, we share best practices and learn from other United Ways around the country that focus on financial stability.

Increasing economic prosperity requires unique, unusual partnerships and focus. SparkPoint transforms the traditional anti-poverty approach where many silo-ed, well-meaning agencies work separately, into a true focused partnership. To partner with SparkPoint is a real opportunity to move the needle on poverty.

PAUL BUDDENHAGEN, PROGRAM MANAGER, CONTRA COSTA COUNTY SERVICE INTEGRATION PROGRAM

Evolving the Collective Power of a Network of Partners



Core Elements Same Across Centers



SAME ACROSS ALL CENTERS

VARIABLE BY CENTER

	SAME ACROSS ALL CENTERS	VARIABLE BY CENTER
Vision	<ul style="list-style-type: none"> » Help individuals build financial stability by bringing together high quality resources and empowering people to improve credit, increase income, and build/preserve savings and assets 	
Service Types and Programs	<ul style="list-style-type: none"> » Services across 3 areas: a) Credit, b) Income, c) Assets » All centers must offer: a) free tax help, b) Connection to financial services, c) Benefits enrollment, d) Financial coaching » Partners commit to Operational Plan that lays out service provision approach and plan 	<ul style="list-style-type: none"> » When services are added » Who offers the services » What specific types of services will promote 3-year client engagement
Service Delivery	<ul style="list-style-type: none"> » Integrated service delivery (bundling approach) and coaching (case management which builds off clients' aspirations and includes longer-term cheerleading and accountability) 	<ul style="list-style-type: none"> » Specifics of integration and coaching process
Service Timeframe	<ul style="list-style-type: none"> » Engagement with clients for 3 years (as necessary) 	<ul style="list-style-type: none"> » Discretion on case-by-case basis to end support
Client Eligibility	<ul style="list-style-type: none"> » Guideline that core target audience should be below the Self-Sufficiency Standard (SSS) 	<ul style="list-style-type: none"> » Target audiences within eligible pool (e.g. stable enough); clients above SSS included on exception basis
Outcomes	<ul style="list-style-type: none"> » Commitment to the outcome measures and aspiration of: a) Achievement of livable income, b) Improved credit scores, c) Asset accumulation, d) Reduced debt 	<ul style="list-style-type: none"> » Strategies to achieve outcomes vary by center
Performance Management	<ul style="list-style-type: none"> » Use of Efforts to Outcomes software to track progress (includes metrics on client achievement and service delivery) » Training by UWBA on use of evaluation tool » Structure of outcomes review across centers 	<ul style="list-style-type: none"> » Specifics of actual process of outcomes review and data entry
Partner Commitment/Governance	<ul style="list-style-type: none"> » Signed Memorandum of Understanding by all partners » Governance roles clearly defined up front for each center (e.g., who decides whether to bring in new partners / vendors) 	<ul style="list-style-type: none"> » Variability in specific roles and responsibilities and governance within each county
Brand	<ul style="list-style-type: none"> » Common SparkPoint brand 	<ul style="list-style-type: none"> » Co-branding by center / partner » Customized collateral
Location and Schedules	<ul style="list-style-type: none"> » Client-driven center schedules that enable consistency and sufficient access 	<ul style="list-style-type: none"> » Specifics on location and hours (dependent on target audience and ramping schedule)





SparkPoint Oakland

Lead Agency: United Way of the Bay Area

SparkPoint Oakland (inside Eastmont Town Center)
7200 Bancroft Avenue, Suite 124
Oakland, CA 94605
510.924.3610

Program Partners

- Allen Temple
- BankOn Oakland
- City of Oakland
- Earn it! Keep it! Save it!
- East Bay Asian Development Corporation
- LIFETIME
- Operation HOPE
- Peralta Community College
- The Workforce Collaborative
- The Women's Initiative
- United Way of the Bay Area

SparkPoint American Canyon

Lead Agency: American Canyon Family Resource Center

American Canyon Family Resource Center
3423 Broadway, Suite D-1
American Canyon, CA 94503
707.980.7024

Program Partners

- American Canyon Family Resource Center
- American Canyon Chamber of Commerce
- Bay Area Legal Aid
- Catholic Charities of Santa Rosa
- Child Start, Inc.
- Community Resources for Children
- Earn It! Keep It! Save It!
- Housing & Economic Rights Advocates
- Napa County Health and Human Services
- Napa Valley Adult Education
- Napa Valley College
- ParentsCAN
- United Way of the Bay Area

SparkPoint Marin - San Rafael

Lead Agency: Community Action Marin – Prosperity Partners

Community Action Marin – Prosperity Partners
409 4th Street
San Rafael, CA 94901
415.526.7530

Program Partners

- Canal Alliance
- Community Action Marin
- Marin City Community Development Corporation
- Marin County Health and Human Services
- Homeward Bound of Marin
- Life on Trak
- United Way of the Bay Area

SparkPoint at Skyline College - San Bruno

Lead Agency: Skyline College

Skyline College
3300 College Drive
San Bruno, CA 94066
650.738.7035

Program Partners

- CA Employment Development Department
- Community Financial Resources
- EARN
- Earn It! Keep It! Save It!
- Jewish Vocational Service
- Opportunity Fund
- San Mateo Credit Union
- San Mateo County Human Services Agency
- Second Harvest Food Bank of San Mateo and Santa Clara Counties
- United Way of the Bay Area





SparkPoint East Contra Costa - Bay Point

Lead Agency: Contra Costa Employment and Human Services Department

Ambrose Community Center
3105 Willow Pass Road
Bay Point, CA 94565
(925) 252 - 2300

Program Partners

- Brighter Beginnings
- Bay Area Legal
- Center for Human Development
- Community Housing Development Corporation (CHDC)
- Contra Costa Health Services
- Contra Costa Employment and Human Services Department
- First Five
- Opportunity Junction
- Stride Center
- STAND!
- United Way of the Bay Area

SparkPoint West Contra Costa - Richmond

Lead Agency: Richmond Community Foundation

2727 Macdonald Ave.
Richmond, CA 94804
510-779-3200

Chevron is Founding Corporate Partner.

Program Partners

- A New America
- Bay Area Legal Aid
- Brighter Beginnings
- Business Development Center
- City of Richmond
- Community Housing Development Corporation
- Contra Costa College
- Contra Costa EHSD
- Contra Costa Health Services
- East Bay Neighborhood Housing Services
- LEAP
- Richmond Community Foundation
- Rubicon Programs, Inc.
- Stride Center
- Supervisor John Gioia's Office
- United Way of the Bay Area

SparkPoint Solano - Fairfield

Lead Agency: Cleo Gordon Family Resource Center

Cleo Gordon Family Resource Center
1950 Dover Avenue, Room #18
Fairfield, CA 94533
(707) 421 - 3963

Program Partners

- Cleo Gordon Healthy Start Family Resource Center
- Dreamcatchers Empowerment Network
- Life on Trak
- The Children's Network of Solano County
- Travis Credit Union
- United Way of the Bay Area

SparkPoint Solano - Vallejo

Lead Agency: Fighting Back Partnership

Solano Middle School
1025 Corcoran Ave., Room # 62
Vallejo, CA 94589
(707) 556 - 8600 x 51857

Program Partners

- Dreamcatchers
- Fighting Back Partnership
- Life on Trak
- Solano Middle School
- The Children's Network of Solano County
- Travis Credit Union
- United Way of the Bay Area
- Vallejo Unified School District





SparkPoint San Francisco at Plaza Adelante

Lead Agency: Mission Economic Development Agency

Plaza Adelante
2301 Mission Street, Suite 301
San Francisco, CA 94110
415.282.3334, ext. 129

Program Partners

- Causa Justa
- Good Samaritan Family Resource Center
- Jewish Vocational Services
- Mission Asset Fund
- Mission Economic Development Agency
- United Way of the Bay Area
- WAGES

SparkPoint at Fremont FRC

Lead Agency: Fremont Family Resource Center

39155 Liberty Street, Suite A110
Fremont, CA 94538
510.574.2020

Program Partners

- Alameda County Social Services Agency
- Bay Area Legal Aid
- Community Child Care Council (4C's) of Alameda County
- East Bay Agency for Children/Fremont Healthy Start
- Fremont Adult and Continuing Education School
- Mission Asset Fund
- Opportunity Fund
- Project Sentinel
- Tri-Cities One-Stop Career Center/EDD - Fremont
- Tri-Cities One-Stop Career Center - Ohlone College Newark
- Tri-City Volunteers Food Bank & Thrift Store
- United Way of the Bay Area





The Transition from Jail to Community (TJC) Initiative

April 2009

Introduction

Roughly nine million individuals cycle through the nations' jails each year, yet relatively little attention has been given to the unique challenges and opportunities surrounding reentry from local jails. In response, the National Institute of Corrections (NIC) partnered with the Urban Institute (UI) to launch the *Transition from Jail to Community* initiative (TJC) in 2007. The TJC initiative is designed to advance coordinated and collaborative relationships between jails and local communities to address reentry, leading to enhanced public safety, reduced recidivism, and improved individual reintegration outcomes. These objectives are to be achieved through the development, implementation and evaluation of an innovative and effective jail-to-community transition model.

The first phase of the initiative was dedicated to the design, and development of an adaptable and effective model for jail transition that can be implemented in a wide variety of settings (rural, suburban and urban) with diverse jail populations. During *Phase II* of the initiative, implementation of the TJC model began in two jurisdictions, Douglas County, KS and Denver, CO in the fall of 2008. In *Phase III*, implementation will continue in the initial two TJC sites, while four additional jurisdictions are selected in the summer of 2009. Each site employs the TJC model as a guide to devise a TJC approach tailored to local circumstances, resources and priorities.

All six TJC sites will receive tailored technical assistance to implement the model. The Urban Institute will conduct evaluations in all six sites to assess how the TJC model was implemented and the extent to which it led to anticipated outcomes at both the system and individual level. The TJC project team is also developing a web-based TJC Implementation Toolkit for use by practitioners and policymakers interested in replicating the TJC approach.

Jail Transition: Challenges and Opportunities

City and county jails touch millions of lives each year. Most of the estimated nine million individuals who cycle through local jails return to the surrounding community within just a few weeks. The needs of these individuals are formidable: the prevalence of substance abuse, mental illness, unemployment, and homelessness is high among the jail population. At the same time, the capacity for treatment and services in most jails is limited at best. These facts underscore the need for an innovative, collaborative, data-driven approach to

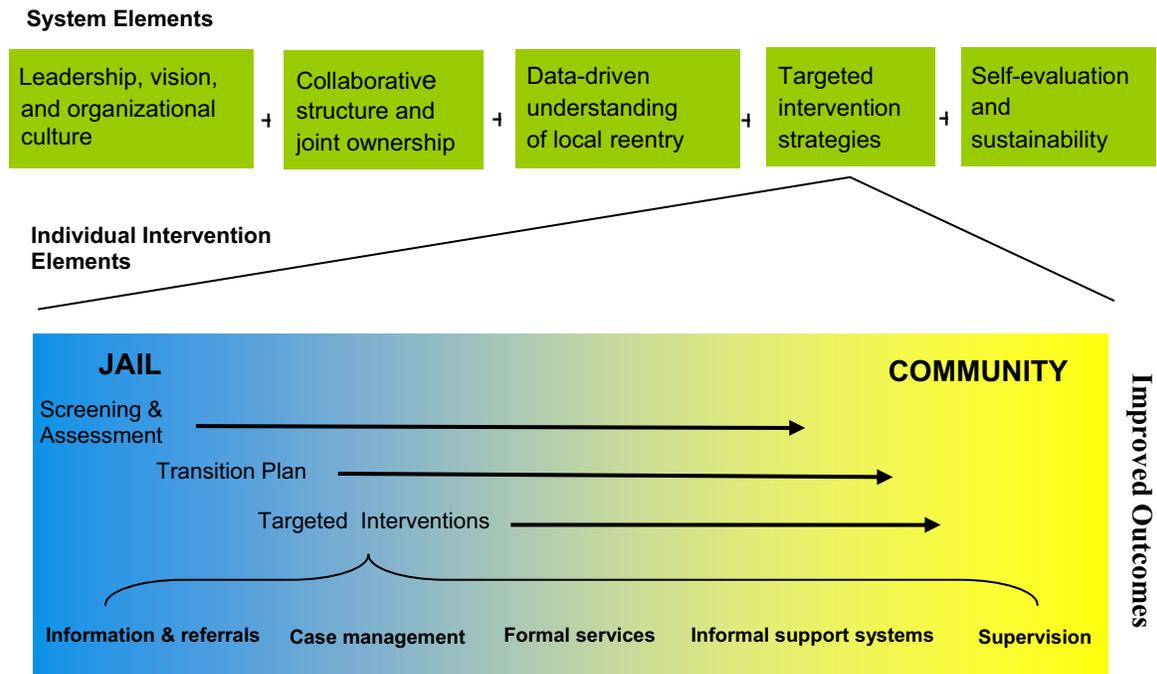
jail transition. The TJC initiative is a call to change rooted in the reality that jails and communities must jointly own and address the issue of local reentry.

TJC is not a discrete program, but rather a new way of doing business. To that end, the TJC model provides a road map for collaboration and systems change and charts a clear course for jail and community partners by identifying the essential elements of an effective jail transition strategy. Given the diversity of jail systems and community settings, jurisdictions will tailor implementation of the model’s essential elements to reflect and respond to local needs and capacities. Although all elements of the model must be present in each TJC site’s jail transition strategy, sites are expected and will be encouraged to pursue approaches that take into account local needs and assets.

The TJC Model

The TJC model incorporates lessons learned from prior criminal justice system reform efforts, particularly NIC’s Transition from Prison to Community (TPC) initiative, as well as findings from the considerable body of prisoner reentry research and the growing literature on evidence-based practices. The model’s development was informed by the knowledge and expertise of a diverse group of advisors convened by the TJC project team, including jail administrators, sheriffs, local law enforcement, social service providers, community and victims advocates, formerly incarcerated individuals, corrections policy experts, and researchers.

The figure below illustrates the TJC approach to effective jail transition and identifies the key components of the TJC model at both the **system level** and the **intervention level**. Systems change must be coupled with concrete intervention efforts. The sections that follow discuss the system and intervention elements of the model in detail.



System-Level Elements

The TJC model represents an integrated, system-wide approach to delivering support and services to people released from jail. It involves policy and organizational change and the engagement of jail and community leaders in a collaborative effort.

Leadership, Vision and Organizational Culture

The development of an effective jail transition strategy requires the active involvement of key decision-makers to set expectations, to identify important issues, to articulate a clear vision of success, and to engage staff and other stakeholders in the effort. These key stakeholders will lead local efforts to build a common vision for systems reform; develop infrastructure for inter-agency and community collaboration, coordination, and information sharing; align missions and organizational cultures of partner agencies to support transition goals; and clarify and define roles and responsibilities under the local initiative. In addition, champions or “change agents” from all levels at key agencies will be critical to moving the initiative forward.

Collaborative Structure and Joint Ownership

Transition from jail to the community is neither the sole responsibility of the jail system nor of the community. Effective transition strategies rely on collaboration and information-sharing among jail and community-based partners and joint ownership of the problem and the solution. Given that many of the people who exit jails are already involved with multiple social service and criminal justice agencies, a collaborative approach is essential to tackling jail transition.

Successful implementation of the TJC model requires formal buy-in from multiple individuals and agencies in a community, from criminal justice and local government stakeholders to community members and organizations. Key stakeholders include:

- jail administrators and/or sheriffs,
- police departments,
- community supervision and pretrial services agencies,
- the courts, prosecutors and public defenders,
- county executives and local legislators,
- treatment and service providers,
- health and mental health agencies,
- housing, economic development, and workforce development agencies,
- local businesses and corporate entities,
- victim advocates,
- members of the affected population and their families, and
- community residents.

Building and maintaining the collaborative partnerships necessary to plan and carry out a TJC initiative requires many different individuals and organizations to play different roles and assume different responsibilities. Sites are required to devise a collaborative structure that includes both an executive-level entity to provide strategic direction and oversight, and a implementation-level entity to craft and execute specific elements of the local TJC initiative. This may involve forming a local reentry council or building on existing

criminal justice councils. In rural areas, reentry councils may be regional and include representatives from surrounding communities and jurisdictions. In addition to shared goals and principles, joint ownership also involves identifying shared outcomes of interest and common performance measures to assess progress, inform adjustments to the strategy, and hold the local initiative accountable to its goals.

Data-driven Understanding of Local Reentry

In the development of a jail transition strategy, decision-making and policy formation must be informed by local data. An understanding of local barriers and assets is especially relevant in the area of jail transition, in that most people exiting jail return to a relatively small number of nearby communities where resources are often scarce and must be efficiently targeted. To better understand their local context, TJC sites will review jail management information systems and program records maintained by community agencies to identify the characteristics and needs of the jail population as well as the range of available resources. This baseline information is critical to the accurate assessment of key issues and the development of an appropriate set of integrated responses.

A clear understanding of the local reentry landscape is necessary to establish policies and programs that reflect local realities – including political and legal constraints as well as opportunities for collaboration and resource and capacity development. Accordingly, jurisdictions are expected to: (1) assess the characteristics of the jail population, local crime problems, and existing laws and policies that govern various aspects of jail transition; (2) identify the specific geographic areas to which the jail population returns upon release; (3) identify those subsets of the jail population likely to consume disproportionate criminal justice and programmatic resources; (4) identify resources that can be leveraged to address key issues, and the appropriate action steps to remove potential obstacles; and (5) track service referrals, engagement and use, and share that information with partner agencies on a regular basis.

Targeted Intervention Strategies

Targeted intervention strategies form the core of the TJC model at the individual level, and comprise the basic building blocks for effective jail transition. The strategy to improve transition at the individual level involves introducing specific interventions at critical points along the jail-to-community continuum. The underlying premise is that interventions at these key points can improve reintegration and reduce reoffending, thereby increasing public safety. Critical to this approach are the principles that: (1) interventions begin in jail with the booking process and continue, as needed, throughout the incarceration and in the community upon release; and (2) interventions are tailored to the specific needs, risks, and strengths of each individual.

The model's main intervention-level elements are screening and assessment, transition planning, and interventions that range from information packets to structured treatment and programming. A growing body of empirically-based evidence about what works in reentry suggests that assessment, intervention and aftercare are key components for any strategy aimed at reducing offender recidivism. Implementation of evidence-based practices such as motivational interviewing or treatment programs that use cognitive behavioral therapy

may further reduce recidivism and promote reintegration. The TJC initiative encourages jurisdictions to incorporate these and other evidence-based practices into the design of their intervention strategies. Further discussion of intervention-level elements is presented later in this document.

Self-Evaluation and Sustainability

The final system-level building blocks needed to ensure success are ongoing self-evaluation and sustainability planning. Self-evaluation refers to the ability and commitment of local stakeholders to monitor progress and make needed modifications throughout the process to ensure that both intermediate and long-term goals are met. Baseline data collected on the jail transition population and available resources should continue to be collected in support of ongoing self-evaluation. Routine assessments of the initiative's efforts should include data on key outcomes that are of interest to partners and potential funders to show progress in achieving desired improvements. Jurisdictions are encouraged to establish mechanisms—such as forums, routine reports from partner agencies, or client satisfaction surveys—to obtain early and frequent feedback from partners and constituents regarding key aspects of the initiative. TJC sites will also receive regular and timely feedback on implementation as part of the initiative's evaluation effort, and will be encouraged to use this information to modify and strengthen their application of the TJC model.

The ultimate goal of the TJC initiative is to build jail to community transition efforts that last. Sustainability depends on both formal and informal mechanisms employed by the local initiative to ensure the longevity and legacy of their efforts. Formal information-sharing and resource-sharing agreements that delineate how agencies and organizations work together over time are examples of mechanisms that promote sustainability. The continued involvement of local reentry or criminal justice councils in jail transition can also facilitate the sustainability of efforts over time.

Intervention-Level Elements

Every TJC jurisdiction's intervention strategy will consist of, at a minimum, screening and assessment, transition planning, and specific targeted interventions. Implemented together, these core elements will ensure that each individual will have an opportunity to receive the appropriate mix of interventions for his or her unique needs both within jail and in the community after release.

Screening and Assessment

Routine screening and assessment of individual's risks, needs, and capacities is an essential component of an effective jail transition intervention strategy. TJC implementation requires institution of a universal brief screen during the booking process should capture medical, mental health, and substance abuse issues, and include a checklist to identify less immediate needs such as employment and housing history. Screening information will inform decisions about classification and placement in the jail, and indicate whether a fuller assessment is warranted. A more detailed assessment may be necessary to measure the severity of substance abuse or mental health issues identified during the initial screening and to construct an individual transition plan. Ongoing

assessment will inform the construction of an individual's initial jail-to-community transition plan and subsequent revisions to that plan.

The TJC sites will receive technical assistance and guidance in selecting appropriate screening tools and assessment instruments that satisfy both the informational requirements of the model and local concerns (e.g., inexpensive, easy to administer, yield information useful to a variety of partners). Some sites may already have routine screening and assessment tools in place; in such instances, TJC will help the sites evaluate the adequacy of these tools in meeting local needs.

Transition Plan

A transition plan is essential in preparing individuals for release and enhancing long term reintegration, particularly for those who are assessed as moderate- or high-risk/need. The plan specifies the types of interventions an individual needs, when and where interventions should occur and who will deliver them, and the activities for which the individual needs to take responsibility. In the jail setting, a transition plan can be as simple as receiving resource packets before release or as comprehensive as working with a case manager and community based providers weeks or months before release and upon return to the community.

For individuals who warrant more comprehensive transition plans, these plans should be informed by an individual's initial screening and assessment and regularly reviewed and updated as necessary in jail and after release. Transition plans will typically specify pre-release interventions to be delivered either by jail staff or community-based providers conducting jail "in-reach". Plans will also include discharge interventions to address the "moment of release"—those critical first hours and days after release from jail—and to facilitate the provision of needed services in the community. The plans may target issues such as housing, employment, family reunification, educational needs, substance abuse treatment, and health and mental health services. In many cases, a discharge plan may be the primary intervention for individuals released within hours or a few days of entering jail.

Implicit in this approach is the understanding that "one size" does not fit all and that plans should be tailored for each individual. Some individuals, for example, will need extensive services and support including intensive case management to effectively transition to the community while others may only minimal assistance, if any.

Targeted Interventions

The scope of a jurisdiction's targeted interventions may range from formal treatment to, more commonly, access to community-based providers, volunteers, or family members who conduct "in-reach" into the jail. Some interventions will occur in jail while others will take place in the community after release. Many interventions will begin in jail and continue with a community-based provider after the individual's release from jail, facilitating greater continuity for service delivery leading to improved outcomes.

Pre-release interventions, delivered either by jail staff or community-based providers, may include: provision of informational resources such as resource packets, information bins in the facility, or a designated Resource Officer; brief training programs that prepare individuals for reentry; services such as drug and alcohol treatment, educational programs, and job training; access to community-based and informal social supports such as family, mentors and members of the faith community; and case management to facilitate continuity of care (wherein individual clients retain a single case manager/transition planner before and after release).

Discharge interventions are designed to aid the individual's transition from jail to the community and to sustain gains made through pre-release interventions. Examples of discharge interventions include: resource packets; referrals to community agencies; scheduled appointments in the community; a temporary supply of medication; identification documents; updated transition plans; transportation to a service provider, home, or probation office; and contact information for key individuals who will facilitate the individual's service plan in the community.

Work done while in jail to begin treatment, develop relationships with service providers, and connect individuals to service appointments in the community will have little impact after release without follow-up in the community. Accordingly, it is important that community-based organizations and support networks provide continuity of care—or in many cases, initiate care—through services, training, treatment, and case management when an individual is released. Examples of community-based interventions include service provision in areas such as job readiness training, substance abuse treatment and mental health counseling; post-release case management; access to reentry information through outreach or a toll-free hotline; engaging informal social supports; and post-release supervision, as applicable.

Triage Planning

Given the diversity of the jail population, unpredictable lengths of stay, limited resources, and principles of evidence-based practice, it is not feasible or desirable to provide the same level of intervention to everyone who enters the jail. Instead, jurisdictions will need to prioritize their resources and determine "who gets what." Triage planning helps classify individuals and identify the appropriate mix of targeted interventions for each individual based on information about risks, needs, and strengths obtained during initial screening and assessment, as well as anticipated length of stay. The TJC project team has developed a triage tool to help local jurisdictions prioritize goals, identify target populations, and allocate limited resources to their intervention strategies.

Next Steps

Urban Institute and NIC will release an application to select four additional TJC pilot sites on May 1, 2009. A cross-site kick-off meeting, baseline data collection and analyses, and the development of site-specific jail transition plans will follow shortly thereafter. The initial two TJC sites will continue to implement their site-specific jail transition plans through fall 2011. All six TJC sites will receive two years of training and technical assistance on the design and implementation of a local jail transition strategy although no

funds will be transferred to the local jail or community. Ongoing technical assistance and evaluation activities will assess progress and provide continuous feedback to communities as they implement the TJC model and construct and refine jail-to-community transition strategies.

The web-based TJC Implementation Toolkit is scheduled for release in September of 2009. The team will also periodically issue research briefs reporting on the progress and outcomes of their evaluation efforts.

For more information and updates on TJC, visit www.jailtransition.com or contact:

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MILLION-DOLLAR MURRAY

by Malcolm Gladwell
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Why problems like homelessness may be easier to solve than to manage.

Murray Barr was a bear of a man, an ex-marine, six feet tall and heavyset, and when he fell down—which he did nearly every day—it could take two or three grown men to pick him up. He had straight black hair and olive skin. On the street, they called him Smokey. He was missing most of his teeth. He had a wonderful smile. People loved Murray.

His chosen drink was vodka. Beer he called “horse piss.” On the streets of downtown Reno, where he lived, he could buy a two-hundred-and-fifty-millilitre bottle of cheap vodka for a dollar-fifty. If he was flush, he could go for the seven-hundred-and-fifty-millilitre bottle, and if he was broke he could always do what many of the other homeless people of Reno did, which is to walk through the casinos and finish off the half-empty glasses of liquor left at the gaming tables.

“If he was on a runner, we could pick him up several times a day,” Patrick O’Bryan, who is a bicycle cop in downtown Reno, said. “And he’s gone on some amazing runners. He would get picked up, get detoxed, then get back out a couple of hours later and start up again. A lot of the guys on the streets who’ve been drinking, they get so angry. They are so incredibly abrasive, so violent, so abusive. Murray was such a character and had such a great sense of humor that we somehow got past that. Even when he was abusive, we’d say, ‘Murray, you know you love us,’ and he’d say, ‘I know’—and go back to swearing at us.”

“I’ve been a police officer for fifteen years,” O’Bryan’s partner, Steve Johns, said. “I picked up Murray my whole career. Literally.”

Johns and O’Bryan pleaded with Murray to quit drinking. A few years ago, he was assigned to a treatment program in which he was under the equivalent of house arrest, and he thrived. He got a job and worked hard. But then the program ended. “Once he graduated out, he had no one to report to, and he needed that,” O’Bryan said. “I don’t know whether it was his military background. I suspect that it was. He was a good cook. One time, he accumulated savings of over six thousand dollars. Showed up for work religiously. Did everything he was supposed to do. They said, ‘Congratulations,’ and put him back on the street. He spent that six thousand in a week or so.”

Often, he was too intoxicated for the drunk tank at the jail, and he’d get sent to the emergency room at either Saint Mary’s or Washoe Medical Center. Marla Johns, who was a social worker in the emergency room at Saint Mary’s, saw him several times a week. “The ambulance would bring him in. We would sober him up, so he would be sober enough to go to jail. And we would call the police to pick him up. In fact, that’s how I met my husband.” Marla Johns is married to Steve Johns.

“He was like the one constant in an environment that was ever changing,” she went on. “In he would come. He would grin that half-toothless grin. He called me ‘my angel.’ I would walk in the room, and he would smile and say, ‘Oh, my angel, I’m so happy to see you.’ We would joke back and forth, and I would beg him to quit drinking and he would laugh it off. And when time went by and he didn’t come in I would get worried and call the coroner’s office. When he was sober, we would find out, oh, he’s working someplace, and my husband and I would go and have dinner where he was working. When my husband and I were dating, and we were going to get married, he said, ‘Can I come to the wedding?’ And I almost felt like he should. My joke was ‘If you are sober you can come, because I can’t afford your bar bill.’ When we started a family, he would lay a hand on my pregnant belly and bless the child. He really was this kind of light.”

In the fall of 2003, the Reno Police Department started an initiative designed to limit panhandling in the downtown core. There were articles in the newspapers, and the police department came under harsh criticism on local talk radio. The crackdown on panhandling amounted to harassment, the critics said. The homeless weren’t an imposition on the city; they were just trying to get by. “One morning, I’m listening to one of the talk shows, and they’re just trashing the police department and going on about how unfair it is,” O’Bryan said. “And I thought, Wow, I’ve never seen any of these critics in one of the alleyways in the middle of the winter looking for bodies.” O’Bryan was angry. In downtown Reno, food for the homeless was plentiful: there was a Gospel kitchen and Catholic Services, and even the local McDonald’s fed the hungry. The panhandling was for liquor, and the liquor was anything but harmless. He and Johns spent at least half their time dealing with people like Murray; they were as much caseworkers as police officers. And they knew they weren’t the only ones involved. When someone passed out on the street, there was a “One down” call to the paramedics. There were four people in an ambulance, and the patient sometimes stayed at the hospital for days, because living on the streets in a state of almost constant intoxication was a reliable way of getting sick. None of that, surely, could be cheap.

O’Bryan and Johns called someone they knew at an ambulance service and then contacted the local hospitals. “We came up with three names that were some of our chronic inebriates in the downtown area, that got arrested the most often,” O’Bryan said. “We tracked those three individuals through just one of our two hospitals. One of the guys had been in jail previously, so he’d only been on the streets for six months. In those six months, he had accumulated a bill of a hundred thousand dollars—and that’s at the smaller of the two hospitals near downtown Reno. It’s pretty reasonable to assume that the other hospital had an even larger bill. Another individual came from Portland and had been in Reno for three months. In those three months, he had accumulated a bill for sixty-five thousand dollars. The third individual actually had some periods of being sober, and had accumulated a bill of fifty thousand.”

The first of those people was Murray Barr, and Johns and O’Bryan realized that if you totted up all his hospital bills for the ten years that he had been on the streets—as well as

substance-abuse-treatment costs, doctors' fees, and other expenses—Murray Barr probably ran up a medical bill as large as anyone in the state of Nevada.

“It cost us one million dollars not to do something about Murray,” O’Bryan said.

Fifteen years ago, after the Rodney King beating, the Los Angeles Police Department was in crisis. It was accused of racial insensitivity and ill discipline and violence, and the assumption was that those problems had spread broadly throughout the rank and file. In the language of statisticians, it was thought that L.A.P.D.’s troubles had a “normal” distribution—that if you graphed them the result would look like a bell curve, with a small number of officers at one end of the curve, a small number at the other end, and the bulk of the problem situated in the middle. The bell-curve assumption has become so much a part of our mental architecture that we tend to use it to organize experience automatically.

But when the L.A.P.D. was investigated by a special commission headed by Warren Christopher, a very different picture emerged. Between 1986 and 1990, allegations of excessive force or improper tactics were made against eighteen hundred of the eighty-five hundred officers in the L.A.P.D. The broad middle had scarcely been accused of anything. Furthermore, more than fourteen hundred officers had only one or two allegations made against them—and bear in mind that these were not proven charges, that they happened in a four-year period, and that allegations of excessive force are an inevitable feature of urban police work. (The N.Y.P.D. receives about three thousand such complaints a year.) A hundred and eighty-three officers, however, had four or more complaints against them, forty-four officers had six or more complaints, sixteen had eight or more, and one had sixteen complaints. If you were to graph the troubles of the L.A.P.D., it wouldn’t look like a bell curve. It would look more like a hockey stick. It would follow what statisticians call a “power law” distribution—where all the activity is not in the middle but at one extreme.

The Christopher Commission’s report repeatedly comes back to what it describes as the extreme concentration of problematic officers. One officer had been the subject of thirteen allegations of excessive use of force, five other complaints, twenty-eight “use of force reports” (that is, documented, internal accounts of inappropriate behavior), and one shooting. Another had six excessive-force complaints, nineteen other complaints, ten use-of-force reports, and three shootings. A third had twenty-seven use-of-force reports, and a fourth had thirty-five. Another had a file full of complaints for doing things like “striking an arrestee on the back of the neck with the butt of a shotgun for no apparent reason while the arrestee was kneeling and handcuffed,” beating up a thirteen-year-old juvenile, and throwing an arrestee from his chair and kicking him in the back and side of the head while he was handcuffed and lying on his stomach.

The report gives the strong impression that if you fired those forty-four cops the L.A.P.D. would suddenly become a pretty well-functioning police department. But the report also suggests that the problem is tougher than it seems, because those forty-four bad cops were so bad that the institutional mechanisms in place to get rid of bad apples clearly

weren't working. If you made the mistake of assuming that the department's troubles fell into a normal distribution, you'd propose solutions that would raise the performance of the middle—like better training or better hiring—when the middle didn't need help. For those hard-core few who did need help, meanwhile, the medicine that helped the middle wouldn't be nearly strong enough.

In the nineteen-eighties, when homelessness first surfaced as a national issue, the assumption was that the problem fit a normal distribution: that the vast majority of the homeless were in the same state of semi-permanent distress. It was an assumption that bred despair: if there were so many homeless, with so many problems, what could be done to help them? Then, fifteen years ago, a young Boston College graduate student named Dennis Culhane lived in a shelter in Philadelphia for seven weeks as part of the research for his dissertation. A few months later he went back, and was surprised to discover that he couldn't find any of the people he had recently spent so much time with. "It made me realize that most of these people were getting on with their own lives," he said.

Culhane then put together a database—the first of its kind—to track who was coming in and out of the shelter system. What he discovered profoundly changed the way homelessness is understood. Homelessness doesn't have a normal distribution, it turned out. It has a power-law distribution. "We found that eighty per cent of the homeless were in and out really quickly," he said. "In Philadelphia, the most common length of time that someone is homeless is one day. And the second most common length is two days. And they never come back. Anyone who ever has to stay in a shelter involuntarily knows that all you think about is how to make sure you never come back."

The next ten per cent were what Culhane calls episodic users. They would come for three weeks at a time, and return periodically, particularly in the winter. They were quite young, and they were often heavy drug users. It was the last ten per cent—the group at the farthest edge of the curve—that interested Culhane the most. They were the chronically homeless, who lived in the shelters, sometimes for years at a time. They were older. Many were mentally ill or physically disabled, and when we think about homelessness as a social problem—the people sleeping on the sidewalk, aggressively panhandling, lying drunk in doorways, huddled on subway grates and under bridges—it's this group that we have in mind. In the early nineteen-nineties, Culhane's database suggested that New York City had a quarter of a million people who were homeless at some point in the previous half decade—which was a surprisingly high number. But only about twenty-five hundred were chronically homeless.

It turns out, furthermore, that this group costs the health-care and social-services systems far more than anyone had ever anticipated. Culhane estimates that in New York at least sixty-two million dollars was being spent annually to shelter just those twenty-five hundred hard-core homeless. "It costs twenty-four thousand dollars a year for one of these shelter beds," Culhane said. "We're talking about a cot eighteen inches away from the next cot." Boston Health Care for the Homeless Program, a leading service group for the homeless in Boston, recently tracked the medical expenses of a hundred and nineteen

chronically homeless people. In the course of five years, thirty-three people died and seven more were sent to nursing homes, and the group still accounted for 18,834 emergency-room visits—at a minimum cost of a thousand dollars a visit. The University of California, San Diego Medical Center followed fifteen chronically homeless inebriates and found that over eighteen months those fifteen people were treated at the hospital's emergency room four hundred and seventeen times, and ran up bills that averaged a hundred thousand dollars each. One person—San Diego's counterpart to Murray Barr—came to the emergency room eighty-seven times.

“If it's a medical admission, it's likely to be the guys with the really complex pneumonia,” James Dunford, the city of San Diego's emergency medical director and the author of the observational study, said. “They are drunk and they aspirate and get vomit in their lungs and develop a lung abscess, and they get hypothermia on top of that, because they're out in the rain. They end up in the intensive-care unit with these very complicated medical infections. These are the guys who typically get hit by cars and buses and trucks. They often have a neurosurgical catastrophe as well. So they are very prone to just falling down and cracking their head and getting a subdural hematoma, which, if not drained, could kill them, and it's the guy who falls down and hits his head who ends up costing you at least fifty thousand dollars. Meanwhile, they are going through alcoholic withdrawal and have devastating liver disease that only adds to their inability to fight infections. There is no end to the issues. We do this huge drill. We run up big lab fees, and the nurses want to quit, because they see the same guys come in over and over, and all we're doing is making them capable of walking down the block.”

The homelessness problem is like the L.A.P.D.'s bad-cop problem. It's a matter of a few hard cases, and that's good news, because when a problem is that concentrated you can wrap your arms around it and think about solving it. The bad news is that those few hard cases are hard. They are falling-down drunks with liver disease and complex infections and mental illness. They need time and attention and lots of money. But enormous sums of money are already being spent on the chronically homeless, and Culhane saw that the kind of money it would take to solve the homeless problem could well be less than the kind of money it took to ignore it. Murray Barr used more health-care dollars, after all, than almost anyone in the state of Nevada. It would probably have been cheaper to give him a full-time nurse and his own apartment.

The leading exponent for the power-law theory of homelessness is Philip Mangano, who, since he was appointed by President Bush in 2002, has been the executive director of the U.S. Interagency Council on Homelessness, a group that oversees the programs of twenty federal agencies. Mangano is a slender man, with a mane of white hair and a magnetic presence, who got his start as an advocate for the homeless in Massachusetts. In the past two years, he has crisscrossed the United States, educating local mayors and city councils about the real shape of the homelessness curve. Simply running soup kitchens and shelters, he argues, allows the chronically homeless to remain chronically homeless. You build a shelter and a soup kitchen if you think that homelessness is a problem with a broad and unmanageable middle. But if it's a problem at the fringe it can be solved. So

far, Mangano has convinced more than two hundred cities to radically reevaluate their policy for dealing with the homeless.

“I was in St. Louis recently,” Mangano said, back in June, when he dropped by New York on his way to Boise, Idaho. “I spoke with people doing services there. They had a very difficult group of people they couldn’t reach no matter what they offered. So I said, Take some of your money and rent some apartments and go out to those people, and literally go out there with the key and say to them, ‘This is the key to an apartment. If you come with me right now I am going to give it to you, and you are going to have that apartment.’ And so they did. And one by one those people were coming in. Our intent is to take homeless policy from the old idea of funding programs that serve homeless people endlessly and invest in results that actually end homelessness.”

Mangano is a history buff, a man who sometimes falls asleep listening to old Malcolm X speeches, and who peppers his remarks with references to the civil-rights movement and the Berlin Wall and, most of all, the fight against slavery. “I am an abolitionist,” he says. “My office in Boston was opposite the monument to the 54th Regiment on the Boston Common, up the street from the Park Street Church, where William Lloyd Garrison called for immediate abolition, and around the corner from where Frederick Douglass gave that famous speech at the Tremont Temple. It is very much ingrained in me that you do not manage a social wrong. You should be ending it.”

The old Y.M.C.A. in downtown Denver is on Sixteenth Street, just east of the central business district. The main building is a handsome six-story stone structure that was erected in 1906, and next door is an annex that was added in the nineteen-fifties. On the ground floor there is a gym and exercise rooms. On the upper floors there are several hundred apartments—brightly painted one-bedrooms, efficiencies, and S.R.O.-style rooms with microwaves and refrigerators and central airconditioning—and for the past several years those apartments have been owned and managed by the Colorado Coalition for the Homeless.

Even by big-city standards, Denver has a serious homelessness problem. The winters are relatively mild, and the summers aren’t nearly as hot as those of neighboring New Mexico or Utah, which has made the city a magnet for the indigent. By the city’s estimates, it has roughly a thousand chronically homeless people, of whom three hundred spend their time downtown, along the central Sixteenth Street shopping corridor or in nearby Civic Center Park. Many of the merchants downtown worry that the presence of the homeless is scaring away customers. A few blocks north, near the hospital, a modest, low-slung detox center handles twenty-eight thousand admissions a year, many of them homeless people who have passed out on the streets, either from liquor or—as is increasingly the case—from mouthwash. “Dr. Tichenor’s—Dr. Tich, they call it—is the brand of mouthwash they use,” says Roxane White, the manager of the city’s social services. “You can imagine what that does to your gut.”

Eighteen months ago, the city signed up with Mangano. With a mixture of federal and local funds, the C.C.H. inaugurated a new program that has so far enrolled a hundred and

six people. It is aimed at the Murray Barrs of Denver, the people costing the system the most. C.C.H. went after the people who had been on the streets the longest, who had a criminal record, who had a problem with substance abuse or mental illness. “We have one individual in her early sixties, but looking at her you’d think she’s eighty,” Rachel Post, the director of substance treatment at the C.C.H., said. (Post changed some details about her clients in order to protect their identity.) “She’s a chronic alcoholic. A typical day for her is she gets up and tries to find whatever she’s going to drink that day. She falls down a lot. There’s another person who came in during the first week. He was on methadone maintenance. He’d had psychiatric treatment. He was incarcerated for eleven years, and lived on the streets for three years after that, and, if that’s not enough, he had a hole in his heart.”

The recruitment strategy was as simple as the one that Mangano had laid out in St. Louis: Would you like a free apartment? The enrollees got either an efficiency at the Y.M.C.A. or an apartment rented for them in a building somewhere else in the city, provided they agreed to work within the rules of the program. In the basement of the Y, where the racquetball courts used to be, the coalition built a command center, staffed with ten caseworkers. Five days a week, between eight-thirty and ten in the morning, the caseworkers meet and painstakingly review the status of everyone in the program. On the wall around the conference table are several large white boards, with lists of doctor’s appointments and court dates and medication schedules. “We need a staffing ratio of one to ten to make it work,” Post said. “You go out there and you find people and assess how they’re doing in their residence. Sometimes we’re in contact with someone every day. Ideally, we want to be in contact every couple of days. We’ve got about fifteen people we’re really worried about now.”

The cost of services comes to about ten thousand dollars per homeless client per year. An efficiency apartment in Denver averages \$376 a month, or just over forty-five hundred a year, which means that you can house and care for a chronically homeless person for at most fifteen thousand dollars, or about a third of what he or she would cost on the street. The idea is that once the people in the program get stabilized they will find jobs, and start to pick up more and more of their own rent, which would bring someone’s annual cost to the program closer to six thousand dollars. As of today, seventy-five supportive housing slots have already been added, and the city’s homeless plan calls for eight hundred more over the next ten years.

The reality, of course, is hardly that neat and tidy. The idea that the very sickest and most troubled of the homeless can be stabilized and eventually employed is only a hope. Some of them plainly won’t be able to get there: these are, after all, hard cases. “We’ve got one man, he’s in his twenties,” Post said. “Already, he has cirrhosis of the liver. One time he blew a blood alcohol of .49, which is enough to kill most people. The first place we had he brought over all his friends, and they partied and trashed the place and broke a window. Then we gave him another apartment, and he did the same thing.”

Post said that the man had been sober for several months. But he could relapse at some point and perhaps trash another apartment, and they’d have to figure out what to do with

him next. Post had just been on a conference call with some people in New York City who run a similar program, and they talked about whether giving clients so many chances simply encourages them to behave irresponsibly. For some people, it probably does. But what was the alternative? If this young man was put back on the streets, he would cost the system even more money. The current philosophy of welfare holds that government assistance should be temporary and conditional, to avoid creating dependency. But someone who blows .49 on a Breathalyzer and has cirrhosis of the liver at the age of twenty-seven doesn't respond to incentives and sanctions in the usual way. "The most complicated people to work with are those who have been homeless for so long that going back to the streets just isn't scary to them," Post said. "The summer comes along and they say, 'I don't need to follow your rules.'" Power-law homelessness policy has to do the opposite of normal-distribution social policy. It should create dependency: you want people who have been outside the system to come inside and rebuild their lives under the supervision of those ten caseworkers in the basement of the Y.M.C.A.

That is what is so perplexing about power-law homeless policy. From an economic perspective the approach makes perfect sense. But from a moral perspective it doesn't seem fair. Thousands of people in the Denver area no doubt live day to day, work two or three jobs, and are eminently deserving of a helping hand—and no one offers them the key to a new apartment. Yet that's just what the guy screaming obscenities and swigging Dr. Tich gets. When the welfare mom's time on public assistance runs out, we cut her off. Yet when the homeless man trashes his apartment we give him another. Social benefits are supposed to have some kind of moral justification. We give them to widows and disabled veterans and poor mothers with small children. Giving the homeless guy passed out on the sidewalk an apartment has a different rationale. It's simply about efficiency.

We also believe that the distribution of social benefits should not be arbitrary. We don't give only to some poor mothers, or to a random handful of disabled veterans. We give to everyone who meets a formal criterion, and the moral credibility of government assistance derives, in part, from this universality. But the Denver homelessness program doesn't help every chronically homeless person in Denver. There is a waiting list of six hundred for the supportive-housing program; it will be years before all those people get apartments, and some may never get one. There isn't enough money to go around, and to try to help everyone a little bit—to observe the principle of universality—isn't as cost-effective as helping a few people a lot. Being fair, in this case, means providing shelters and soup kitchens, and shelters and soup kitchens don't solve the problem of homelessness. Our usual moral intuitions are little use, then, when it comes to a few hard cases. Power-law problems leave us with an unpleasant choice. We can be true to our principles or we can fix the problem. We cannot do both.

A few miles northwest of the old Y.M.C.A. in downtown Denver, on the Speer Boulevard off-ramp from I-25, there is a big electronic sign by the side of the road, connected to a device that remotely measures the emissions of the vehicles driving past. When a car with properly functioning pollution-control equipment passes, the sign flashes "Good." When a car passes that is well over the acceptable limits, the sign flashes "Poor." If you stand at the Speer Boulevard exit and watch the sign for any length of

time, you'll find that virtually every car scores "Good." An Audi A4 —"Good." A Buick Century—"Good." A Toyota Corolla—"Good." A Ford Taurus—"Good." A Saab 9-5—"Good," and on and on, until after twenty minutes or so, some beat-up old Ford Escort or tricked-out Porsche drives by and the sign flashes "Poor." The picture of the smog problem you get from watching the Speer Boulevard sign and the picture of the homelessness problem you get from listening in on the morning staff meetings at the Y.M.C.A. are pretty much the same. Auto emissions follow a power-law distribution, and the air-pollution example offers another look at why we struggle so much with problems centered on a few hard cases.

Most cars, especially new ones, are extraordinarily clean. A 2004 Subaru in good working order has an exhaust stream that's just .06 per cent carbon monoxide, which is negligible. But on almost any highway, for whatever reason—age, ill repair, deliberate tampering by the owner—a small number of cars can have carbon-monoxide levels in excess of ten per cent, which is almost two hundred times higher. In Denver, five per cent of the vehicles on the road produce fifty-five per cent of the automobile pollution.

"Let's say a car is fifteen years old," Donald Stedman says. Stedman is a chemist and automobile-emissions specialist at the University of Denver. His laboratory put up the sign on Speer Avenue. "Obviously, the older a car is the more likely it is to become broken. It's the same as human beings. And by broken we mean any number of mechanical malfunctions—the computer's not working anymore, fuel injection is stuck open, the catalyst died. It's not unusual that these failure modes result in high emissions. We have at least one car in our database which was emitting seventy grams of hydrocarbon per mile, which means that you could almost drive a Honda Civic on the exhaust fumes from that car. It's not just old cars. It's new cars with high mileage, like taxis. One of the most successful and least publicized control measures was done by a district attorney in L.A. back in the nineties. He went to LAX and discovered that all of the Bell Cabs were gross emitters. One of those cabs emitted more than its own weight of pollution every year."

In Stedman's view, the current system of smog checks makes little sense. A million motorists in Denver have to go to an emissions center every year—take time from work, wait in line, pay fifteen or twenty-five dollars—for a test that more than ninety per cent of them don't need. "Not everybody gets tested for breast cancer," Stedman says. "Not everybody takes an AIDS test." On-site smog checks, furthermore, do a pretty bad job of finding and fixing the few outliers. Car enthusiasts—with high-powered, high-polluting sports cars—have been known to drop a clean engine into their car on the day they get it tested. Others register their car in a faraway town without emissions testing or arrive at the test site "hot"—having just come off hard driving on the freeway—which is a good way to make a dirty engine appear to be clean. Still others randomly pass the test when they shouldn't, because dirty engines are highly variable and sometimes burn cleanly for short durations. There is little evidence, Stedman says, that the city's regime of inspections makes any difference in air quality.

He proposes mobile testing instead. Twenty years ago, he invented a device the size of a suitcase that uses infrared light to instantly measure and then analyze the emissions of cars as they drive by on the highway. The Speer Avenue sign is attached to one of Stedman's devices. He says that cities should put half a dozen or so of his devices in vans, park them on freeway off-ramps around the city, and have a police car poised to pull over anyone who fails the test. A half-dozen vans could test thirty thousand cars a day. For the same twenty-five million dollars that Denver's motorists now spend on on-site testing, Stedman estimates, the city could identify and fix twenty-five thousand truly dirty vehicles every year, and within a few years cut automobile emissions in the Denver metropolitan area by somewhere between thirty-five and forty per cent. The city could stop managing its smog problem and start ending it.

Why don't we all adopt the Stedman method? There's no moral impediment here. We're used to the police pulling people over for having a blown headlight or a broken side mirror, and it wouldn't be difficult to have them add pollution-control devices to their list. Yet it does run counter to an instinctive social preference for thinking of pollution as a problem to which we all contribute equally. We have developed institutions that move reassuringly quickly and forcefully on collective problems. Congress passes a law. The Environmental Protection Agency promulgates a regulation. The auto industry makes its cars a little cleaner, and—presto—the air gets better. But Stedman doesn't much care about what happens in Washington and Detroit. The challenge of controlling air pollution isn't so much about the laws as it is about compliance with them. It's a policing problem, rather than a policy problem, and there is something ultimately unsatisfying about his proposed solution. He wants to end air pollution in Denver with a half-dozen vans outfitted with a contraption about the size of a suitcase. Can such a big problem have such a small-bore solution?

That's what made the findings of the Christopher Commission so unsatisfying. We put together blue-ribbon panels when we're faced with problems that seem too large for the normal mechanisms of bureaucratic repair. We want sweeping reforms. But what was the commission's most memorable observation? It was the story of an officer with a known history of doing things like beating up handcuffed suspects who nonetheless received a performance review from his superior stating that he "usually conducts himself in a manner that inspires respect for the law and instills public confidence." This is what you say about an officer when you haven't actually read his file, and the implication of the Christopher Commission's report was that the L.A.P.D. might help solve its problem simply by getting its police captains to read the files of their officers. The L.A.P.D.'s problem was a matter not of policy but of compliance. The department needed to adhere to the rules it already had in place, and that's not what a public hungry for institutional transformation wants to hear. Solving problems that have power-law distributions doesn't just violate our moral intuitions; it violates our political intuitions as well. It's hard not to conclude, in the end, that the reason we treated the homeless as one hopeless undifferentiated group for so long is not simply that we didn't know better. It's that we didn't want to know better. It was easier the old way.

Power-law solutions have little appeal to the right, because they involve special treatment for people who do not deserve special treatment; and they have little appeal to the left, because their emphasis on efficiency over fairness suggests the cold number-crunching of Chicago-school cost-benefit analysis. Even the promise of millions of dollars in savings or cleaner air or better police departments cannot entirely compensate for such discomfort. In Denver, John Hickenlooper, the city's enormously popular mayor, has worked on the homelessness issue tirelessly during the past couple of years. He spent more time on the subject in his annual State of the City address this past summer than on any other topic. He gave the speech, with deliberate symbolism, in the city's downtown Civic Center Park, where homeless people gather every day with their shopping carts and garbage bags. He has gone on local talk radio on many occasions to discuss what the city is doing about the issue. He has commissioned studies to show what a drain on the city's resources the homeless population has become. But, he says, "there are still people who stop me going into the supermarket and say, 'I can't believe you're going to help those homeless people, those bums.' "

Early one morning a year ago, Marla Johns got a call from her husband, Steve. He was at work. "He called and woke me up," Johns remembers. "He was choked up and crying on the phone. And I thought that something had happened with another police officer. I said, 'Oh, my gosh, what happened?' He said, 'Murray died last night.' " He died of intestinal bleeding. At the police department that morning, some of the officers gave Murray a moment of silence.

"There are not many days that go by that I don't have a thought of him," she went on. "Christmas comes— and I used to buy him a Christmas present. Make sure he had warm gloves and a blanket and a coat. There was this mutual respect. There was a time when another intoxicated patient jumped off the gurney and was coming at me, and Murray jumped off his gurney and shook his fist and said, 'Don't you touch my angel.' You know, when he was monitored by the system he did fabulously. He would be on house arrest and he would get a job and he would save money and go to work every day, and he wouldn't drink. He would do all the things he was supposed to do. There are some people who can be very successful members of society if someone monitors them. Murray needed someone to be in charge of him."

But, of course, Reno didn't have a place where Murray could be given the structure he needed. Someone must have decided that it cost too much.

"I told my husband that I would claim his body if no one else did," she said. "I would not have him in an unmarked grave."

West County Reentry Resource Center

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December 31, 2013

TO: Amanda Elliott, Richmond Main Street Initiative

RE: Recruitment Property Inventory Recap

This memo summarizes information compiled on 12 properties investigated for Richmond Main Street's recruitment-oriented property inventory. Most of the properties discussed below are actively for sale or lease. A few owners have temporarily withdrawn their properties from the market, but expect them to be offered in the coming year. Separately, I have developed and delivered individual promotional flyers on each property.

The map below shows Downtown Richmond. The properties in blue are included within the Property-based Business Improvement District (PBID), and managed by the Richmond Main Street Initiative (RMSI). The PBID lot numbers are used to identify the vacant buildings discussed in this memo.



Available properties

At the end of this memo, there is a graphic showing locations of properties now under management by the City of Richmond and/or its Successor Agency to the former Redevelopment Agency. The Successor Agency Commission is working on the disposition plan that will be submitted to the State of California for approval of policies and practices to guide future uses and ownership of those properties.

AVAILABLE VACANCIES and/or DEALS PENDING

PBID MAP CODE 4 BART GARAGE RETAIL

For Lease; deal pending on east corner

LOCATION: This ground floor retail space is newly constructed, occupying the area at the front of, and under, the BART Garage that serves Transit Center riders only.



The retail space is located on the Macdonald Avenue sidewalk, between 15th Street on west and the 16th Street entry into the Transit Center on the east. There is curbside parking on Macdonald Avenue and 15th Street, plus nearby public parking lots

TYPE: The 10,000 square foot space is divisible for single or multiple tenants. The rental space is a shell, with concrete floor and masonry walls. All interior improvements will be customized to tenant specifications by negotiation.

MARKETING: BART's property department is handling all rentals. They are negotiating a lease with a restaurant on the east corner, and discussing possible prospects to fill the remainder.

PBID MAP CODE 6 METRO-WALK RETAIL

For Lease



LOCATION: A corner-facing retail space is located at 1551 Nevin Avenue Plaza on the northeast corner of Marina Way and Nevin Plaza, in the Metro Walk Transit Village. The BART-Amtrak Station is located one block east.

TYPE: The 2,750 square feet retail space occupies a 3,310 square foot lot as part of and adjacent to the Metro Walk townhouses. Built in 2008, this space still stands as an empty shell to be customized by the new tenant. The space has curbside parking and a public parking lot one block to the west. The sidewalk design allows for outdoor seating or displays.

MARKETING: The owners are the Nasser family, who are handling leasing on their own. RMSI has heard there is a Latino restaurant interested in the space, with current status unknown.

PBID MAP CODE 17 1500 MACDONALD AVENUE

For Sale



LOCATION: This commercial building is located at the southwest corner of Macdonald Avenue and 15th Street, across from the BART Garage and a block west of the entry into the Transit Center. Curbside parking is available on Macdonald Avenue and 15th Street. There is room for a vehicle to be stored inside.

TYPE: The 5,600 square foot building occupies 100% of its lot. It is a single story, free-standing, masonry structure with a small mezzanine plus a warehouse bay on the south side. There is a corner-facing main door, a service door on Macdonald Avenue and a 9' x 12' roll-up garage door plus a service door on 15th Street. It was constructed in 1954. Based on photos, the interior appears to be in good condition and generally ready to occupy with tile flooring, finished ceiling, walls and partitions. Windows facing Macdonald Avenue are partially blocked off, but can be reopened. The owner of Grandpa's World Salvage across 15th Street purchased two adjacent vacant lots located on the east and south sides of 1500 Macdonald Avenue. Zero-setback zoning potentially allows construction on the neighboring lots to abut this building.

MARKETING: After foreclosure in 2013, the current lender-owner is SMS Financial LLC in Phoenix AZ. The property is listed for sale at \$350,000, through Broker Rudy Wilson of Security Pacific Real Estate Brokerage in Richmond. In the last few months, the lender has received several purchase offers, some went into escrow, but none has closed to date. The broker has been very proactive, and is likely to close a deal in 2014. There may be some technical problems with the property that caused recent deals to be cancelled — details unknown. The former occupant was East Bay Bargains. Similar businesses have been looking at the space.

PBID MAP CODE 27 1418-1420 MACDONALD AVENUE

Possibly for Lease



LOCATION: The property is a double storefront located on the south side of Macdonald Avenue, midblock between 15th Street on the east and Marina Way on the west. It has 2-hour free street parking on Macdonald Avenue, plus a public parking lot one block northwest on

Nevin Avenue. The same owner has a vacant 25-foot wide lot adjacent, which may or may not be available for off-street parking.

TYPE: The single story masonry structure covers 100% of the 5,625 square foot lot (excluding the adjacent 2,800 square foot vacant lot). The building is in fair condition on the inside, and has had recent tenants (including the office for the WIC agency). Status of seismic code compliance is unknown

MARKETING: The Main Street District property roll identifies the owner as Wu He Hui, in San Pablo. Lucien Sung (at the same address) handles leasing and management. The building can be rented as two single stores of 1,800 square feet each, or as a double storefront of 5,600 square feet. Asking rent is about \$1.00 per square foot, details unknown. I have spoken with Mr. Sung briefly. He says he recently rented the building for storage on what he expects to be a temporary basis.

PBID MAP CODE 35 FOODSCO SHOPPING CENTER

Lease pending



LOCATION: This free-standing storefront is located curbside on the north end of the Foodsco-Walgreens Shopping Center parking lot. The shopping center lies on the south side of Macdonald Avenue between Marina Way on the east and 11th Street on the west.

TYPE: The masonry single story building is designed for a single tenant, formerly occupied by Payless Shoe Source. The building's main entry door faces east toward Burger King, its north side fronts on the Macdonald Avenue sidewalk, and the west side has two single and one double service doors for loading. The interior is in good condition and generally ready to



occupy. Tenants share rights to the shopping center parking lot, and pay a common area fee. The owner has upgraded the air conditioning.

MARKETING: The owner is a Southern California investor. Yan L. Yin of SBL Professional Realty Inc. in Orange CA is the leasing agent. I have spoken with Mr. Yin on several occasions. In December, he reported they have a prospective tenant but no signed lease,

with details not revealed.

PBID MAP CODE 39-40 MILENS BUILDING - 912-916 MACDONALD AVENUE

For Lease



LOCATION: The mid-block building is located on the south side of Macdonald Avenue, between 9th Street to the west and Harbour Way to the east. It has limited 2-hour free street parking. Kaiser Medical Center is located one block north at Nevin Avenue and Harbour Way North. Kaiser’s parking garage is located directly across the street from the Milens Building, but the general public is not allowed

to park there. There may be rights to Kaiser’s surface parking lot at the northwest corner of 8th Street and Macdonald Avenue — details to be determined.

TYPE: The property consists of a two-story building with dual storefronts that encompass approximately 10,000 square feet (plus basement). The structure covers 100% of a double lot with 5,826 square feet. The interior has a mezzanine and access to a roof garden. The east half was formerly the Milens Jewelry Company, with the old vault still in place. The owners are gradually upgrading the building, with more work to be done. The interior can be customized to accommodate one or more tenants. Status of seismic code compliance is unknown

MARKETING: The owner is Karla Deshon of Paradigm General Contractors, located in Downtown Richmond. She has had the building passively on the market. In my conversations with her, Ms Deshon says she will give Richmond Main Street a tour of the property early in 2014. And she will be willing to discuss recruitment strategies at that time.

PBID MAP CODE 45 816-822 MACDONALD AVENUE

Sale in Escrow



LOCATION: The building is located on the south side of Macdonald Avenue, near 8th Street. There is street parking on Macdonald Avenue and 8th Street. Kaiser Medical Center is one block north. The Kaiser parking garage is located across Macdonald Avenue, but not available for public parking. The two vacant

lots to the west are held under the Successor Agency, as former Redevelopment Agency property. Behind to the south are under-developed properties with a playground/parking lot that have not yet been investigated, but which may offer future opportunities.

TYPE: The two-story building has a double ground floor retail space with a former fraternal meeting hall upstairs. The building may require significant work before it's ready for occupancy. The façade is currently covered with mural panels. Status of seismic code compliance is unknown.

MARKETING: Ryan De Mello has a sale ready to close, pending last minute loose ends. Status and opportunities will be discussed in 2014.

PBID MAP CODE 66 332-334 HARBOUR WAY NORTH

Live Work Space For Lease



LOCATION: The building is located on Harbour Way, midblock between Nevin Avenue to the north and Macdonald Avenue to the south. It is positioned between the Hacienda Grill Restaurant and the Market Square Mall retail/office building. Behind on the east side, the City maintains a public parking lot, with 2-hour free parking. Kaiser Medical Center is across the street, and the post office is a half-block north.

TYPE: This 4,400 square foot building is a two story live-work duplex, built with masonry construction on a 2,800 square foot lot. Each half has 2,200 square feet in a split-level upstairs-downstairs design with a mezzanine. The entries are secured, with common front door on Harbour Way, and a common rear door exiting to the public parking lot in the back.

MARKETING: The owner is a private family trust. Frank Atkins is a family member who lives in one-half of the duplex, and handles the leasing for the other half. He is asking about \$2,000 per month for the vacant half

PBID MAP CODE 73 MARKET SQUARE MALL - 322 HARBOUR WAY

For Lease



LOCATION: Market Square Mall is located across Harbour Way from Kaiser Medical Center, midblock between Nevin Avenue on the north and Macdonald Avenue on the south. There are entries at Harbour Way and the parking lot behind. This building offers better parking than most Downtown properties. Free 2-hour parking is available curbside on Harbour Way and on 11th Street, and in the public lot on the east side of the building. A public parking garage for longer term parking is located a half-block north, at the southeast corner of Nevin Way and 11th Street.

TYPE: The two-story building contains 22,200 square feet on a lot of 11,250 square feet. The layout is organized around a central indoor atrium. It is divided into multiple retail and office spaces, with shared restrooms. Current tenants include small retail shops, a sandwich deli, informal church and offices. We have no information on seismic compliance for this building.

MARKETING: There is a leasing office on-site, but it is often without staff. Sometimes it's been hard to reach anyone at the leasing office, even though there are vacant spaces, both upstairs and down. Finally, I did speak with owner Dave Trussell, and he is interested in hearing more about Richmond Main Street's recruitment strategy. And by email, he replied to the recruitment flyer mailer, with updated phone contact information and otherwise approving content.

POTENTIALLY AVAILABLE IN 2014 or LATER

PBID MAP CODE 28 1406-1412 MACDONALD AVENUE

Temporarily Off-Market



LOCATION: The owner has an L-shaped lot that is partly covered by a building fronting on the south side of Macdonald Avenue. The L-shaped lot also fronts on Marina Way, wrapping around the corner restaurant owned by a different investor. There is also curbside parking on Macdonald Avenue and Marina Way.



TYPE: The single story masonry building occupies part but not all of the lot that fronts on Macdonald Avenue. It is divided into two narrow storefronts, both now vacant. There is a narrow walkway running back along the west side of the building, separating it from the corner restaurant. The Marina Way portion of the lot has been used for parking. From old photos, it appears the Marina Way portion

of the lot may have been rented as extra parking for 262 Marina Way next door to the south. The owner is repairing vandalized damage that occurred a few months ago. The easterly storefront has been vacant for a long time. A barber shop vacated the westerly half a few months ago. Status of seismic code compliance is unknown

MARKETING: Frank Lembi of Skyline Realty owns the property. He also owns and runs Citi-Apartments, a portfolio of apartment buildings in San Francisco. I have spoken with Mr. Lembi on several occasions. He looks forward to working with Richmond Main Street after the first of the year, when his building is ready to be put back on the market.

PBID MAP CODE 41 910 MACDONALD AVENUE

Marketing pending



LOCATION: The midblock building is located on the south side of Macdonald Avenue, between 9th Street on the west and Harbour Way on the east. Kaiser Medical Center is located a block north, at Nevin Avenue and Harbour Way North. There is a privately owned vacant lot adjacent to the west, not currently on the market. On the east side, the Milens Building is available for occupancy.

TYPE: The single story masonry building occupies 100% of its 2,800 square foot lot. The façade is protected by a roll-up security door. There is a small service door for access. We do not know what will be required to make the space fully marketable. We do not know the status of seismic code compliance.

MARKETING: Broker Jeff Goodman of Harbour Bay Realty reports that the owner let the listing expire so it is currently off the market. He expects the owner to list it again in 2014 — details pending.

PBID MAP CODE 52 MARTIN BUILDING AT 1001 MACDONALD AVENUE

Leasing Status Unknown



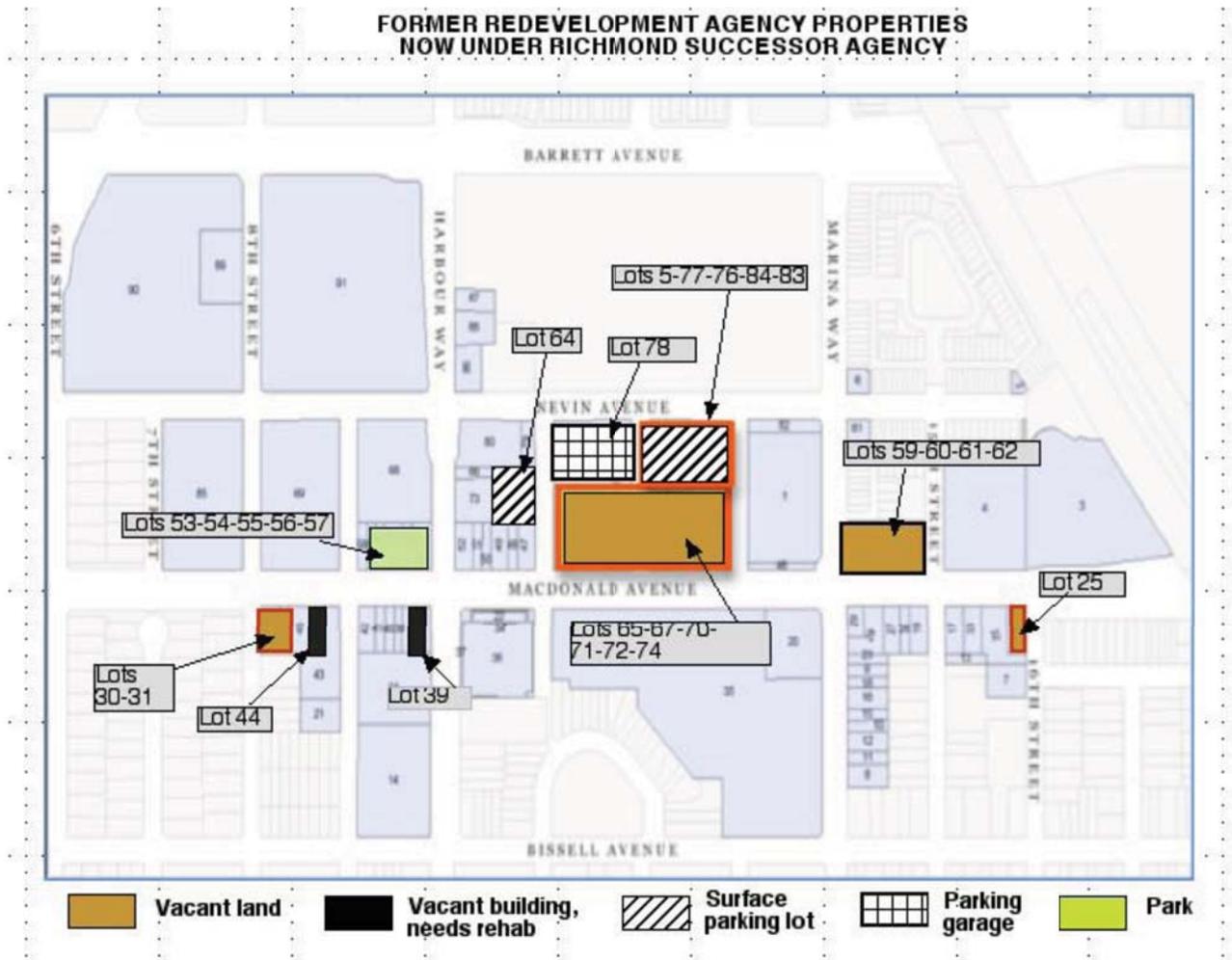
LOCATION: The Martin Building is a Downtown landmark, at the northeast corner of Macdonald Avenue and Harbour Way North. Free 2-hour parking is available in the public parking lot behind the building on 11th Street. And 2-hour free street parking on both Harbour Way and Macdonald Avenue. The Kaiser Medical Center is located across the street, at Nevin Avenue and Harbour Way.

TYPE: The Martin Building commands the neighborhood as an imposing four-story structure. It formerly housed a bank with an impressive banking lobby. The status of the upper floors (and seismic compliance) is unknown.

MARKETING: The owner, Ernestine Martin, uses the old bank lobby to run her real estate and property management business. Mrs. Martin has not returned calls for me to confirm if there are any spaces for rent within this building.

SUCCESSOR AGENCY PROPERTIES

The City of Richmond has several former Redevelopment Agency properties under their Successor Agency. State regulations will govern disposition of these properties. Development has been suspended on two key vacant blocks on Macdonald Avenue (outlined in orange). That property and related parking will offer interesting opportunities for the coming years, significantly impacting the future character and vitality of Downtown.



OBSERVATIONS



The Richmond Main Street program can cultivate liaisons among property owners, providing guidance and support for cooperative marketing efforts.

To promote vacant properties, Richmond Main Street can develop themed signage and maps that are easily identifiable. The signs would be tied to maps and the Recruitment Property Inventory Notebook available in the Main Street office. This type of themed signage would enhance Downtown’s streetscape and make it easier for prospective new businesses to find a suitable location.

Property owners and their brokers can explore ways to cooperate with one another to create clusters of synergistic activities.

For example, the 800 and 900 blocks on the south side of Macdonald Avenue have groups of vacant or under-utilized properties that could be developed and/or marketed together. Simila cluster opportunities can be found in the 1400 and 1500 blocks. These blocks represent possibilities for connecting with properties just outside the PBID boundary.

On Harbour Way, the Market Square Mall could be upgraded and marketed in a more focused manner, to attract tenants who could share advertising and attract customers for one another.

Improved cooperation among the Main Street program, property owners and brokers would significantly improve opportunities for word-of-mouth marketing and referrals.

Combined and focused efforts would give Downtown a more distinctive image and identity.

West County Reentry Resource Center

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January 20, 2014

Rebecca Brown
Reentry Solutions Group

RE: West County One Stop Site

Dear Rebecca,

My name is Daniel Goldschmidt. I've been teaching special education for the West Contra Costa Unified School District since 2001 and have been the owner of the old Kobel Glass Works at 1711 Barrett Avenue in Richmond, CA since January 1, 2000.

It is my understanding that your organization is currently searching for a location to house its West County One Stop Project. In light of your search, allow this correspondence to represent a formal request for the Reentry Solutions Group's consideration of the 1711 Barrett Avenue property.

Located across the street from the Richmond Bart Station, this commercial property has 4 buildings whose combined 7500 sq ft. sits atop a 10,000 sq. ft. foot print. With its proximity to public transportation and the city's central district and civic center, 1711 Barrett Ave. has the potential to become the ideal location for your organization's undertaking.

In the course of my job, which entails many roles including case management and agency linkages for those on my caseload, I initially became aware of AB109 and the ongoing efforts of major community groups to develop successful, sustainable alternatives to prison expansion. I work with 18-22 year old special education students at the District's Transition Program. Our focus is on vocational training, social-emotional development, and the mastery of daily living skills. Our mission is to foster self-determination and independence in our students and while a significant number of our students enjoy varying levels of success after they leave our program, there are far too many that end up in the criminal justice system.

As I have learned more AB109 and the community's response, I've become genuinely hopeful about the overall direction that groups like CCISCO and the Safe Return Project (along with all those who support their efforts) are headed. I believe the community is not only poised for realignment, but may very well be at the vanguard of a new era of community empowerment in which creative solutions lead to such a significant cultural pivot.

Hopefully I have something to add to the mix. Please consider the following:

A Place for Hope: Public Safety Realignment In West Contra Costa County and the Potential of 1711 Barrett Avenue as the Location for Richmond's "First Stop Welcoming Center"

This property has many things working in its favor:

1. The zoning restrictions imposed in the last 10 years now prohibit those industrial uses (automotive repair, light manufacturing) which were formerly predominant at 1711 Barrett Avenue; however,
2. As part of the enterprise zone which concentrically extends from the Amtrak/Bart/Transit Village, approved uses place emphasis upon various people-related services ranging from coffee shops to community centers.
3. Adjacent to 1711 Barrett Avenue are a church on one side and a barber shop and nail salon on the other, each with the potential for some form of horizontal integration whether it be as stakeholders, sponsors, employers, or even long-term property acquisitions.
4. The property consists of 4 buildings: one 1000, two 1250, and one 3800 square ft in size. In addition, there is a center concrete lot approximately 2500-3000 square feet. Clearly, there is an adequate amount of space to work with. As a foot print, approx 10,500 square feet, there is potential for expansion.
5. Located across the street from the Richmond Bart station, the property's logistical proximity clamors "Welcome to Richmond."

My questions for you are:

1. Who is the party that would actually engage in acquiring the property
2. What do they need from me in the short term?
3. Would they want to lease or purchase the property?

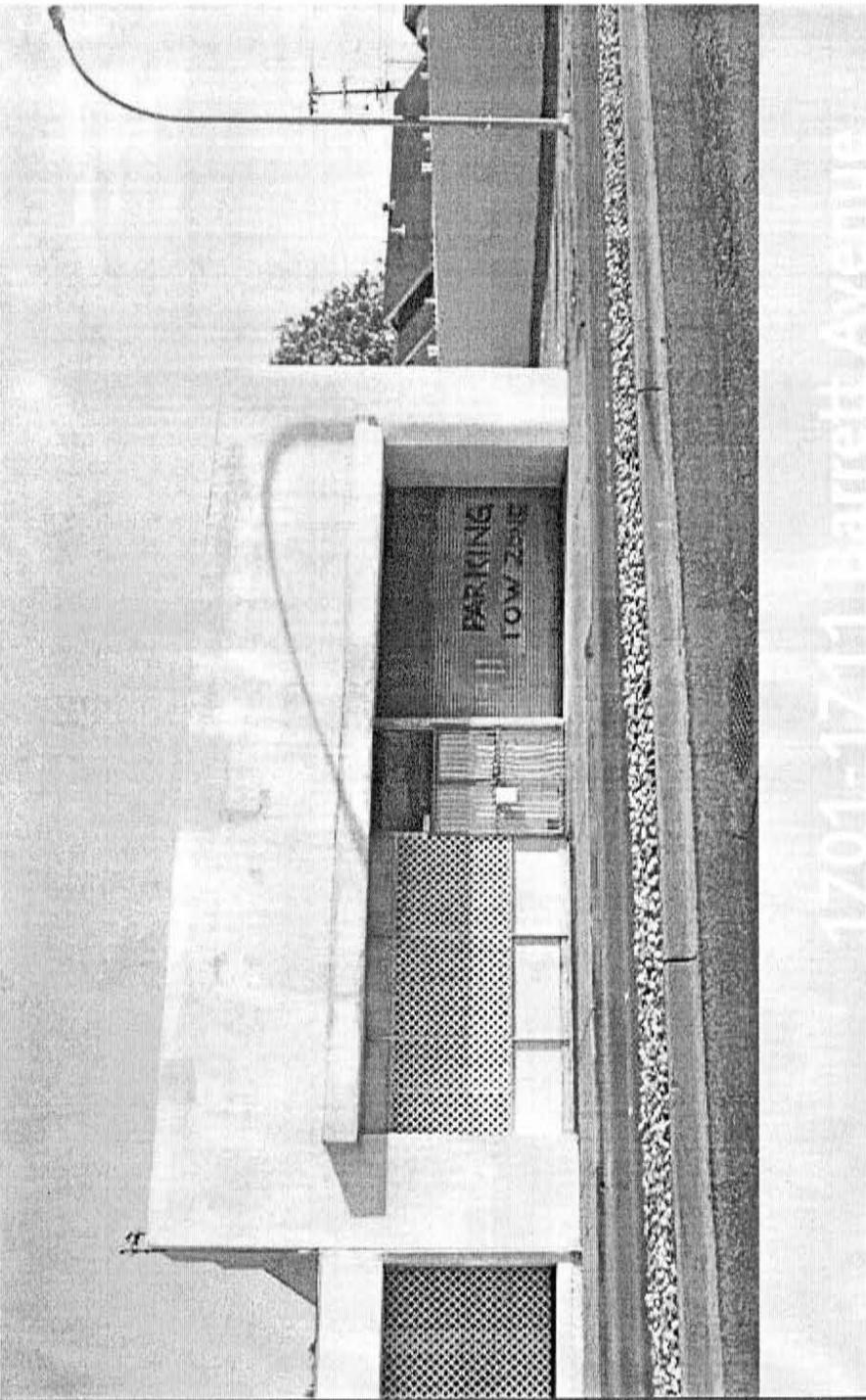
Whether or its people or property, the prospect of realizing one's hidden potential is both exciting and gratifying. If there is interest in pursuing the viability of 1711 Barrett Avenue, I can assure you that every effort will be made to make this thing happen. Don't hesitate to contact me with any questions, comments, or inquiries you may have.

Thank you for your time and attention in this matter. Your thoughtful consideration is greatly appreciated and I look forward to hearing from you.

Regards,

Daniel Goldschmidt
510 778 6565

FOR SALE



Richmond, CA

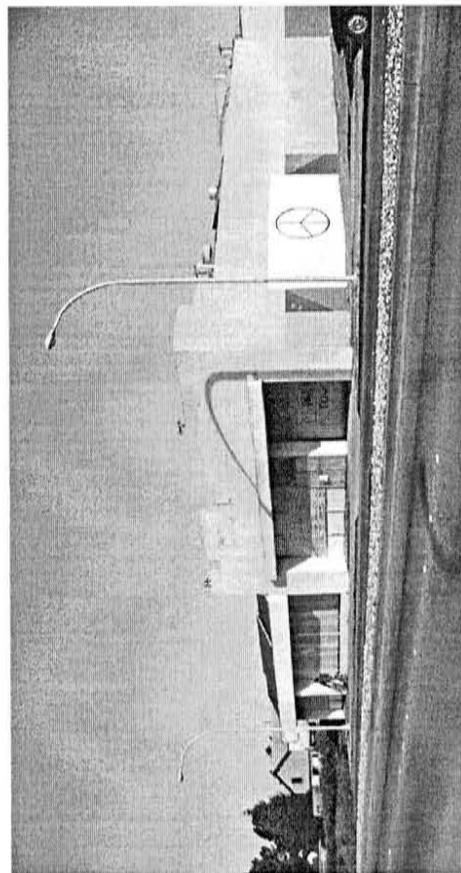
Index

Property Description..... 3
Site Description..... 4
Market Overview..... 6

**Barrett
Avenue**

Richmond
California

This information has been secured by GVA Kidder Mathews from sources believed to be reliable. It is not guaranteed and should be verified prior to consummating any transaction.



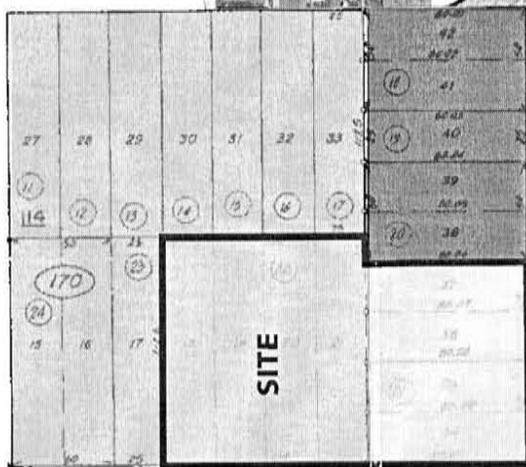
Site Description

Barrett Avenue

Richmond
California

Location	Corner to mid-block on the north side of Barrett Avenue, and mid-block to corner of Seventeenth Street.
Zoning	According to the City of Richmond, the portion of the site fronting Barrett Avenue is zoned Urban Medium Density allowing 13-19 units/acre and the rear portion zoned Multifamily High Density Residential. Current zoning potentially supports 9 - 14 units on this site. In 2008, a General Plan Update for the City of Richmond will be implemented and the property will be rezoned to either Medium or High Intensity Mixed-Use. According to the Richmond Planning Department, the site can then potentially support up to 33 units at the low end and 55 units at the high end.
Shape	Future potential redevelopment uses for this site include housing, offices, retail and other commercial development. Rectangular
Land Area	Plat information indicates that both parcels combine to \pm 19,250 square feet or 0.44 acres. The assessor's information states that both parcels combine to \pm 15,250 square feet, or .35 acres.
Building	The sites have 5 structures for a combined area of \pm 12,500 square feet. The assessor's information states that the sites have two structures (2,500 square feet on 1701 Barrett Avenue and 7,500 square feet on 1711 Barrett Avenue).
Frontage	The subject property has approximately 180' frontage along Seventeenth Street, and 100' frontage along Barrett Avenue.
Topography	The subject site area is generally level and at street grade.
Access	The parcels can be accessed from Seventeenth Street and Barrett Avenue.
Special Hazards	We are not aware of any undesirable factors, nuisances, or hazards, including toxic waste or other environmental hazards, present at this subject property.

Site Description (cont.)



Barrett
Avenue

Richmond
California

Market Overview

Barrett Avenue

Richmond
California

Barrett Avenue at Seventeenth Street in Richmond is adjacent to Phase I of the Richmond Transit Village, recently completed. This was a joint effort with BART and the Richmond Redevelopment Agency. Phase II is still in planning and includes additional townhomes and a parking garage with retail/commercial space on the ground floor. Phase I has been considered a very successful redevelopment. The Barrett Avenue sites are located directly across the street from the Phase II redevelopment.

Downtown Richmond is a unique submarket. There are numerous properties which are planned for redevelopment and numerous other properties currently utilized for a variety of uses, including service retail, small office, medical, and social services. The 2008 update to Richmond's General Plan provides zoning changes to encourage expanded and intensified mixed-use development along key nodes and corridors important to Richmond's downtown revitalization.

The Richmond Redevelopment Agency is actively pursuing the redevelopment of the downtown core. Presently, Kaiser Permanente's hospital and the Social Security Administration anchor the downtown core. AF Evans completed the residential project near the BART station, along with The Olson Companies, and service retail supports these three uses. The balance of the market is essentially awaiting redevelopment, which will significantly revitalize the area.

Market Overview (cont.)

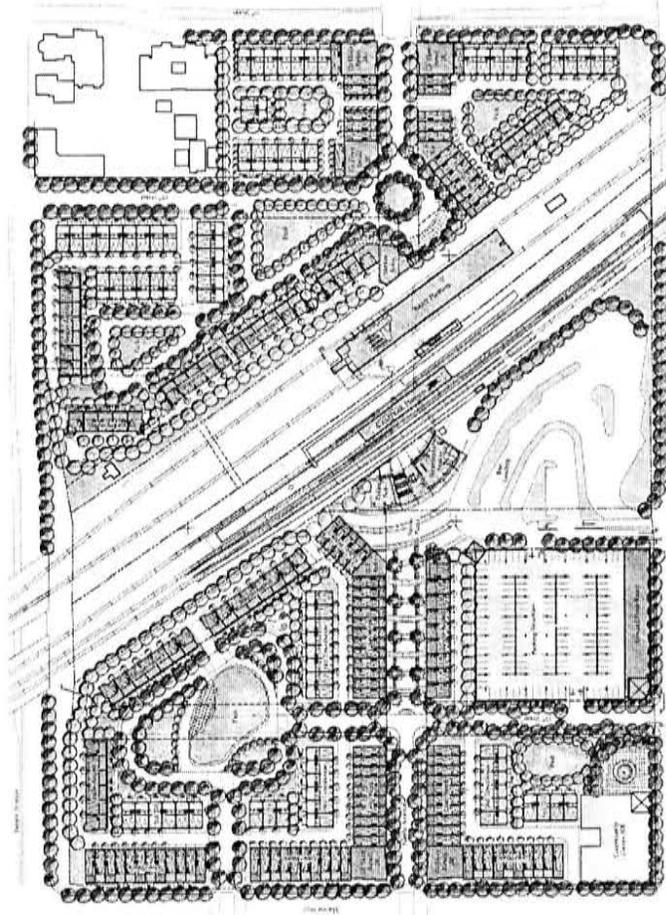
Richmond Transit Village

The existing Richmond Station is important for its regional proximity and intermodal connections to BART, AMTRAK, and AC Transit bus service. The plan intends to energize the underutilized land which surrounds the station with uses which promote transit-ridership, homeownership opportunities, accessibility, and building types which maintain the character of the area.

This infill project, directly adjacent to the multi-modal transit station in Richmond, California, provides a mix of ownership housing opportunities in a high density, mixed-use configuration. The winning plan in a competition sponsored by BART and the Richmond Redevelopment Agency, the plan promotes transit ridership by providing high-density housing within walking distance of the regional rail system (BART), Amtrak, and AC Transit bus service, all linked by a new intermodal station.

Currently isolated from other uses by surface parking lots and vacant city owned land, the transit station is the centerpiece of the new development. Surrounding the transit center on the difficult site, bisected by the BART and railroad tracks, houses and townhouses face small parks at the center of each neighborhood. Fronting an office building and an existing retail center, and continuing into the intermodal station from both sides, live/work townhouses provide opportunities for small businesses or home offices. New streets link neighborhoods to each other and to the intermodal station. The southwest corner is anchored by a new performing arts center and plaza and includes retail to reinforce the existing retail uses across the street. A new parking garage, with storefronts at ground level, replaces BART's surface parking lots and serves the retail and performing arts center as well.

Calthorpe Associates and the project developer, The Olson Company, are committed to building in established, in-town neighborhoods. By providing a diverse range of unit types at competitive prices, as well as through an innovative mortgage assistance program, the project made quality ownership opportunities available to a wide variety of households.



West County Reentry Resource Center

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Providing Services and Supports for Youth who are Lesbian, Gay, Bisexual, Transgender, Questioning, Intersex or Two-Spirit

Purpose of This Brief

This Practice Brief is for policymakers, administrators, and providers seeking to learn more about (1) youth who are lesbian, gay, bisexual, transgender, questioning, intersex, or two-spirit (LGBTQI2-S) and (2) how to develop culturally and linguistically competent programs and services to meet their needs and preferences.

Needs of Youth Who Are LGBTQI2-S

An estimated 2.7 million adolescents who are lesbian, gay, or bisexual live in the United States. Other youth identify themselves as transgender, intersex, two-spirit, or questioning, or use other terms (see Box 1).¹ These youth frequently encounter numerous challenges and may feel isolated, alienated, depressed, and fearful as they attempt to navigate their emerging awareness of their sexual and/or gender identity.

Studies indicate that youth who are LGBTQI2-S are at risk for a number of negative experiences and outcomes associated with how others react to

their sexual orientation and/or gender identity.^{2,3} Compared with other youth, youth who are LGBTQI2-S are two to three times more likely to attempt suicide.² They are more likely than their peers to suffer from depression and use or abuse substances.

Youth who are LGBTQI2-S may also be more likely to experience harassment from other youth and significant adults in their lives, and to be subjected to verbal, sexual, and physical abuse and other forms of trauma. Further, they are more likely to drop out of school and become homeless.³

Finally, bullying and rejection by peers and family members due to a youth's LGBTQI2-S identity may exacerbate mental health challenges.

Addressing the needs of youth who are LGBTQI2-S presents many challenges to child-serving agencies. Challenges stem, in part, from limited knowledge and/or stereotypes about these youth. Providers can benefit from acquiring a better understanding about the experiences of

1 Harris, K. M., Florey, F., Tabor, J., Bearman, P. S., Jones, J., & Udry, J. R. (2003). The National Longitudinal Study of Adolescent Health [Online]. Available at: <http://www.cpc.unc.edu/addhealth>.

2 Gibson, P. (1989). Gay male and lesbian youth suicide. In M. R. Feinleib (Ed.), *Report of the Secretary's Task Force on Youth Suicide: Vol. 3. Preventions and interventions in youth suicide* (pp. 110-142). Washington, DC: U.S. Department of Health and Human Services.

3 Ragg, D. M., Patrick, D., & Ziefert, M. (2006). Slamming the closet door: Working with gay and lesbian youth in care. In R. Woronoff and G. P. Mallon (Eds.), *LGBTQ youth in child welfare* [Special issue]. *Child Welfare*, 85(2), 109-438.

BOX 1**DEFINITIONS OF SEXUAL ORIENTATION AND GENDER IDENTITY**

Lesbian	Females who are emotionally and sexually attracted to, and may partner with, females only.
Gay	Males who are emotionally and sexually attracted to, and may partner with, males only. "Gay" is also an overarching term used to refer to a broad array of sexual orientation identities other than heterosexual.
Bisexual	Individuals who are emotionally and sexually attracted to, and may partner with, both males and females.
Transgender	Individuals who express a gender identity different from their birth-assigned gender.
Questioning	Individuals who are uncertain about their sexual orientation and/or gender identity.
Intersex	Individuals with medically defined biological attributes that are not exclusively male or female; frequently "assigned" a gender at birth, which may differ from their gender identity later in life.
(2-S) Two-Spirit	A culture-specific general identity for Native Americans (American Indians and Alaska Natives) with homosexual or transgendered identities. Traditionally a role-based definition, two-spirit individuals are perceived to bridge different sectors of society (e.g., the male-female dichotomy, and the Spirit and natural worlds).
Sexual Minority	The term "sexual minority" is inclusive, comprehensive, and sometimes used to describe youth who are LGBTQ2-S. However, it may have a negative connotation because minority suggests inferiority to others.
Other Terms	Youth also may use other terms to describe their sexual orientation and gender identity, such as homosexual, queer, gender queer, non-gendered, and asexual. Some youth may not identify a word that describes their sexual orientation, and others may view their gender as fluid and even changing over time. Some youth may avoid gender-specific pronouns.

youth who are LGBTQI2-S, including discrimination and stigma. The limited availability of programs and services that are tailored for these youth and their families also presents a challenge. These youth may fear disclosing their identities and, as a result, may be inhibited from seeking the supports and therapeutic resources they need. Youth who are afraid to be open about their identity, or "come out," may be less likely to report their experiences and needs to providers and others in a service system.

Youth who are LGBTQI2-S are part of a distinctive cultural group. They may share a larger cultural identity, which includes a defined set of norms, social events, styles, and use of language. These youth also come from diverse racial and ethnic backgrounds. Given these factors, youth who are LGBTQI2-S can be doubly stigmatized because of their sexual orientation and/or gender identity and their cultural, racial, or ethnic identity. The potential for dual discrimination can further deter these youth from accessing resources. Thus, it is important to provide services in a culturally and linguistically competent manner (see Box 2).

System-Level Approaches for Helping Youth Who Are LGBTQI2-S and Their Families

Services for youth who are LGBTQI2-S can be improved by implementing service- and agency-level interventions that include families and communities. A comprehensive approach to addressing the needs of these youth includes:

- integrating services and supports across child- and youth-serving systems, including health care providers;
- ensuring appropriate services and supports are available;
- facilitating access to services;
- delivering culturally and linguistically competent services and supports;
- delivering quality care without bias or prejudice; and
- monitoring and assessing outcomes.

BOX 2**WHAT IS CULTURAL AND LINGUISTIC COMPETENCE?**

To be **culturally competent**, systems and organizations are required to:⁴

- have a defined set of values and principles, and demonstrate behaviors, attitudes, policies, and structures that enable them to work effectively with people of diverse backgrounds; and
- have the capacity to (1) value diversity, (2) conduct self-assessment, (3) manage the dynamics of difference, (4) acquire and institutionalize cultural knowledge, and (5) adapt to the diversity and cultural contexts of the communities they serve.

To be **linguistically competent**, systems and organizations must:⁵

- have the capacity to communicate effectively and convey information in a manner that is easily understood by diverse audiences, including persons of limited English proficiency, those with low literacy skills, and individuals with other communication challenges; and
- have policies, structures, practices, procedures, and dedicated resources to support the linguistic needs of diverse populations.

The application of the principles of cultural and linguistic competence by administrators and providers is especially important because this population of youth is frequently misunderstood and underserved. Cultural and linguistic competency for this population of youth and their families requires inclusion of appropriate values, principles, policies, structures, behaviors, and attitudes throughout the entire service delivery system at all levels.

Recommendations & Strategies

Creating a “Welcoming Environment”

- ✓ Assess your community or agency at all levels to identify needs, barriers, challenges, strengths, and readiness to develop a welcoming environment and appropriate services for youth who are LGBTQI2-S and their families.
- ✓ Develop mission and vision statements indicating your community’s or agency’s commitment to address the needs of youth who are LGBTQI2-S and their families.

- ✓ Develop a plan to create a resourced infrastructure that includes policies, structures, practices, and services that meet the needs and preferences of youth who are LGBTQI2-S.
- ✓ Ensure that staff and volunteers possess the necessary knowledge and appropriate attitudes and behaviors to provide services and supports. A high level of awareness of LGBTQI2-S issues will improve the ability to provide needed services to these youth and their families.
- ✓ Provide opportunities for youth who are LGBTQI2-S to discuss experiences and exchange ideas in a confidential, nurturing, safe and supportive environment.
- ✓ Provide services and resources to youth who are LGBTQI2-S and their families that are linguistically competent (e.g., welcoming and nonjudgmental, respectful of preferred terms for sexual orientation and/or gender identity, and offered in sign language and in languages other than English).

⁴ National Center for Cultural Competence. (n.d.). Cultural Competence Definition and Framework. Retrieved January 13, 2008, from <http://gucchd.georgetown.edu/nccc>.

⁵ Goode, T., & Jones, W. (2004). National Center for Cultural Competence. Linguistic Competence Definition. Retrieved January 13, 2008, from <http://gucchd.georgetown.edu/nccc>.

- ✓ Give voice to the experiences of youth who are LGBTQI2-S by encouraging them to express their needs, preferences, and interests. Elicit their input and meaningful involvement in service design and evaluation.
- ✓ Display symbols of support for LGBTQI2-S issues within offices and public areas. Hanging rainbow flags or pink triangles on agency walls and in windows lets youth who are LGBTQI2-S know that the community or agency welcomes and provides a “safe space” for youth and families.
- ✓ Ensure that the agency’s location and service delivery hours, to the extent possible, are accessible for youth who are LGBTQI2-S. These youth may seek services alone because they are not open with their families about their sexual orientation and/or gender identity; therefore, accessing services may require considerable effort on their part.

Protecting Youth Who Are LGBTQI2-S

- ✓ Include protections for the sexual orientation and gender identity of youth and their families in agency nondiscrimination policies.
- ✓ Maintain confidentiality and privacy of all youth self-disclosures (particularly when youth share their LGBTQI2-S identity) to protect them from victimization, stigma, abuse, and discrimination.
- ✓ Carefully assess foster care families to ensure that they are supportive of youth who are LGBTQI2-S. Youth report that sometimes “coming out” in foster care can create conflicts and challenges.
- ✓ Offer youth who are LGBTQI2-S safe places to identify resources within their communities, such as information about sexually transmitted diseases and infections and preventive measures. Online resources are helpful; however, youth also benefit from having direct contact with a supportive individual.

Strengthening Staff and Supports

- ✓ Ensure that agencies have nondiscrimination policies for employees and volunteers that address LGBTQI2-S issues.
- ✓ Promote positive attitudes in staff working with youth who are LGBTQI2-S; staff may need periodic and updated training about LGBTQI2-S issues.
- ✓ Provide resources, information, and training on issues associated with youth who are LGBTQI2-S and their families to service providers. Consider partnering with LGBTQI2-S organizations for staff training. Internet and community resources with this information are readily available.
- ✓ Encourage staff to conduct self-assessments to determine their current level of cultural and linguistic competence, including sensitivity, awareness, and knowledge about youth who are LGBTQI2-S and their families.
- ✓ Ensure youth advocates are available as support for youth who are LGBTQI2-S. Ensure that the advocates are aware of, and sensitive about, issues affecting these youth.

Working With Youth Who Are Transgender

- ✓ Provide training for staff who work with youth who self-identify as transgender, particularly regarding health and medical issues. These youth should not have to educate agency staff about their needs, preferences, and issues to receive effective therapeutic services. Therapeutic gains may be compromised if these youth function in a teaching role, rather than receive the help they need.
- ✓ Design or revise agency forms with gender-neutral language, and allow youth to identify gender as “other” if they wish. Requiring youth who are transgender or non-gender to identify their sex or a male-female gender identity is especially problematic when youth are in crisis.

- ✓ Have safe, non-gendered bathrooms for youth who are transgender or do not identify as male or female.

Enhancing Practice and Service Delivery

- ✓ Discuss sexual orientation and gender identity issues with youth in a supportive manner. It may be helpful to ask older youth how they define their identity. A safe and open environment allows youth to comfortably explore their sexual or gender identity.
- ✓ Do not assume that youth are heterosexual. Similarly, do not assume that youth are distressed or troubled because of their LGBTQI2-S identity.
- ✓ Demonstrate an open and positive attitude about youth who are LGBTQI2-S because this approach is likely to promote a positive therapeutic relationship. It is also important to understand that some mental health challenges experienced by youth who are LGBTQI2-S are independent of their identity, not caused by their LGBTQI2-S status.
- ✓ Offer services and supports to the entire family unit. Families of youth who are LGBTQI2-S may be struggling with either understanding or accepting their child’s sexual orientation or gender identity and may also be seeking resources or supports.

Engaging Communities

- ✓ Develop an understanding of how LGBTQI2-S identities are perceived within the community. Associated beliefs and norms about persons who are LGBTQI2-S differ significantly based on both cultural and geographic factors. Such knowledge is a prerequisite to service planning and implementation efforts.
- ✓ Provide information to youth who are LGBTQI2-S and their families about alternative services and supports outside of their local community.

- ✓ Provide a community center or other “safe” meeting place for youth who are LGBTQI2-S to obtain needed information and interact socially.
- ✓ Build relationships with other organizations that support youth who are LGBTQI2-S; partner and collaborate with appropriate youth and family advocacy organizations (see “Internet Resources”) to enhance the availability of supports for youth who are LGBTQI2-S and their families.

What Does the Internet Have To Offer?

Several Web sites provide valuable information and resources such as educational brochures, tool kits, and training materials about working with youth who are LGBTQI2-S and their families, including the following.

Internet Resources: Lesbian, Gay, Bisexual, Transgender, or Questioning Focus

Advocates for Youth

www.advocatesforyouth.org/glbtc.htm

American Psychological Association

www.apa.org/topics/orientation.html

American Psychological Association

www.apa.org/pi/lgbtc/publications/justthefacts.html

Child Welfare League of America

www.cwla.org/programs/culture/glbtc.htm

Family Equality Council

www.familyequality.org/index.html

Gay and Lesbian Alliance Against Defamation

www.glaad.org

Gay, Lesbian and Straight Education Network

www.glsen.org/cgi-bin/iowa/all/home/index.html

GLBT National Help Center, National Youth Talkline

www.glnh.org/talkline/index.html

***The National Coalition for Gay, Lesbian, Bisexual
and Transgender Youth***

www.outproud.org
www.transproud.com/index.html

The National Coalition for LGBT Health

www.lgbthealth.net

National Youth Advocacy Coalition

www.nyacyouth.org/nyac/resources.html

Parents, Families and Friends of Lesbians & Gays

www.pflag.org

Safe Schools Coalition

www.safeschoolscoalition.org/safe.html

Youth and AIDS Projects

www.yapmn.com/index.php

YouthResource

www.youthresource.com

**Internet Resources: Transgender and
Intersex Focus**

American Psychological Association

www.apa.org/topics/transgender.html

American Psychological Association

www.apa.org/topics/intersx.html

Internet Resources: Two-Spirit Focus

NorthEast Two-Spirit Society

www.ne2ss.org

The Red Circle Project

www.apla.org/native_american/RCP

Internet Resources: Spanish Language

Ambientejoven

www.ambientejoven.org

American Psychological Association

www.apa.org/topics/orientacion.html

Gay & Lesbian Alliance Against Defamation

www.glaad.org/espanol/bienvenido.php

Acknowledgments

This is one of a series of practice briefs designed to enhance system, organizational, and program capacity to deliver culturally and linguistically competent services and supports to youth who are LGBTQI2-S and their families.

This brief was envisioned by the Council on Coordination and Collaboration (CCC) of the Child, Adolescent and Family Branch, Center for Mental Health Services, Substance Abuse and Mental Health Services Administration. It became a project of the CCC work group on Cultural and Linguistic Competence and Eliminating Disparities. This brief is a collaborative effort of the National Center for Cultural Competence and the National Technical Assistance Center for Children's Mental Health of the Georgetown University Center for Child and Human Development, and the American Institutes for Research.

Contributing authors include Jeffrey M. Poirier, Karen B. Francis, Sylvia K. Fisher, Kristin Williams-Washington, Tawara D. Goode, and Vivian H. Jackson. We especially extend appreciation to Gary M. Blau, who revised multiple iterations of this Practice Brief and managed the editorial review process. This project was completed because of Gary's ongoing support of youth identified as LGBTQI2-S and their families and his vision for full inclusion of this population within systems of care.

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The
National Center
for Cultural
Competence



Center for Mental Health Services
Child, Adolescent and Family Branch
Substance Abuse and Mental
Health Services Administration
U.S. Department of Health
and Human Services

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House Agreements

RESPECT YOURSELF, OTHERS AND THE SPACE

- RESPECT YOURSELF, OTHERS AND THE SPACE
- TRY NEW THINGS
- BE A LEADER
- BE OPEN Minded
- BE RESPONSIBLE
- TAKE RESPONSIBLE
- BE RESPONSIBLE
- HAVE FUN

- NO SMOKING, DRINKING OR DRUGS
- NO SHANKS, GUNS OR WEAPONS
- NO MLB CAPS
- NO GAMBLING
- NO CUPCAKING
- NO COLORS, TURFS OR BANGING

- VERBAL REMINDER
- ONE ON ONE MEETING WITH STAFF
- MEDIATION
- TEMPORARY SUSPENSION FROM PROGRAM OR CENTER
- INDEFINITE SUSPENSION

Live by the green Stay away from yellow or else you'll get the red

RYSE MEMBERSHIP IS 13-21 YEARS OLD

West County Reentry Resource Center

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A Few Good Case Management Tools



[1]



[2]

April 2011

PublishDate: April 2011

Author:

Laura S. Quinn

Jay Leslie

If thoughts of detailed client histories and reports to funders make you break out in a cold sweat, it may be time to consider the many good case management tools that will help you track demographics, interactions, scheduling, billing information, and more. In this update of our 2009 article, we summarize what tools case management experts would recommend.

Let's say one of your staff members has a meeting scheduled in half an hour with a client she's never met before, and she'd like to understand the client's background and entire history with your agency. Or perhaps a funder just called and asked to see a report summarizing the progress each of your current clients has made since the time you first met with them.

If these scenarios make you break out in a cold sweat, it may be time to consider a case management system. A good case management tool will track the information you need to work with a client, such as their age, address, job history, medical history and childcare situation. It will also track all the contacts between your staff and the client, the individualized plan for your client and the progress towards the plan. And, it will allow you to assess outcomes and report on all the information you've collected.

Advanced case management systems can do even more, such as helping with workflow and scheduling. For instance, based on the information you enter about a client, they can recommend that your client meet with a dietician, help to schedule that meeting and send the dietician a reminder. This can really help to streamline internal communications and avoid miscommunication. The systems can also help to automate your billing processes, particularly if you need to bill government entities or insurance companies.

Keep in mind, however, that change is hard. You'll likely need to think hard about your own processes in advance, both to understand how a new system will fit and to make it easier to support your workflow by standardizing it to best practices. And don't forget training—a new system no one knows how to use will not be a step forward!

There is a large pool of case management tools to choose from that specialize in various kinds of human services agencies. The low end of this pool is notably shallow, while at the

high end, solutions can cost hundreds of thousands of dollars. While we can't look at all of the case management options, in this article—updated from our 2006 version—we highlight several of the more affordable tools broadly applicable across a number of human service sectors.

(Kind of) Free Tools for the Tech Savvy

A few tools offer case management functionality without any licensing costs. However, because case management applications almost always need to be carefully designed to meet your organization's needs, it's critical to consider upfront setup and long-term maintenance as part of the costs. You'll need the help of someone technically savvy and experienced with modeling case management databases to get started with these tools.

Excel, Access or FileMaker Pro

Use care in deciding to build your own solution to case management—the sector is littered with disaster stories of organizations that assumed a volunteer, a friend-of-a-friend or their neighbor's nephew could build them an effective database. Even a small case management database is not trivial to develop. How will you ensure records are secure, or that it meets funders' audit requirements? The solution will only be as good as the person who creates it, and will remain useful only as long as that person remains available to devote time to it. Remember, you'll need to have someone on staff that can backup your data and answer questions from other staff members.

Salesforce ^[3]

As the name suggests, Salesforce has deep roots as a web-based constituent relationship management system for sales organizations. However, its flexibility and nonprofit-friendly pricing scheme—they provide up to 10 licenses for free to 501(c)(3) nonprofits, and significant discounts after that—have allowed Salesforce to gain significant traction in the nonprofit community as well. Salesforce isn't going to support your case management needs out of the box, but is almost infinitely flexible. A very experienced data manager or, more likely, a consulting firm, could create a custom case management system with compelling features on top of the core Salesforce platform. It's even possible, with a substantial investment, to create one consolidated system that will manage donors, clients and all your other constituents.

There's a number of Salesforce consultants available to help. In fact, several consulting firms, such as Exponent Partners and ACF Solutions, have built Salesforce tool sets designed for human service case management solutions, and could work with you to implement them. Working with a consulting firm to customize Salesforce will probably cost \$10,000 to \$100,000 or more, depending on your needs.

CiviCRM ^[4]

CiviCRM, a web-based solution, includes a module—CiviCase—that provides modest case management functionality. As a free and open source solution, it costs nothing to acquire, but you'll need some technical experience to get it up and running. Smaller, less well-funded organizations may be able to make use of CiviCRMs minimal case management functionality, especially if they have interest in tracking their clients alongside other types of constituents,

like volunteers or event participants. The open-source nature of the package may also be attractive to larger organizations with the budget or expertise available to tailor this solution to their needs.

Mid-Market Solutions

There are not as many options as one would hope at the low-end of the market, so unless you have simple needs or substantial technical expertise at hand, expect to look for a mid-market solution. These systems typically run about \$5,000- \$30,000 per year, depending on your requirements and number of users. For most systems you should also expect to pay a setup fee of at least several thousand dollars to get up and running with a system customized to your needs.

Nearly all the tools below are hosted and web-based. Our experts are seeing a notable and positive trend in this direction. Web-based software allows users to easily access data from multiple locations and saves considerable costs which would otherwise be devoted to hardware, extra software, data security and backups, along with the staff to monitor these functions. Although a hosted case management vendor has physical possession of your data, a good vendor is likely to be able to keep it more secure and accessible than you could manage on your own.

Efforts to Outcomes (ETO) ^[5], by Social Solutions

With a tight focus on tracking and reporting the results of client interactions, ETO aims to appeal to organizations for which outcomes measurement is core to their mission. This web-based, hosted application is built to run on Internet Explorer. By integrating SAP BusinessObjects, Social Solutions has invested significantly to ensure ETO's reporting power is balanced with flexibility and ease of use.

ClientTrack ^[6], by DSI

ClientTrack is a hosted, web-based application with a Microsoft Outlook-like menu interface. It provides fairly robust features, including useful abilities to create custom workflows and a case notes field that allows a combination of free-form and formatted data. The interface is fairly complex, however, particularly when it comes to reporting—expect your users to have a learning curve.

ServicePoint ^[7], by Bowman Systems

ServicePoint has a strong base of customers in the Homeless Management Information Systems arena, but is also widely applicable to other social service situations. It is also a hosted, web-based system, and is also fairly customizable. ServicePoint offers a billing module to streamline the process of billing government agencies for services provided.

Service Xpert Suite ^[8], by Unicentric

Service Xpert Suite is a web-based solution aimed at larger organizations in the healthcare

field. In addition to robust case management functionality, it includes insurance billing functionality, integrated internal email and strong support for the type of permissions and audit logs that help with HIPAA compliance. This product utilizes Crystal Reports for reporting and can export to many standard file formats. Service Xpert Suite has been upgraded with forward-looking features such as support for bar codes, ability to take input with LiveScribe technology, support for offline case entries and updates (great for case workers working offsite on client visits).

Other Mid-Market Options

These four tools were the most frequently mentioned by the experts who contributed to this article, but they're not the only games in town. Community Tech Partners offers several options, including an interesting entry-level product called Apricot. MetSys and Defran Systems' Evolv-CS are also fairly widely used.

And Beyond...

As mentioned, this article focuses on moderately priced tools applicable across a number of human service sectors, but the case management marketplace is much larger. If you have more sophisticated needs, you'll need to look beyond these applications to the wider world of powerful and more expensive solutions. If your programs concentrate on a particular, widely recognized area such as homeless management, child care, health services or the like, also consider tools geared specifically toward that type of work. Ask other organizations like yours what software they're using.

Many thanks to the nonprofit technology professionals who offered recommendations and advice, and otherwise helped with this article:

- Rick Birmingham, [MAP for Nonprofits](#) ^[9]
- Patrick Callahan, [NPower Pennsylvania](#) ^[10]
- Paul Lamb, [Man on a Mission Consulting](#) ^[11]
- Shawn Micheals and Ash Shepard, [NPower Northwest](#) ^[12]
- Gala Barnes, (formerly) [NPower Greater DC Region](#) ^[13]
- Derek Coursen, [Vera Institute of Justice](#) ^[14]
- John L. Kolp, [Help USA](#) ^[15]

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- [13] <http://www.npowergdc.org/>
- [14] <http://www.vera.org/imc>
- [15] <http://www.helpusa.org/>

West County Reentry Resource Center

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Baseline Data Template
January 24, 2014

Table 1. Demographics, Part 1

Identifier	Last Name	First Name	Address	Phone Number	Alternate Phone Number	Email	Best Way to Contact You	Alternate/Emrg Name (LN, FN)	Alternate/Emrg ency Contact	Phone Number	DOB	Race/Ethnicity	Gender	Primary Language	Income	Last Year to File Tax Return	SSN	PFN/CDC	Housing Status (*see also "Housing" tab)	
							Phone Email Text													Renting Own home Live with family/friends Shelter/temporary housing Without housing





Table 2. Demographics, Part 2

Marital Status (Dropdown Menu)	Immigration Status	Veteran (Dropdown Menu)	Classification (Dropdown Menu)	Insurance status (ACA info, Medi-Cal)	Food (In)security Status	Physical Disability Status	Date of Phys Disability Status	Mental Disability Status	Date of Mental Disability Status	CAIS Risk Level (Dropdown Menu)	BHS Risk Level (Dropdown Menu)	# of Children under 18
Single Married Domestic partnership Separated Divorced Widowed		Yes No Reason for discharge	PRCS 1170(h) 1170 (h) MS Parole revocation		Yes No	Yes No	Yes No	Yes No		Low Medium High	Low Medium High	





Table 3. Justice System, Part 1

PROBATION DEPARTMENT																
Identifier	Supervision Start Date	Supervision End Date	Offense Statutory Code	Offense Description	Name of Probation Officer Assigned	Date of Contacts	Type of Contact	Closure Date	Reason for Closure (Dropdown Menu)	Date of Flash Incarceration	Reason for Flash	Date of Release for Flash	Reason for Warrant	Date of Violation	Type of Violation	Result of Violation
							Phone Call Office Visit Home Visit		Transfer Out of County Fail to Contact Absconded Successful completion Death							





Table 4. Justice System, Part 2

SHERIFF'S OFFICE										
Booking Date	Facility of custody	Release Date	Transfer In or Transfer Out	Reason for Release (Dropdown Menu)	In-Custody Classification (Dropdown Menu)	Custody Alternative	Date of Re-arrest	Date of Re-arrest	Date of Re-arrest	Release
				Complete Time Served Out of County Transfer Other:	1170H Jail 1170H Split 1170H Jail/Split Combo PRCS Flash PRCS Revocation CDC New Commit CDC Parole Holds Only Revocation Sentenced Parole Holds w/Charges Probation Holds Only Probation Holds w/Charges					

Table 5. Justice System, Part 3

Law and Justice Information System (DA, PD, Court)															
Case Number	Date of Revocation Hearing	Type of Revocation	Result of Revocation	Length of Stay for Revocation	Conviction Date	Earliest Known Conviction Date	Number of Convictions	Conviction Codes	Sentence	Probation Conditions	Court Supervision End Date	Other			
												Age at First conviction	Gang Affiliation	ICE Contact	





Table 6. Education

Identifier	Highest Educational Level Completed (Dropdown Menu)	Name of Institution Where Obtained Highest Level	Date Obtained Highest Level	Date of Referral	Provider (Dropdown Menu)	In-Custody/No Enrollment	Date of Enrollment	Type of Services (Dropdown Menu)	Date of Completion
	Middle School High School GED Certificate Program Some College Associate Degree Bachelor Degree or Higher							GED Adult Literacy High School Diploma Program ESL Aptitude Testing Career Counseling Vocational Education Creation of Education Portfolio Application Assistance for Higher Education/Trade School Apprenticeship	





Table 7. Employment

Identifier	Employment Status	Referral Date	Provider (Dropdown Menu)	Date of Enrollment	Date of Completion	Type of Services	Date of Job Placement	Type of Job Placement	Hourly Wage
	Unemployed					Job Readiness: Job application assistance, Resume Writing, Interview Skill, Work Etiquette, Coaching Computer/Keyboard Proficiency Job Search Job Placement Paid On-the-Job Alternative Employment: day work Financial Literacy Tattoo Removal			
	Part-time								
	Full-time								





Table 8. Family Reunification

Identifier	Date of Referral	Provider	Date of Enrollment	Type of Services (Dropdown Menu)	Date of Completion	EHSD				OTHER			
						Date of Intake	Eligible	Reason for Denial (Dropdown Menu)	Date of Enrollment	Type of Services (Dropdown Menu)	Restraining Order	# of Children Under 18	# of Children in Home
				Parenting Class		Yes	Did not meet eligibility requirements	General Assistance	Yes				Yes
				Child Development Class Family Engagement Activities Child Support Compliance		No	Missing documents	CalFresh Medi-Cal Expansion CalWorks	No				No



Table 9. Health and Wellbeing, Part 1

Identifier	CUSTODY HEALTH SERVICES							MENTAL HEALTH SERVICES					
	Date of Medical Screening	Medical Condition	Psychiatric Diagnosis	Date of Treatment Plan	Type of Services	Date of Services Received	Reason for Clinic Visit	Date of Assessment	Date of Referral	Provider (Dropdown Menu)	Date of Enrollment	Type of Services (Dropdown Menu)	Date of Completion
					Sick Call Clinic Services Dental Mental Health Diagnostic Study Emergency Services Medication Psychiatric Medication							1-on-1 Group Psychiatric Medication	

Table 10. Health and Wellbeing, Part 2

SUBSTANCE ABUSE SERVICES										CBOS			
Date of Assessment	Date of Referral	Provider (Dropdown Menu)	Date of Enrollment	Type of Services (Dropdown Menu)	Successful Completion?	Date of Completion	CBT Classes (Dropdown)	Date of Referral	Date of Enrollment	Type of Services	Successful Completion?	Date of Completion	
					Yes No								





Table 11. Housing

Identifier	Provider	Housing Status (Dropdown Menu)	Date of Referral	Date of Intake	Eligibility (Dropdown Menu)	Reason for Denial (Dropdown Menu)	Date on Waitlist	Date of Enrollment	Type of Housing Program (Dropdown Menu)	Date of Completion	Date of Renewal
		Homeless			Yes	Did not meet program criteria					
		Shelter			No	Unable to secure lease within 90 days					
		Transitional Housing Unit (THU)				Did not complete paperwork					
		Sober Living Environment (SLE)									
		Motel									
		Unstable									
		Stable									
		Traditional									
		Out of County									
		Unknown									





Table 12. Legal Services

Identifier	Date of Referral	Date of Intake	Date of Services Received	Provider (Dropdown Menu)	Type of Services (Dropdown Menu)	Date of Completion
				Bay Area Legal Aid Public Defender's Office Rubicon	Expungement Services Driver's License Residency Assistance Consolidation of Fees & Restitution Financial assistance Family Reunification assistance	

Table 13. Transportation Assistance

Identifier	Date of Service	Provider (Dropdown Menu)	Type of Services (Dropdown Menu)
			Bus Pass Bus Tokens

Table 14. Other Supportive Services

Identifier	Date of Service	Provider (Dropdown Menu)	Type of Services (Dropdown Menu)





**AB 109 Reentry Resource Services
Contra Costa County**

**Proposed Plan for an East & Central
Networked System of Services for
Returning Citizens**

Prepared for:

Contra Costa County Administrator, CCP, PPC, and Board of Supervisors

Prepared by:

Keith and Iris Archuleta, Emerald HPC International, LLC



February 3, 2014

Introduction

Imagine that Matthew is being represented by the Public Defender's office related to an AB 109 offense and is facing 6 months of jail time. As a part of pre-sentence conferences, Matthew is introduced to John, a trained *Mentor/Navigator*, who along with the Public Defender and Probation Department determine that upon release Matthew will need housing and a job.

Matthew had worked at Jiffy Lube before he lost his job on a theft charge years ago. He is now facing an unrelated charge and mentions to his *Mentor/Navigator* that he'd really like to go into the oil and lube business for himself at some point, but just hopes to get a job upon release from jail.

After meeting with Matthew, John contacts Brighter Beginnings about Matthew and informs them that he will be mentoring Matthew and that in discussions with him, he'd mentioned that he'd like to have his own business one day, and that in the past Matthew had worked for Jiffy Lube.

The *Network* point person for Brighter Beginnings works with the Public Defender to set up a meeting with Matthew and John and tells him about the REAL Leadership and Kennedy Entrepreneurial Program partnership and offers to pre-register him so that he is able to get connected once he has been sentenced. Matthew agrees, and once his sentence begins, he joins the next available REAL class.

Once Mathew starts class, John goes to work looking into other service options for Matthew. He contacts Prepare My Sheep training and employment program and gives them a heads up that Matthew is attending the REAL Leadership program and has an interest in starting his own oil and lube business upon release. John also contacts Men and Women of Purpose and informs them that Matthew will need the assistance of the *Employment/Education Service Team* pre-release, so that he has all of his documents in case he decides to continue on from the REAL program into the Kennedy Entrepreneurial program.

Finally John contacts the Dream Center because Matthew will be returning to East County and will need a minimum of a year to finish his oil and lube training with Prepare My Sheep and secure employment, while completing the entrepreneurial program at Kennedy.

John keeps track of all referrals, discussions, and actions taken on Matthew's behalf. He is in regular communication with Matthew, documenting his progress with his pre-release classes, and turning in regular reports to his supervisor who then forwards copies to the *Field Operations Coordinator*.

Prior to release, Men and Women of Purpose has helped Matthew with his employment documents and sent a PDF copy to the *Field Operations Coordinator* on Mathew's behalf.

Upon release, John picks Matthew up from the county jail and drives him to a temporary housing location in the *Network*. John has already set up a meeting for John and Matthew to meet with the *Field Operations Coordinator* and the *Network* point persons at the Dream Center and Prepare My Sheep.

The following week the meeting is held at the Dream Center, and Mathew's pre-release success is discussed. Matthew has decided that he is not quite ready to be a business owner, but is really interested in getting trained to do oil and lube work. It is decided that Matthew will move into the Dream Center for a minimum of one year and take advantage of some of the counseling and support services they offer residents while he attends oil and lube training with Prepare My Sheep.

Because of the *Employment/Education Service Team*, Prepare My Sheep is able to contact Goodwill Industries and set up an appointment for Matthew to discuss transitional employment with them. Prior to his meeting with the Goodwill point person for the *Network*, they contact the *Field Operations Coordinator* and request copies of Matthew's employment documents which the *Field Operations Coordinator* is able to forward immediately because prior to his release, Matthew signed a release allowing Men and Women of Purpose to collect and forward the documents to the *Field Operations Coordinator*.

After 3 months in the oil and lube training program Mathew is certified and hired by one of the Prepare My Sheep's partners.

Matthew met the Antioch Police Chief at one of the community meetings held for returned citizens after his release. He'd met the Antioch AB 109 Officer during a triage team presentation while he was still incarcerated. So when John invited Matthew to attend the community meeting, he did.

John was able to meet other returned citizens and share his success with the *Network*. He inspired others to connect post-release. Information on how to connect with the *Field Operations Coordinator* and get involved with the *Network* was shared. Some of the men and women hearing about the pre- and post-release opportunities contacted friends still incarcerated and encouraged them to get in touch with the pre-release teams.

This is a picture of what hope looks like. Hope can and will lead to successful reintegration and a new life for many returning citizens, a reduction in recidivism in our county's justice system, and safer communities for our loved ones and kids.

A ***networked system of services for returning citizens*** is a win-win for the entire community and will pay dividends for generations to come.

Table of Contents

Introduction	2
Executive Summary	5
Planning Approach and Process	
Conceptual Framework Design and Operating Principles	
An Aspiration	
Operationalizing the Conceptual Framework	
Assessment, Accountability, and Sustainability	
A Final Thought on the Process	
The Plan	13
Mission and Vision	
Guiding Principles of the Networked System of Services	
A Unique and Historic Opportunity	
Ground Floor: Collaboration Network	15
“No Wrong Door” Network	
Faith-Based and Other Engagement Sites	
Service Teams: Mentor/Navigators; Family Reunification, Housing, Employment and Education, Leadership and Entrepreneurialism, Women’s Services, and Services for Returned Citizens with Children	
Field Operations	36
Field Mobility	
Triage Coordination	
Communications	
Management System	39
Governance	
Network Manager	
Field Operations Coordinators	
Network Administrative/Operations Assistant	
Database Administrator	
Referral Process	44
Pre-Sentence Referrals	
Pre-Release Referrals	
In Jail Presentation Sign-ups	
Post-Release Referrals	
Triage Referrals	
Getting the Word Out	46
Training, Training, and More Training	47
Mentor/Navigator Training	
Pre-Release Employment and Education Team Training	
Police Training	
Comprehensive Network Training	
A Final Thought on the Importance of Training	
Assessment	49
Appendices Index	51
Implementation Budget and Budget Narrative	
MOU Template	
Final Report on Meetings with Stakeholders/Planning Teams	
Sole Source Justification	
A Final Thought on the Plan	51

Executive Summary

First, we'd like to thank everyone who has participated in and contributed valuable time into this joint planning process for Central and East Contra Costa.

Over 80 stakeholders have been engaged on the core planning team since June of 2013, including representatives from the faith community, returned citizens, the Public Defender, the District Attorney's office, the Sheriff's Office, Police Chiefs and AB 109 Officers, Probation, County Mental Health, County Health Services Homeless Program, Workforce Development Board, higher education, nonprofit service providers, businesses and industry, and elected officials.

An even broader stakeholder group has been involved in interviews and informational sessions throughout the process, attended an update meeting in December at Los Medanos College, and will also be invited to a celebration in February at John F. Kennedy University after the submission of the final plan.

Planning Approach and Process

Emerald HPC International, LLC consultants, Keith and Iris Archuleta, were contracted in June 2013 to design and lead the planning process in both Central and East Contra Costa to create a coordinating hub for multiple resources and partners, providing local residents returning home from incarceration access to the resources, services and support they need to successfully reintegrate into the communities where they resided before incarceration.

Emerald utilized its HPC - *High Performing Communities Framework™* - to build, coach and train a core Planning Team, an Operational Planning team, and subject specific Workgroups in designing a strategy based on the use of best-practice models customized for East and Central Contra Costa demographics, with an emphasis on collaboration, accountability, sustainability, and effectiveness.

When utilizing HPC, it is important to note that collaborative relationship is distinguished from collective relationship in the following way:

We define a *collective* relationship as an aggregation of efforts where the parties are working towards a common goal, with an agreed upon core set of principals and values to which they have all contributed, but have no mutual accountabilities in the form of interlocking roles.

However, we define a *collaborative* as a group of entities and/or individuals, working together towards a common goal with mutual accountability to one another in the form of interlocking roles to accomplish a single mutually agreed upon outcome or set of outcomes.

In order to build true collaboration, a case must first be made that one is needed. This requires an initial period of exploration, fact-finding, and issue identification.

It is important to note that Emerald defines an *issue* as a root cause of a problem. An issue is commonly seen as being synonymous with a problem. However, we see an issue as a root cause, and fundamental to identifying solutions to problems and validating the appropriate replication of best practices.

This is a critical distinction, since not all best practices are replicable; the root causes of their success will not necessarily be present and relevant to the issues identified in the particular planning context. For example, a problem can be commonly shared in several different communities, but the root causes (issues) related to that problem can be significantly different in particular communities and require different approaches to resolving them.

The first and second stages of the Emerald HPC planning process - *Fact-Finding, and Issue Identification* - were conducted in June and July of 2013. During these stages, Emerald conducted over 60 interviews and dozens of informational meetings with all levels of law enforcement, city management, county governance, returned citizens, average citizens, labor, industry, education, community organizations, and faith representatives. We also provided several presentations to community groups and service clubs to bring down the fear-based thinking, noise, and misconceptions about AB 109 reentry and to build community understanding, buy-in, and support of the reentry service planning process.

The third stage of the planning process - *Research, Best Practice Evaluation, and Comparative Model Analysis* - took place in August. Emerald studied more than 30 best practice models throughout California, the US, and Northern Ireland and reviewed the County's March 20, 2011 reentry strategic plan developed by the Contra Costa County Reentry Planning Initiative and compiled by Urban Strategies.

From our years of work designing and leading collaborative community initiatives, we understood the importance of building a team and training them so that, as we explored options, we could operate from a common set of principals, a common language, and an agreed upon methodology for building a strategy.

Therefore, in August 2013, Emerald also conducted a full-day training in the HPC planning framework with 44 members of the core Planning Team representing county agencies, elected officials, service providers, returned citizens, and law enforcement working together to learn a common language and set of tools related to team building, collaboration, fact finding, and analysis. Keith and Iris Archuleta of Emerald, Retired Police Chief James Hyde of D-Prep Consulting, and Vernon Williams III of The Williams Group conducted the training.

Through this process, a deep consensus emerged throughout Central and East Contra Costa that a networked system of service provision with multiple "no-wrong door" sites, as opposed to a single-site approach, would be best for East and Central county. It was agreed that the regions are too large geographically to expect returning citizens to have to rely on a single site approach in East or Central.

Conceptual Framework Design and Operating Principles

During the fourth stage of the planning process - *Model Design* - from September 2013 through November 2013, we focused on designing a conceptual framework, assessing network scale, and determining mission, strategic vision, and goals.

Further, we spent time with the Planning Team designing service delivery and integration, core services, and resource and systems alignment.

Based on input from dozens of stakeholders, extensive research on best practices, and an analysis of the key issues, opportunities, and gaps in the reentry service system, a conceptual framework was crafted.

The conceptual framework was a learning model that allowed the planning team to:

- Proceed together with a coherent process for exploring service design
- Delve into design issues by answering the “how” questions
- Explore alignment of current services and approaches with long-term, sustainable service design – including lessons learned from challenges and successes of current service and referral processes and best practices gleaned from research and analysis of various models and approaches
- Build out each area of the framework utilizing the expertise of the team
- Connect stakeholders responsible for various parts of the framework
- Build the elements of the plan and required deliverables

Working with a smaller Operations Team and several subgroups, we were then able to solicit deeper input on and review of the key elements of the service plan framework, including *Governance, Management, and Operations*.

Central ***Operating Principles*** developed and then imbedded in the framework include:

- a. An understanding that returned citizens should be reintegrated and restored into community - the heartbeat of this plan.
- b. Best practice tells us that highly trained volunteer mentor/navigators who are able to walk alongside returned citizens for the first few critical months is important. Therefore the plan includes an emphasis on recruiting, training, and supervising the placement and ongoing role of volunteers, which will include many from the faith community and men and women who have successfully reintegrated and want to help others do the same.
- c. Best practice also tells us that in areas where law enforcement works in partnership with volunteers and the faith community, recidivism is significantly lower because the focus of law enforcement includes partnership and restorative justice.

Therefore the plan includes the integration of the three police departments in East and Central Contra Costa that are staffed with AB 109 officers as a critical piece of the support network that will help redefine traditionally adversarial relationships between returned citizens and law enforcement and promote a process whereby police are trained and committed to joining other key community institutions in a genuine effort to assist with restoration.

d. We understand from more than 20 years of planning that real collaboration is critical. Effective collaboration requires that interlocking responsibilities must be well crafted and memorialized in writing.

Memorializing interlocking responsibilities in the context of this plan means two things:

First, in the body of this document we have detailed the agreed upon commitments, duties and relationships. Second, if the plan is approved, these details will need to be further memorialized in binding Memoranda of Understanding (MOUs) and signed by each service provider and a person with authority to bind the County.

Therefore, we have spelled out management roles and responsibilities in this document and assigned responsibility to the Network Manager for detailing the final MOUs, obtaining final approval, and signing them along with the Chief Probation Officer.

As planners, we do not have the authority to finalize these MOUs because to do so would imply, and mislead service providers into thinking, that we are entering into an agreement with them on behalf of the County. In fact, we only have the power to recommend a fact-base case for entering into the agreements that are critical to the success of the planned initiative.

Effective collaboration is the cornerstone of this plan.

Other experts agree. For example, Caneel Fraser, Esq., Senior Policy Analyst, Urban Peace of the Advancement Project said, “effective collaboration is a key policy and framework for successfully reducing recidivism.”

Wendy Still, San Francisco Chief Probation Officer said, “strong collaboration is important to maximizing capacity and resources,” and that collaboration must include both public and private partners.

Adam Christianson, Stanislaus County Sheriff-Coroner said that he has “gone from being against realignment to becoming an advocate for it because of strengthened partnerships developed through respectful dialogue among partners and that kind of collaboration is critical.” He went on to say, “mutually respectful collaboration creates support for realignment and community based collaboration is key.”

Further, Javier Aquirre, Santa Clara County Director of Reentry Services, said that, like our plan, their strategic plan “is based on collaboration and the use of innovation to create effective diversion strategies.”

Kenyatta Leal of Centerforce and a returned citizen said that community based collaboration forces “returned citizens to connect with community” and that returned citizens are “more likely to respect community if they feel a part of it.”

He also said that collaboration “is a basis for real engagement, real wrap-around, and real jobs,” and gives a returned citizen “a sense of self-worth that is a diversion from crime.”

Moreover, Arnold Perkins, of Ijichi, Perkins and Associates and former Director of the Alameda County Public Health Department, on the subject of working with returned citizens dealing with trauma as a root cause of criminal behavior, said that “collaboration that includes housing, treatment, and services is a huge factor in creating stability and reducing trauma.”

An Aspiration

This plan puts forth an overarching aspiration for Contra Costa County:

To be widely recognized as having a highly professionalized and sustainable collaborative system of reentry service provision; resulting in an above-average reduction in recidivism, marked increase in public-safety, successful family reunification, and new pathways to living whole, healthy and productive lives for returning citizens.

This strategic vision reflects both the County’s commitment to sustainable innovation and to effective collaboration with qualified external service providers including the faith community. Having an overarching aspiration for the County and this process is central to the collaborative theme of this plan.

Operationalizing the Conceptual Framework

During the fifth stage of the planning process – *Structural Detailing and Plan Completion* - we continued to operationalize the conceptual framework into a draft plan based on this strategic vision, Operating Principles, and best practices.

In order to do so, we met in December 2013 and January 2014 with small groups of stakeholders, including the Operations Team and several Workgroups, who have helped us address the crucial questions and issues related to current service levels, and what would be needed to raise service provider capacity, build effective collaboration, and ensure a cost effective and sustainable service network.

In December 2013, we began the process of confirming collaboration commitments from partners and service providers which are now described in this plan, drafting the framework for MOUs, exploring opportunities for securing additional resources, and developing budget recommendations.

We then crafted recommended governance and management structure, drafted contract job descriptions and skills assessment, and began to profile best-case contracting scenarios.

We also researched and established training needs, priorities and best practice training opportunities for: law enforcement, mentor navigators, family reunification service providers with a youth-in-the-home focus, and contracted staff.

Assessment, Accountability, and Sustainability

In completing the plan, we have explored, researched, and outlined practices, methods, and indicators related to outcome measures that will ensure the right levels of service capacity and accountability; appropriately evaluate the implementation of the interlocking responsibilities of collaborative partners and their mutual impact on recidivism reduction; and assess the success of family reunification and reintegrating returned citizens into community.

Additionally, this planning process has resulted in a sustainable service model that is in alignment with the Service Delivery Model developed by the CCP and is in keeping with the goals established by the *Contra Costa Reentry Strategic Plan*.

This planning process has:

- Utilized a holistic, systemic, and inclusive approach to build an effective collaboration representing support and involvement of state and local government stakeholders, justice, community organizations, mental health and substance abuse treatment services, education, housing, employment, advocates, returned citizen, victims, and community members;
- Incorporated strategies that draw on evidenced-based approaches and practices;
- Developed a service model that can be accessed by returned citizens through the use of evidence-based tools;
- Taken into account the needs of geographic areas from which a disproportionate number of returned citizens are drawn and return;
- Incorporated the use of assessment and case management tools targeting continuous reentry planning, beginning at the point of admission into the criminal justice system, and working through pre- and post-release;
- Developed an innovative approach to utilizing volunteer mentor/navigators to increase access to housing, drug treatment, medical care, transitional employment, job training and placement, educational services, cognitive behavioral therapy and/or other services essential to reentry;
- Provided for assessment and evaluation of services and program delivery to determine effectiveness of programs and services provided; and
- Resulted in a service coordination plan with multiple entry points to an integrated system of care as a means to achieving the goals of reduction in crime, increased public protection, and a decrease in further victimization.

In the REQUEST FOR PROPOSALS (RFP) #1302-007 for this planning process, the County described a “coordinating hub for multiple resources and partners, providing local residents returning home from incarceration access to the resources, services and support they need to successfully reintegrate into the community.”

The RFP further indicated that this coordinating hub, which was referred to as a “Reentry Resource Center” would function as a centralized service and assessment center “emphasizing multi-disciplinary service coordination, service referral to community-based support, and collaborative case management” and could be co-located in existing facilities, could be a new facility, or could be a “network of facilities and/or providers” with services that could be co-located at one site or could be “part of a broader network of services located in neighborhoods most impacted by crime and reentry.”

In fact, we are proposing a *Networked System of Services* to provide sustainable, centralized service and assessment emphasizing multi-disciplinary service coordination, service referral to community-based support, and collaborative case management.

The Network will coordinate multiple existing resources and partners, providing local residents returning home from incarceration multiple points of entry and access to the resources, services and support they need to successfully reintegrate into the community.

A Final Thought on the Process

At the end of the August 2013 *HPC Framework* training, the team was asked to give one word or phrase that described how they were feeling about moving forward.

The word tag on the next page captures the enthusiasm and commitment of the team expressed that day. That enthusiasm and commitment has remained and grown throughout the process.



Now, this process has culminated into the plan we bring before you for your consideration and hopefully your approval.

As You Read This Plan

As you read through the plan step by step, please note that you are reading a document that is somewhat compartmentalized and linear by necessity. It is our experience that when stakeholders read strategic plans, operational questions naturally come to mind.

We ask that you read through the components assured that we will walk you through all the specifics. So, when you ask yourself, “but how will that work?” or “who will do that?” or “what does that mean for the returned citizen?” or similar questions, know that these questions will likely be answered in detail by the time you have finished reading the plan in its entirety.

It has been our job to connect the dots and build a realistic service system and navigation process, and it has been an honor to do so. It has also been an amazing and transformative process for us, and hopefully all of those who have been on this journey with us.

We look forward to our County’s success and to the success of those returning to their communities!

So with that said, let’s move into the plan...

The Plan

According to the County's projections, 88% of all returned citizens coming back to East County will reside in Antioch, Pittsburg, and Bay Point. This however does not preclude us from identifying locations in Brentwood and Oakley as well.

The projections also tell us that 80% of all returned citizens coming back to Central County will reside in Concord and Martinez. Again, this does not preclude us from identifying locations in Walnut Creek and other areas in Central County.

As of January 16, 2014, 47% of all returned citizens coming back to Contra Costa returned to the East region, with 82 returning to Antioch, 46 to Pittsburg, 25 to Bay Point, 18 to Brentwood, and 17 to Oakley, for a total of **188** individuals.

Also, 24% returned to the Central region, with 43 returning to Concord and 24 to Martinez, for a total of **67** individuals.

Finally, 25% returned to the West region, with 55 returning to Richmond and 21 to San Pablo, for a total of **76** individuals.

This means that, of the **9** cities in Contra Costa County with the highest number of AB-109 returned citizens, **5 of the 9** are in East County and **2** are in Central with a total of **255** individuals in these East and Central cities.

Therefore, the scope of this East and Central plan must accommodate 7 of the 9 most heavily impacted cities in the County.

Mission

The Networked System of Services in East and Central Contra Costa will provide a "No Wrong Door" service mechanism to help returned citizens succeed in reintegrating into the communities where they resided before incarceration, consequently leading to a significantly reduced recidivism rate, increased public safety, and healthy family reunification.

Vision

That the Networked System of Services in East and Central Contra Costa will contribute to Contra Costa County being widely recognized as having a highly professionalized and sustainable collaborative system of reentry service provision; resulting in an above-average reduction in recidivism, marked increase in public-safety, successful family reunification, and new pathways to living whole, healthy and productive lives for returned citizens.

Guiding Principles of the Networked System of Services

1. We value returned citizens and ensure they are reintegrated and restored into community.
2. We support highly trained community volunteer mentor/navigators who connect with returned citizens and increase their access to needed services.
3. We facilitate and invest in collaboration that is effective, accountable, and meets the needs of returned citizens and the community.
4. We foster accountability and personal responsibility for returned citizens in getting back on the path to a healthy, law-abiding, and productive life.
5. We hold agencies, service providers, and community volunteers accountable for their actions and help them work collaboratively to improve their services to returned citizens.
6. We build upon community assets by utilizing existing resources efficiently, connecting multiple services seamlessly; providing training to build capacity; measuring performance to ensure impact; and fostering community ownership and commitment to ensure sustainability.
7. We recognize that reentry starts when an offender is initially incarcerated and ends when the returned citizen has been successfully reintegrated and restored in his or her community.

A Unique and Historic Opportunity:

One widely discussed and highly effective strategy for reducing recidivism is the Texas Rio Initiative. Due to the close proximity of Texas prisons to the communities where prisoners resided at the time of their arrest and conviction, the relationships between prisoners and their families is able to remain relatively intact. This has helped local workforce agencies and employers, faith-based organizations, and nonprofit organizations partner to make successful reentry more likely.

Yet, it has been virtually impossible to replicate the Texas Rio model because California prisons are remote and not in proximity to the communities where prisoners resided at the time of their arrest and conviction. This critical component of the Texas Rio Initiative's success has not been applicable in California.

However, now with the launch of California Realignment, we have a unique opportunity to replicate some of RIO and other highly successful strategies for reducing recidivism because, by transferring the responsibility for housing AB-109 offenders to counties, we have in essence created local prisons, which in turn create new opportunities for impactful collaboration.

The East and Central Contra Costa regional plan for a Networked System of Services includes: the *Ground Floor Collaboration Network, Field Operations, and Management System.*

Ground Floor: Collaboration Network

“No Wrong Door” Network

We have dubbed the ground floor Collaboration Network - “No Wrong Door” (NWD) - because this foundational element of the plan has multiple entry points and varied opportunities for engagement that are being made available to returned citizens.



The Collaboration Network is made up of multiple entry points where returned citizens are able to get information about and access to services, get connected to a supportive Mentor/Navigator, and/or set up an appointment with a Field Operations Coordinator.

We realized early on in the process that a plan for a networked system of services would require spending time assessing the feasibility of, identifying, and partnering with multiple sites and agencies in East and Central Contra Costa.

The response has been exciting, and the commitment and enthusiasm displayed by potential partners and service providers has been outstanding - a true testament to the region’s unique willingness to come together and achieve common goals.

Collaboration Network Components

The Network will rely heavily upon these 2 components:

- 1. Faith-Based and Other Organizations as “No Wrong Door” (NWD) Sites**
- 2. Service Teams, Including Volunteer Mentor/Navigators**

It is commonly known that easy-to-access information about programs and services, employment, housing, transportation and mentoring are included on every best practice list.

However, there are certain qualities, standards and factors that increase the likelihood of success in these areas.

Therefore, before going into the specifics of this plan’s response to those needs, we will briefly discuss some of the factors we believe will make the plan particularly impactful.

Faith-Based and Other Organizations Willing to Serve as “No Wrong Door” (NWD) Engagement Sites

Having physical sites, located in areas that are easily accessible, especially in areas where concentrations of returned citizens are projected to be high, is very important.

Yet, sustainability requires that we be prudent in how we identify these locations, understanding that there is not now, nor is it likely that there ever will be, enough money in the County’s budget to set up and staff multiple sites throughout the East and Central County region.

Therefore, we have explored how to best utilize and leverage the tremendous assets that already exist in communities both in East and Central Contra Costa.

When studying best practice efforts in other counties and states, one broadly and consistently noted observation is that where the faith community is involved in the reentry strategy, recidivism is considerably lower.

In a 2007 webinar, the National Institute of Corrections reported: “Collaboration between faith-based organizations, community organizations, and corrections has proven to be a cost-effective way to meet agency needs and bring much needed services to offenders. This unique partnership also helps to promote social justice, reduce recidivism, and increase public safety.”

Further, in a 2008 report, *Moving Men into the Mainstream: Best Practices in Prisoner Reentry Assistance*, by Stephen Goldsmith & William B. Eimicke, the writers state:

“As a condition of parole, many ex-offenders are forbidden to associate with other ex-offenders, yet their tendency to return to neighborhoods with high concentrations of them makes compliance difficult. Furthermore, these communities often lack the resources, economic and otherwise, to reintegrate those who are returning. Injecting ex-offenders with religion and other forms of support helps inoculate them against the adverse circumstances of their lives after prison. In fact, inmates who report high levels of participation in religious programs and a strong belief in a supreme being are less likely to be rearrested.”

Two programs that the authors studied combine mentoring, often under religious auspices, with other services to provide offenders with the inspiration and confidence they need to succeed.

From the beginning, we have included the faith community in the planning process.

Representatives from the faith community attended our initial training and participated in our one-on-one meetings. In addition, we have held numerous presentations and discussions with over a dozen pastors at the monthly Contra Costa Interfaith Supporting Community Organization (CCISCO) Clergy Caucus.

Some of these faith leaders include pastors from His Presence Worship Center, Grace Bible Fellowship, Antioch Church Family, Golden Hills Community Outreach Center, Holy Rosary Catholic Church, St. John's Lutheran Church, International Christian Ministries, Family Worship Center, Church of God Holy, Saint George's Episcopal Church, St Ignatius Catholic Church, All Love Faith Church of God in Christ, First Congregational Church of Antioch, Community Presbyterian Church of Pittsburg, and the Interfaith Council of Contra Costa County.

In these meetings, we have asked the faith community to support the re-entry network in several ways.

First, we asked larger congregations with adequate space to make meeting rooms available for Probation meetings with returned citizens when meetings are with low and moderate risk offenders. *(Probation field mobility will be discussed in another section of this plan.)*

Further, we asked that they allow us to train their secretaries and office administrators on how to answer service inquiry calls or handle visits about the NWD Networked System of Services and how to make referrals to the Field Operations Coordinators. *(Field Operations Coordinators will be discussed later.)*

In addition, we requested that they carry Network information on their websites, and announce Mentor/Navigator volunteer training opportunities during congregational services, gatherings or meetings, and in their newsletters and bulletins.

The Network will supply these locations with brochures that include resources and options offered through the Network as well as information about County Mental Health services available to the general population through a hotline.

These services include a screening, financial assessment, 6 months of basic healthcare benefits, and expedited benefits where mental health is at issue.

Participating organizations will be listed as NWD sites on the Network's website and Facebook page.

In addition to our talks with faith organizations, some of which are already providers of housing and services for returned citizens in East County – described later in the plan, we have also engaged service providers with offices in East and Central County who have agreed to participate in the Network.

For example, the Network has established a formal relationship with the LINC collaborative (Local Integrated Networks of Care) in Central County and has been in discussion with Danielle Roundtree of Independent Living Resources in Concord.

The LINC Collaborative is made up of a number of organizations that will act as NWD sites in Central County along with faith-based organizations, which the Field Operations Coordinator in the Central County region will continue to develop.

The LINC Coordinator will work in partnership with the Field Operations Coordinator in Central County to cross-refer AB 109 returned citizens in the region to housing and services, with ultimate coordination responsibility for AB 109 clients and other returning citizens resting with the Field Operations Coordinator.

The LINC Collaborative includes: JFK University Community Counseling Centers, County Health Services Homeless Program, Concord Chamber of Commerce Michael Chavez Center, SHELTER, Inc., Monument Crisis Center, Wellness City Challenge, Planting for the Future Foundation, Food Bank of Contra Costa and Solano, Central County Homeless Outreach Program, among others.

During implementation of this plan, the Network Manager will work to further connect the Network to additional existing resources and services in East and Central Contra Costa. To be sustainable, the Network must work to continuously develop participating agencies and identify new agencies available to provide ongoing services.

For example, as part of the Network Education and Employment Team, the Workforce Development Board will help connect returning citizens to the EASTBAY Works One-Stops that provide assistance with employment and vocational training at sites in Concord, Antioch, and Brentwood.

Other possible NWD sites for the Network include the SparkPoint Center in Bay Point, which brings together a full range of services, including coaches who help families create plans to set and achieve personal financial goals – from getting out of debt, to going back to school, or finding a job - and Anka Behavioral Health centers in Antioch and Concord, which offer services to adults and children who are mentally ill, homeless, have substance abuse issues, or are involved in the criminal justice system.

Once the plan is approved, the Network Manager and the Network Team will develop MOUs and work out the details with these and many other organizations.

Together, the faith-based organizations and community based, nonprofit service providers who are willing to act as NWD sites create the foundation for a very powerful source of information, referrals, engagement, and support for returned citizens and the County. But this is only the beginning.

The Networked System of Services includes a very comprehensive strategy for critical service provision.

Service Teams:

Mentor/Navigators; Family Reunification, Housing, Employment and Education, Leadership and Entrepreneurialism, Women's Services, and Services for Returned Citizens with Children

Engagement in and mutual responsibility for successful transition back into community begins at the time a man or woman enters jail and continues through release and successful reintegration into community.

Effective and comprehensive assessment, pre-release orientation and introduction to a range of opportunities, and the assignment of a mentor/navigator who is armed with a mutually accountable plan and strategy for re-entry in hand are proven tools for success. This, coupled with Probation supervision and services through Behavioral Health, is a powerful combination.

During the planning process we have been able to identify partners and build the infrastructure for seven essential Service Teams. They are:

- **Mentor Navigators (Pre and Post Release)**
- **Family Reunification (Pre and Post Release)**
- **Housing**
- **Employment and Education**
- **Leadership and Entrepreneurialism**
- **Women's Services**
- **Services for Returned Citizens with Children**

The idea for creating service teams, as opposed to focusing on individual service providers, arose from discussions with providers who have been contracted with the County since July of 2013.

Many expressed concern about accomplishing their particular goals without the cooperation of other providers, and without clear programmatic direction.

After many discussions, we began to realize that there were unique strengths and competencies these organizations held that complimented not only each other, but a broader and more sustainable strategy for comprehensive wraparound services.

In fact, we uncovered what we think are areas of untapped passion within these organizations, and a genuine willingness to demonstrate a collaborative brilliance that is sustainable and cost effective.

It's important to note that service providers involved in the Collaboration Network system have agreed to having shared recidivism, retention and program completion goals, as well as interlocking responsibility for goal achievement. These goals and responsibilities will be memorialized in MOUs. A sample MOU template is attached as an addendum to this document.

Further, we are suggesting that performance based assessments be conducted that go beyond number of referrals and are based on collective client retention and successful transition, as well as effective partnerships with relevant county agencies and the ground floor Collaboration Network. The providers discussed in the plan have agreed to this approach.

Last, because of the unique structure of the initiative and the original nature of the roles each service provider is being asked and has agreed to play, we believe that there is a sole source justification for contracting with the service providers named herein. Attached as an appendix to this document are responses to the questions the County uses to assess the validity of a sole source request and substantiate its validity.

The following section will describe in detail the Service Teams listed above, including who the team members are, their specific roles, any required training, and how the roles are managed and integrated into the system.

At the end of the discussion of all seven teams, we will discuss Field Operations as a coordinating, support, accountability, and communications system for the Network, and the overall governance and management system for the Network.

1. Mentor/Navigators (Pre and Post Release) Service Teams

There is nothing new about the concept of using mentors/navigators to assist returned citizens with their transition back into family and community.

In fact experts like Caneel Fraser, Esq., Senior Policy Analyst, Urban Peace of the Advancement Project said, "volunteers can be utilized in the role of intervention workers."

Adam Christianson, Stanislaus County Sheriff-Coroner, says that there should in fact be recruitment and training for volunteers from among the reentrant population.

Edward J. Latessa, PhD, University of Cincinnati's School of Criminal Justice, cautions that volunteers must be adequately trained, stating, "good intentions and community credibility are not enough."

We agree with these statements, and have incorporated these observations and concerns into our thinking.

The role of the Mentor/Navigator will vary depending upon whether or not the assignment is made at pre-sentencing, after sentencing but pre-release, or at post-release, by Probation referral or through Field Operations engagement. However, one thing will remain constant, and that is there must be mutual accountability on the part of the mentor and the returning citizen.

Mentor/Navigators will not be trained to **do** what the returning citizen must learn to do for him/herself. The Mentor/Navigator is there to walk alongside the returning citizen and navigate him/her through the path of successful reentry.

Experts have had the following to say about this type of accountability:

Adam Christianson, Stanislaus County Sheriff-Coroner, said: “mutual accountability and support for victims are two areas that need more attention,” and that developing mentors from within the returning citizen community is important.

Michael Hamilton, business owner and returned citizen after 30 years of incarceration said, “accountability and understanding” how his actions affected others was important to helping him move forward.

Gary Scott, Program Director, K.I.D Cat Services at San Quentin, and returned citizen after 15 years incarcerated, said that “reentry starts on the inside and has to be based on accountability and acknowledging victims,” and that Insight Prison Services changed his life because while incarcerated he learned empathy for victims.

Kenyatta Leal of Centerforce, keynote speaker at Senator Hancock’s forum on reentry and reintegration, and a returned citizen after 19 years incarcerated, said that understanding how his crime impacted the lives of his victims and engaging in the “No More Tears” program while incarcerated changed his life.

Pre-Sentencing Assignment

A critical partner on the Mentor/Navigator Team is the Public Defender.

By partnering with the Office of the Public Defender, we have an opportunity to engage men and women during pre-sentencing and assign a Mentor/Navigator who is able to begin working on a re-entry strategy based on an assessment with the returning citizen before the beginning of incarceration or probation, depending on the sentence.

Attorneys from the Public Defender’s office will be present during the pairing of men and women with a Mentor/Navigator if one is assigned.

The Sheriff’s department will also play a key role on this team and will determine what the provisions and requirements for contact visits will be during incarceration.

We have learned from the Public Defender and her previous experience with this type of effective engagement, that actual contact visits are critical.

Based on the provisions and conditions set through negotiations between the Public Defender and Sheriff, an agreement will be reached and memorialized allowing Mentor/Navigators access to clients even in some cases where the Mentor/Navigator has had a felony conviction.

The Public Defender will lead the effort to train her attorneys as well as those in the District Attorney's office on this process. The Public Defender and the DA's office have demonstrated a strong common interest and willingness to work with one another in innovative strategies for reducing recidivism from the start.

This type of early engagement will have a significant and positive impact on street level engagement, and on returned citizens showing up for services and being consistent as they reenter society.

Accompanying the assignment of a Mentor/Navigator at pre-sentence is access to a number of critical services and processes for reintegration that will be discussed in other sections of the plan.

Pre-Release Assignment

One of the critical activities of the Field Operations Coordinator will be the monthly visit to the jails accompanied by the Network Manager, an AB 109 Officer, a member of the Volunteer Management Organization, and a Mentor/Navigator.

The purpose of the monthly visit is to educate the jail population on the Networked System of Services in detail, explain the network Service Teams and service opportunities, introduce them to the Mentor/Navigator system, and begin to build the relationships and create the trust and enthusiasm needed to generate interest and connection.

They will also set up forums where interested returning citizens can meet Mentor/Navigators, begin to develop strong pre-release relationships, and develop re-entry plans.

When and if the Field Operations Coordinator pairs a returning citizen with a Mentor/Navigator, the Mentor/Navigator will work with the returning citizen to identify the most relevant pre-release programs and begin the process of family reunification or other housing.

The Mentor/Navigator will be responsible for assisting the returning citizen in successfully navigating the transition of the reentry plan from pre-release to post-release with a goal of successful reintegration.

We know from Edward Latessa's research that breaks between pre-release and post-release programs have a negative impact on recidivism.

Therefore, since post-release is where returned citizens are forced to deal with real life, well-trained volunteers will work as much as possible with service providers to assist with seamless pre to post release transitions in order to reduce recidivism.

Post-Release Assignment

One of the reasons that a well-designed “No Wrong Door” networked system with multiple information and engagement sites is so critical, is that we must be able to attract and engage those returned citizens who have already reentered communities without a service/reentry plan.

Through active community outreach, spearheaded by the Field Operations Coordinators, returned citizens will have an opportunity to be matched with Mentor/Navigators and assisted with the development of a service plan, family reunification, housing, employment, and all the other Service Team opportunities available to returning citizens at pre-sentencing or pre-release.

Once the Network has engaged the returned citizen and assigned a Mentor/Navigator, the returned citizen will be rolled into the same tracking and accountability system as those engaged at pre-sentencing and pre-release.

Mentor/Navigator Recruitment

Volunteer recruitment efforts will be managed at the Field Operations level of the Network. One of the key responsibilities of the Field Operations Coordinator will be community outreach and recruitment. The Field Operations Coordinator will work with the Faith Community, Service Clubs, Service Providers, City Councils, and other organizations where presentations on the Network, volunteer opportunities within the Network, Mentor/Navigator qualifications, application and screening process, and other important details related to the role can be presented and discussed.

Mentor/Navigator Screening and Selection

Once potential volunteers have been identified, there will be an application and screening process, periodically scheduled and organized by the supervising agency, that includes an interview before a panel made up of the Field Operations Coordinator, a representative from Probation, a returned citizen, and an AB 109 Police Officer at a minimum.

That panel will recommend that an applicant be accepted or rejected for service based on an assessment of whether or not they demonstrate the time, maturity, right motive, and other specific factors the interview panel members agree on.

After applications are submitted, and before potential volunteers are invited to an interview, a background check will be conducted.

Given that, among others, some returned citizens may become mentors, the background check would exclude volunteers who are currently on probation or parole, have a history of violent crime, and/or are registered sex offenders, as each category would severely limit their access to a number of facilities and community sites and thereby limit their role as a Mentor/Navigator.

Mentor/Navigator Training

Once selected, a cohort of Mentor/Navigators will be required to attend the 40 consecutive hours of training, scheduled for access during or after work hours where appropriate, in the internationally recognized *Dialogue for Peaceful Change*, (DPC) methodology.

This training is being recommended because of its comprehensive curriculum dealing with self-assessment for volunteers, dynamics related to effective communication, suspending judgment and bias neutral engagement, family reunification, conflict resolution and mediation.

Volunteers are trained and certified in DPC in the context of the population they will serve. Therefore, work groups and scenarios will be customized for maximum relevance to the Mentor/Navigators.

This training is used all over the world to effectively train leaders, mentors and volunteers. DPC has been used to train over 300 individuals in East and Central County who volunteer or are intimately involved as a stakeholder in the award - winning and internationally recognized Youth Intervention Network. Among those trained have been Contra Costa County Juvenile Probation Officers, Antioch Police Chief and Officers, School Officials, and local citizens willing to volunteer to mentor youth and families where anti-social and violent behavior is an issue.

Recently, as a part of this planning process, representatives from Men and Women of Purpose and REACH: Rick Fortenberry and Edwina Santiago, along with recent reentrant, Roosevelt Terry, participated in a DPC training sponsored by the Youth Intervention Network in order to assess the impact and value of the training.

All agreed, as we do, that this is a power and impactful preparation for the role of Mentor/Navigator. Because of the DA's role with the Youth Intervention Network in Antioch, an ADA from the Juvenile Division was also involved in this training.

In 2010/2011, in order to significantly reduce the cost of DPC training, which for the first few years were conducted by trainers flying in from Northern Ireland and the Netherlands, the Youth Intervention Network was awarded a Keller Canyon grant to have DPC Founder, Colin Craig train local DPC trainers.

Vernon Williams III, Retired Antioch Police Chief James Hyde, and Lesia Bell completed the initial comprehensive DPC Training of the Trainers curriculum, and then conducted several US based trainings under the direct supervision of Colin Craig and DPC Coach Jaap van de Sar from the Netherlands.

Mandated overseas training under the same team of coaches followed their US based training. Once the trainees had accumulated enough approved hours of training under supervision, they received international licensing and certification to train.

As a result of this effort, we now have 3 internationally certified trainers here in Contra Costa to train and certify Mentor/Navigators.

We will recommend and encourage West County to also take advantage of this training opportunity for their volunteer base so that there is consistency across the county. This will make the training even more cost-effective by having combined cohorts.

In addition to the DPC training, Mentor/Navigators will also be cross-trained in the overall operations of the Network and on the other resources and opportunities provided by the rest of the Network Service Teams.

Mentor/Navigator Supervision

Understanding that the day-to-day management and support for volunteers is critical to the Network's success, we propose that an RFP be issued in order to attract and retain an agency that will provide supervision and oversight for Mentor/Navigators in both East and Central County.

This organization will need to have the capacity and experience needed to at a minimum:

- Participate in the screening and selection of volunteers
- Recommend the assignment of the best fit volunteer when there is a pre-sentence assignment
- In pre-release and post-release situations, make the assignment
- Have an organizational representative and a Mentor/Navigator accompany the Field Operations Team to the monthly jail visits for orientation on the Networked System of Services
- Oversee the reporting responsibilities assigned to the Mentor/Navigators
- Assess the need for additional training or removal of a Mentor Navigator
- Maintain case files managed by Mentor/Navigators and routinely send weekly updates to files that will be maintained by the Field Operations Coordinator
- Act as support for Mentor/Navigators
- Maintain performance files on Mentor/Navigators
- Perform other supervision duties as determined to be necessary

The managing agency will work with the Network Manager and Field Operations Team to develop goals related to the number of Mentor/Navigators needed and in which area, as well as recruitment, selection, training, supervision, support, and other procedures and policies.

In addition, they will develop a plan to ensure that Mentor/Navigators are provided ongoing professional development in areas specific to the role and will develop a system for monitoring the Mentor/Navigator's performance for quality and continuous improvement.

2. Family Reunification (Pre and Post Release)

Not all returning citizens will accept the support of a Mentor/Navigator, especially until word begins to reach inside the jails and on the street about the effectiveness and credibility, legitimacy, and reliability of the volunteer team. However, many will need family reunification assistance.

For those men and women who have been assigned a Mentor/Navigator, family reunification will have been identified as part of their reentry plan, and volunteers will have been trained and certified in a mediation process for assisting with reunification at pre and post release.

However, when there is no Mentor/Navigator, family reunification will happen with the assistance of trained family reunification volunteers. It is important to separate out how we designate volunteers to avoid burnout and preserve the nature of the relationships we are trying to develop between returned citizens and volunteers.

Family reunification efforts being conducted by Mentor/Navigator is a part of a holistic process of reentry and is based on the trust and involvement of someone who can make a long-term commitment to the family and the returned citizen.

This will help the returned citizen's family become more comfortable with and open to reunification because they will know that there is a plan in place and that the returned citizen will have hands-on, long-term support as he/she navigates that plan. The fact that Mentor/Navigator assignments are also gender specific adds another important dynamic to the relationship.

However, when family reunification requires extensive mediation, which it often will, the Mentor/Navigator has the option of requesting that the supervising agency conduct the mediation, or that two other DPC trained Mentor/Navigator be assigned from the pool for mediation purposes.

This is important because DPC trained mediators are able to be unaligned throughout a mediation process.

However, as a Mentor/Navigator, they are, by the nature of their role, able to be aligned as an advocate and mentor to the returned citizen to whom they are assigned. By assigning separate mediation teams, the Mentor/Navigator role is preserved as we meet the holistic needs of the family.

Ultimately decisions on how to assign teams for family reunification will be the purview of the supervising agency with the one exception that a Mentor/Navigator cannot participate in family reunification-based mediation when a member of the family is his/her mentee.

As with other volunteer case management, notes and status reports on the reunification process must be copied and forwarded to the Field Operations Coordinator. Also, the appropriate confidentiality agreements and indemnification documents related to mediation as a part of family reunification efforts must be signed and copies submitted to the Field Operations Coordinator.

3. Housing

Another critical Service Team is Housing. (The housing *referral* process will be discussed later in this document.)

Although the county is currently in contract with SHELTER Inc. to provide AB-109 housing across the county, we realized that housing in East County had been particularly difficult for SHELTER Inc. to cultivate, so we knew that we would need to help develop additional housing opportunities as a part of the planning process.

We have been successful in identifying and securing commitments for over 100 transitional housing opportunities through partnerships with Pastor Jonathan Gee, with the Brentwood New Life Dream Center (NLDC) and Pastor Israel Marrone, of the Regnum Group in Antioch.

These are exciting and unique opportunities because of the quality of housing, the level of respect these men both have with officials in the cities where they are placed, their professionalism, and the comprehensive wrap-around approach for engaging and working with men and women returning to community.

The Brentwood Dream Center is a faith-based organization that has, for 10 years, been serving Bay Area men, women, and their children who find themselves without food, clothing or shelter due to addiction or other challenging events in their lives. It began when Pastor Jonathan Gee and his wife opened their own home to men and women struggling with life controlling addictions. They then opened a men's home, taking in men from all walks of life: family men, business men, the streets, prison and more. Women's facilities soon followed.

Today they have a success rate of over 80% for those who graduate from a rigorous process of counseling, housing, skills training, and mentoring in a faith-based environment.

The success of the Dream Center has challenged them to grow and expand their capacity. For this reason, the Dream Center purchased the hotel pictured in the photo on the next page when the hotel went into bankruptcy in the city of Brentwood, got it financed, and are completing construction for a projected April 2014 completion.

New Life Dream Center



During the East and Central County AB-109 planning process, we convened a meeting at this location with the Workforce Development Board, Center for Human Development, Reach Fellowship, Rubicon, Goodwill, SHELTER Inc., Los Medanos College, and Brighter Beginnings.

There, we explored the potential for a long-term residential site in partnership with organizations able to provide critical employment, training, and education services.

From that, and subsequent follow-up meetings, the following commitments have developed:

- The Dream Center will have 100 beds, and although not all will be reserved for AB-109 returned citizens at least half will be prioritized for AB-109 returned citizens referred by the East and Central Network
- Pastor Gee is also looking into acquiring additional property that will allow him the ability to have separate housing for men and women.
- The Dream Center currently offers college credit courses in culinary arts. Los Medanos College and the Dream Center have expressed an interest in working together to explore additional options.
- Goodwill Industries is talking with the Dream Center about transitional employment for returned citizens housed there.
- Reach Fellowship will partner with the Dream Center on housing women served by Reach Fellowship.
- Brighter Beginnings is interested in working with the Dream Center on leadership training, and identifying AB-109 returned citizens housed there for the Kennedy project.
- SHELTER Inc. has met with Pastor Gee on several occasions and expressed an interest in leasing beds for AB-109 returned citizens at the Brentwood site. Talks are pending completion of construction at the site in April

We have also worked extensively with Pastor Israel Marrone of the Regnum Group and associated ministry leaders. Antioch Mayor Wade Harper, City Councilwoman Mary Rocha, and CCP/CAB member Willie Moffett introduced Bishop Marrone to the planning process in August 2013.

At the end of a tour of the large Delta Fair complex we were excited about the treatment and housing opportunities, as well as the fact that Brighter Beginnings had already secured office space there. Since then Reach Fellowship has also moved into the complex.

Pastor Marrone is willing to designate up to 50 beds for women returned citizens and 25 for men. He is also willing to work with the Network to make program and training space available, and to offer reasonable rental opportunities for service providers interested in serving returned citizens through the Network.

During implementation, the Field Operations Coordinator and Network Manager would continue to work with Pastor Gee and Marrone in working out the details of their agreements as well as to identify additional housing opportunities.

4. Employment and Education

One thing became very apparent during our early research and in discussions with the planning team. Not all returned citizens will need employment assistance upon return to their communities, but for those who will, it needs to be immediate, and simultaneously tracked with long-term future opportunities for success.

The Employment and Education Team has met regularly to discuss and design a process for working together that can have broad impact in the East and Central County region, and this process also has the potential to inform and support the employment efforts in West as well.

The team is comprised of the County Workforce Development Board, Los Medanos College, Goodwill Industries, Wells Fargo Bank, Prepare My Sheep, Men and Women of Purpose, and Reach Fellowship.

Recent discussions with Rubicon Executive Director Jane Fischberg and Chief Program Officer Rob Hope have given us optimism, and reason to believe, that we will be able to align some of Rubicon's efforts in East County with the Employment and Education Service Team. During our discussions, we identified a niche within the Network for Rubicon in the area of Returning Citizens with Children and will provide details later in this document.

Pre-Release Employment and Education Activity

It is important that there be consistent and on-going training for inmates related to their employability after release, coupled with hands on assistance with employment document accumulation, fulfilling selective service requirements, identifying transitional employment, preparing for Workforce Development Board One-Stop services, and preparation for education and small business development opportunities.

As with the highly acclaimed Texas RIO project, and similar programs across the country, The National Institute of Justice states:

“If inmates can find a decent job as soon as possible after release, they are less likely to return to a life of crime and prison.”

Project RIO and other successful strategies from across the country have informed our strong confidence in the ability to build a system that not only prepares inmates for more successful job search post-release, but that is able to actually place returning citizens into jobs pre-release.

To achieve this level of preparation and success, the following potential agreements and related projected expenses have been negotiated and included in the implementation budget for the East and Central County regions.

1. Workforce Development Board and Los Medanos College

Donna Van Wert, Workforce Development Board (WDB) One-Stops Administrator, and David Wahl, Los Medanos College (LMC) CTE Workforce Development Manager, have worked diligently through the planning process to understand each other’s priorities, requirements, overlapping issues, and barriers to serving the reentry population. They are also working together to create complementary training curriculum for pre and post release engagement.

LMC has expanded its capacity for working with returned citizens. College leaders realize that the processes for education planning, admission orientations, math and English placement tests, and assessments are complicated and require help to navigate. Although Mentor/Navigators will be trained to assist returned citizens navigate education prospects, LMC is considering bringing on a Community Education Partnership Liaison to work directly with the Network. This person will also assist with WIA eligibility.

David Wahl will be reaching out to his counter-part at Diablo Valley College (DVC) to assist with replication of the practices that are being developed at Los Medanos.

There is also an expectation that Network management will ensure that alignment between LMC and the WDB One Stops in East are mirrored between DVC and the WDB One Stop in Central.

The Workforce Development Board (WDB) offers *Universal* assistance for returned citizens who are self-sufficient and job-ready. For these clients they primarily offer the use of computer and helpful workshops and there is no pre-screening required. The Employment/Education Assessment and Prep Team will assess self-sufficiency for *Universal* services at pre-release so that the appropriate referral can be made.

Returned citizens assessed to be in need of *Intensive* services can potentially qualify for money for training but must have all their work eligibility documents.

Returned citizens will work with the Employment/Education Assessment and Prep Team pre-release to ensure that they have a drivers license, social security card, I-9 Visa, and other employment documents, as well as confirmation of selective service registration, or waiver.

These documents will be copied, converted into a PDF, and a copy forwarded to the Field Operations Coordinator who covers the region where the returned citizen will reside.

Returned citizens enrolled in the WDB's *Intensive* program will be eligible for assistance with putting together a resume, computer training workshops, truck driver training, assistance with getting a drivers license, employment related transportation, and books for school. Direct funding for school is also available, but the WDB will ask that participants first apply for PELL grants. To receive a PELL grant, a returned citizen must have at least a GED. If they do not, they may apply for WIA funds.

Contra Costa County Adult Education is a WDB partner and can assist with both pre-release and post-release GED attainment. It will be the role of the Employment/Education Assessment and Prep Team to get as much of this done pre-release as is possible.

As key components of the MOUs to be drafted for the Employment and Education Team members, the WDB and LMC will be asked to act as Trainer of Trainers, that is, to provide training to designated Employment and Education point persons with Men and Women of Purpose, Reach Fellowship and Brighter Beginnings and other organizations who will in turn provide training to staff and volunteers within those organizations.

Point persons from these organizations will participate in an extensive and ongoing series of pre-release workshops in employment and education preparation basics, in addition to pre-and post-release specialty workshops and training that will be discussed later in this section.

2. Goodwill Industries

Goodwill Industries will continue to provide transitional employment to returned citizens in the Central County region, and although not currently in contract to do so, has agreed to provide needed transitional employment to those returning to the East County region as well. In order to accomplish this, they will be designating a point person from within their organization who will, along with the Central county point person, work with the Employment and Education Team to schedule pre-release transitional employment interviews and placements.

While returned citizens are employed with transitional employers, they will also be able to access other training opportunities they were informed about by members of the pre-release Education and Employment Team.

For example, while working in a transitional job set up through Goodwill Industries, returned citizens will be able to enroll in the WDB *Intensive* post-release training and long-term employment assistance classes because Goodwill will have negotiated this arrangement with employers ahead of time.

The WDB and Goodwill are talking about ways to stipend returned citizens on days they must be off work to attend classes, WDB meetings, trainings, and interviews.

They are also discussing ways to utilize OJT (off the job training) practices to subsidize employee salaries up to 50% if the employer will guarantee a permanent job at the end of the transitional assignment.

Because Mentor/Navigators will be trained in the pre-and post-release employment and education opportunities and assigned to returned citizens at pre-sentencing, pre-release, and post-release, they will be able to assist returned citizens with navigating these opportunities in the context of a comprehensive, individualized post-release strategy.

Men and Women of Purpose and Reach Fellowship have agreed to undergo extensive training from the Workforce Development Board, Los Medanos College, Goodwill Industries, Arturo Castillo of the County Homeless program, and Network Management in order to act as point persons for the preparation of returning citizens entering into employment, education, and/or housing.

Earlier we discussed the importance of employment documents and other requirements being in place when returning citizens are released. It is also critical that returning citizens have a comprehensive overview of the entire Networked System of Services for East and Central County, and what it means for them individually and collectively. This information needs to be repeated and updated regularly and often so that the word gets out to those who are still incarcerated as well as to their friends and families already on the streets.

To this end, in addition to receiving in-depth training, Men and Women of Purpose and Reach Fellowship have agreed to designate a liaison from within their organizations to act as lead information specialist to all county jail facilities.

Also, they have agreed that at a minimum the liaison will be required to:

- attend comprehensive training on the operation of the Network and all of its opportunities, partnerships, and providers
- be trained in Community College and Workforce Development Board requirements and opportunities
- attend training of trainers with the Employment/Education Prep Team
- attend Field Operations Coordinator meetings when necessary
- attend all Network Manager's team meetings
- lead comprehensive forums within all county facilities no less than once a month on all opportunities available through the Networked System of Services and about the necessity of having the right documents gathered pre-release
- identify men and women who do not have the documents needed for employment, education or housing, and work with Mentor/Navigators and returning citizens to get the documents in place
- copy documents once collected, transfer them to PDF form, and deliver them to the Field Operations Coordinator in the region where the man or woman will return
- distribute "Interest" forms to all participants at every forum. Collect at the end of each forum and deliver to the Field Operations Coordinator who will coordinate engagement with the appropriate network team contact; (forms will be developed by the Network Manager)
- attend all capacity building training deemed necessary by the Network Manager

5. Leadership and Entrepreneurialism

1. Brighter Beginnings and John F. Kennedy University

Brighter Beginnings has demonstrated an enthusiasm and capacity for working hand-in-hand within the Networked System of Services for the East and Central regions of the county to build a “safety net and a career ladder” that will reduce recidivism and help returned citizens to “move forward and up towards self-actualizing their preferred futures.”

To that end, Brighter Beginnings has developed a comprehensive Re-Entry Academy for Leaders: *REAL*. *REAL* was developed by Program Director Clyde Wayne specifically for the purpose of supporting returned citizens in Contra Costa County. Clyde is a seasoned social services professional, counselor, and teacher.

His experience spans the areas of social service, case management, mental health, crisis intervention, research, management, coaching, and family therapy. As well, Clyde has a Master’s in Counseling Psychology and a Professional Certificate in Adult and Continuing Education and Teaching.

During discussions with Brighter Beginnings about their ongoing role with the Network, it became apparent that there were opportunities and benefits to working with Brighter Beginnings that had not been fully explored.

As we began to understand better, the comprehensive nature of the *REAL* curriculum, we brainstormed about expanded leadership opportunities for returned citizens as entrepreneurial community leaders with the ability to mentor and hire other returned citizens. In this way, we could not only advance the lives and opportunities of returned citizens now, but also create future pipelines to employment and life changing opportunities for other returned citizens.

With this in mind, we enthusiastically reached out to John F. Kennedy University’s Institute of Entrepreneurial Leadership (IEL) and set up a joint meeting between them and the Brighter Beginning’s team. Unbeknownst to us before that meeting, the University had been exploring ways to work with returned citizens.

In the past the University has had success working with difficult to employ populations, some which have had criminal backgrounds or lacked education. They have been able to help launch businesses from among this population in Contra Costa, and those businesses are now in operation and hiring locals.

Brighter Beginnings and JFKU have agreed to work together to bring exciting opportunities to returned citizens who through the *REAL* training program decide that entrepreneurial leadership is something they want to pursue.

With the inclusion of the *REAL* Leadership training and the Kennedy program, the pre-release and post-release options for returned citizens is greatly enhanced - a huge bonus for the county because we can grow our own future employment opportunities for returned citizens with business owners who will understand their transition needs.

In documents about the program, JFKU officials state that they provide a full range of training, education, consulting, advising, mentoring, pathways to resources and capital, and networking opportunities that support the new and emerging entrepreneur.

The IEL program is centered in JFK University's College of Undergraduate Studies and serves as a primary educational partner for the entire university community with many local public, private, and nonprofit communities. IEL works with businesses, investors, policy makers, foundations, academic, and student-entrepreneurs to design, develop, and grow new and emerging ventures that are focused on creating local job opportunities and sustainable enterprises to meet local needs across a variety of major and niche industries and sectors."

Further, they provide knowledge, capital, and access to local communities through a diverse set of experiential education, workforce training, and partnership initiatives; enhance opportunities and potential for promising Bay Area entrepreneurs to create new jobs and to position themselves for greater success; re-skill industry for the increasing Green Economy labor demands through real-time workforce training and learning labs; and allow Contra Costa and surrounding counties to "Grow our Own" entrepreneurs and industry workforce by providing a coordinated, interdisciplinary portfolio of resources and tools.

Kennedy and Brighter Beginnings are actively meeting and planning so that they may begin pre-release engagement as a member of the Employment/Education Network Team as soon as possible.

2. Prepare My Sheep

Prepare My Sheep is a faith based initiative started by Rudy Hernandez, owner of *Dent Police*, a successful auto body business based in Contra Costa County. The Prepare My Sheep mission is: "To give men and women the same opportunities that were given to us. We want to bless the men and women with what we have been blessed with.... a positive enlightening way of life."

Their Vision is: "To build men and women up to be entrepreneurs in their own life so they can become either proud business owners for themselves, or to have a job they can be proud of, building them up to have a better income so that they can become a better provider to their family."

Founder Rudy Hernandez and his business partners understand the needs of returned citizens, and he has now been a successful business owner for 11 years. His business partner Eddie Ibarra, has been an Automotive Technician for the past 20 years and is the owner of Fast Eddie's Auto Services. Prepare My Sheep currently has two training locations: one in Antioch, and one in Richmond.

Prepare My Sheep has agreed to provide post-release training and employment for returned citizens identified by the pre-release team as interested in working, or starting a business in, the auto mechanics, oil and lube, or auto body work trades.

Prepare My Sheep will train, certify, and assist with the employment placement of men and women who successfully complete their training. They will either employ men and women with their own companies, or with one of their many affiliate partners. They will work with Brighter Beginnings and the Kennedy initiative to assist those men and women who successfully complete training and desire to have their own business. This is yet another viable and impactful opportunity for returned citizens in the context of a broad networked system of services.

6. Women's Services

Post-Release Gender Specific Services for Women

Experts recognize that post-release gender specific services are important. Yet, although there are programs designed to meet the needs of women throughout the county, there is not a singularly focused broad-based county effort to identify and accommodate the subtleties associated with the needs of female returned citizens and the differences between the family reunification process for men and women.

In fact, Tamisha Walker, Contra Costa Project Safe Return said that “other than REACH Fellowship, there are no post-release reentry services specifically for women,” and a representative from Contra Costa County Mental Health remarked that “though there are a number of women’s alcohol and drug programs, there are no women’s re-entry focused services in the county other than REACH Fellowship.”

Yet, Edward J. Latessa, PhD, School of Criminal Justice, University of Cincinnati remarked at a presentation to the Contra Costa County CCP that “when developing co-ed programs, the interventions for men and women should be separate.”

In our early fact-finding meetings we were encouraged to reach out to Edwina Santiago of REACH Fellowship. After meeting with Edwina and eventually touring her Richmond facility and program, we realized that Edwina had a passion and commitment to the female returned citizen population that is impactful and effective. Therefore, after many explorative meetings and discussions with Edwina individually, and with other Network partners, we broached the idea of her leading an effort to build the female specific service subset for the Network in East and Central County. She enthusiastically agreed and we began the process of matching her with Network partners that could help her with the housing needs of women returning to the area, and office space for her team.

Both Pastor Marrone and Pastor Gee have offered to help her with housing and Pastor Marrone has provided rental office space in the same complex where Brighter Beginnings is located.

Barbara Bloom, Professor at Sonoma State University said last year at a forum on re-entry in Oakland, “gender specific services should include child care to accommodate women with children.” This is an area that will need to be developed as Edwina grows and develops service options in East and Central county with the assistance of the Network Manager and Field Operations Coordinators.

7. Services for Returned Citizens with Children

Currently, under a PAPPAS Grant, Rubicon, in partnership with Centerforce, serves clients who have children. Centerforce is a California-based nonprofit organization that strives to improve the lives and strengthen the families of returned citizens.

Through this partnership, Rubicon is able to offer returned citizens four weeks of parenting specific training, two weeks of job readiness coaching, and training in a host of other areas, such as anger management workshops, domestic violence programs with STAND, career coaching, and legal services, critical to removing barriers to employment and increasing successful family reunification and stability when children are in the home.

These areas include: child support payment negotiation assistance while the returned citizen is looking for work; assistance with record expungement that provides the returned citizen with a broader range of life changing choices and helps eliminate the embarrassment and anger that often accompanies the stigma attached to having a record; assistance with getting a drivers license, facilitating greater opportunities to participate in caring for children and more employment options; and financial literacy assistance including debt, savings and understanding the credit score.

Field Operations

Working our way up from the ground floor Collaboration Network, the next level in the No Wrong Door Networked System of Services is Field Operations.

Field Operations is made up of ***Field Mobility, Triage Coordination, and Communications.***

Field Mobility

The topic of field mobility arose for a number of reasons. First there was the issue of managing services and collaboration over two thirds of the county's geography, and the next was keeping in contact with returned citizens coming back to such a large geographic area.

In conversations with Probation Department management, we realized that we had some opportunity to re-think issues such as Probation visits and meetings with clients, service provider oversight and quality control, and redefining the relationship between returned citizens and law enforcement.

We also realized that management of ground activity including the recruitment of volunteers and training and community engagement activities would be more effective if localized.

Therefore we met with the four Police Chiefs who represent the areas where the majority of returned citizens will reside (Antioch, Pittsburg/Bay Point, Concord, and Martinez) and discussed the possibility of working with them to house a cost-effective field operations management and coordination system.

The Police Chiefs have been open and willing to partner with the County in the building of a Networked System of Services and saw the logic of housing operations management with them.

Therefore, the Pittsburg, Antioch and Concord Police Departments, all with AB 109 Officers, will house a Field Operations Coordinator at each of their sites.

Further, they have agreed to make space available so that Probation Officers can be in the field 2 days out of each week to meet with probationers at NWD (No Wrong Door) sites throughout East and Central, making reporting easier for returned citizens with transportation challenges and giving Probation officers a central location when in the field.

Other benefits of the Field Mobility plan is that now there can be convenient space for service provider group meetings and training and optional meeting space for Probation meetings in the field with high risk returned citizens when necessary.

An important added bonus related to Field Operation housed at the Police Departments is that it creates partnership opportunities between law enforcement, service providers, the faith community, and returned citizens. It is an opportunity to begin to change the narrative.

This is important because having law enforcement involved in the process of helping returning citizens successfully reenter is critical to reducing recidivism.

Experts in the field of re-entry have confirmed this, with some of their comments and perspectives included below:

Caneel Fraser, Esq., Senior Policy Analyst, Urban Peace of the Advancement Project said: “changing the paradigm between law enforcement and reentrants is a priority,” and “in Los Angeles, the police department has been a real partner in providing services to reentrants.”

Wendy Still, San Francisco Chief Probation Officer, said: “community policing and partnership with law enforcement has had an impact on successful reduction of San Francisco’s recidivism rate.”

Adam Christianson, Stanislaus County Sheriff-Coroner, said: “law enforcement realizes we must work together in collaboration to remove historic barriers to police and community partnering.”

Ron Davis, East Palo Alto Chief of Police, said: “the role of the police department has got to change.” He noted that police must be seen as partners and must be involved in and seen as a part of the solution. “Doing so has impacted recidivism in East Palo Alto and we have seen recidivism reduced from 70% to 14%.”

Edward J. Latessa, PhD, School of Criminal Justice, University of Cincinnati, said that law enforcement “trained in positive interaction and partnership with community-based organizations helps reduce recidivism.”

We find the opinions of these experts compelling and are excited about the possibilities. We also believe that having law enforcement involved with the Network will increase confidence in communities where citizens continue to be concerned about public safety.

Triage Coordination

A key element of Network Field Operations is the ability to provide a triage between law enforcement, the Network, and the returning citizen as a means to increase the success of the returning citizen in accessing services, to find possible alternatives to re-incarceration if a returning citizen reoffends, and to facilitate positive communication between local police and returning citizens. Triage will be coordinated from Field Operations under several important sets of circumstances:

1. During monthly pre-release meetings, designed to begin to break down barriers between returning citizens and police.
2. During a routine stop or visit, when an AB 109 returned citizen violates the terms of his/her probation, in lieu of arrest, the role of the triage team is to discuss and whenever possible find alternatives to re-incarceration. Effective triage is possible with the right training and partnerships. As an example, during a routine stop, an officer can check ARIES, then contact can be diverted to the nearest Field Operations Coordinator for intervention.
3. As part of regularly scheduled, facilitated, community services orientations for returned citizens that did not have the advantage of pre-release engagement. Chiefs may want to attend these orientations and introduce themselves. Orientations can be held at multiple sites and can be single or multiple topic sessions.
4. When the Mentor/Navigator, service provider, or Probation Officer feels that a dialogue related to a reentrant is prudent.

Depending on what the purpose of the convening is, the triage teams should include at a minimum the Field Operations Coordinator, a Probation Officer, Mentor/Navigator, local AB 109 Officer, and when necessary a member of the Public Defender’s Office and District Attorney’s Office.

Communications

Specific roles and responsibility for communications is discussed in the Management section of this document.

But for now, it is important to note that the Networked System offers an opportunity to streamline and simplify communications, pre and post release, between referring agencies, County departments, service providers, law enforcement, Probation, and returned citizens.

The Field Operations Coordinator, discussed later in the plan, will be the central and single point of contact between referrals from Probation and the pre-and post Network Teams and the post-release service providers.

Further, the Field Operations Coordinator is the point of communication for Probation and Triage Teams regarding field issues related to returned citizens, and the single point of contact for coordinating referrals coming from NWD sites and returned citizens on their own behalf.

Communications systems will include cellular phone, email, and fax options. After-hours emergency access to Field Operations Coordinators by Mentor/Navigators or AB 109 Officers is essential when triage and other emergency situations arise that require Field Operations support.

Management System

The Networked System of Service requires a comprehensive and cohesive management structure. The following is an outline of the structure including roles and responsibilities and where members of the Management Team are housed.

The management structure consists of ***Governance, Network Management, Field Operations, Administrative/Operations Support, and Data Administration.***

We recommend that these roles be contracted for the first full year of implementation and that the Probation Chief and CCP make decisions to continue or replace persons in these roles before making them permanent positions.

Governance

Governance of the Network remains with the CCP and includes review of quarterly reports and outcomes data submitted by the Network Manager; annual comprehensive review of implementation, recidivism data, and employment data; and review of triage and field operations.

Network Manager

Comprehensive management and oversight of the Network will rest with a Network Manager, who will report to and be evaluated by the Chief Probation Officer. The Chief Probation Officer will determine whether or not the Network Manager will continue after the first full year of implementation and if the Network Manager will continue to be a contractor or a Probation Department Employee.

The Network Manager will be responsible for:

- Supervising the Field Operations Coordinators
- Managing the Network partner memoranda of understanding (MOUs)
- Manage training, supplies and reserve budget
- Preparing progress reports for Chief Probation Office and CCP at intervals determined by the governance body
- Working with IT administrator on appropriate data collection and on measuring outcomes for reporting
- Overseeing the planning and scheduling of Network Team, Police, Mentor/Navigator and other Volunteer, and NWD Site Trainings
- Work with Administrative support to design Network marketing materials
- Management of low and moderate risk AB 109 referral process (discussed later in this document)
- Managing communications and communications protocol so that it is standardized and there is a single line of communication for Probation officers and others who will be making referrals
- Work with Probation to determine what information is to be shared with service providers and set up information coordination through Field Operations Coordinator
- Work with Probation to set standards related to how long Probation carries responsibility for service referrals and coordination
- High-level triage management
- Other duties as determined by the Chief Probation Officer that are re-entry specific

Network Manager Attributes, Skills, and Experience

- Experience working in a law enforcement agency, or in a position where there was exposure to, and understanding of, the dynamics related to law enforcement
- Experience working with community organizations, education systems, county departments, service providers, and faith organizations, or some significant combination of these groups
- Open to and excited about an opportunity to innovate
- Comfortable working with a diverse population
- Familiar with the needs of returning citizens, and has had significant exposure to this population
- Experience managing staff and systems
- Comfortable with both written and oral communication and presentations
- Familiarity with and commitment to reentry best practice
- Resourceful and able to access agencies and key persons to support County re-entry efforts
- Known and respected by key county stakeholders
- Team builder with a dynamic, inclusive and affirming personality
- High level management experience
- Willingness to be trained in all training categories in order to have broad and extensive view of Network operations and opportunities for returned citizens

Note on Felony Forensics Case Management

County Mental Health offers training for Probation Officers so they are able to identify when mental health professionals should be involved with advising and helping returned citizens.

High-risk offenders are exclusively case-managed by the Forensics Division.

Forensics Division's primary mission is to utilize mental health care to help high risk probationers not reoffend and to engage pro-social systems when mental health is an issue.

Probation is the only referring party to Felony Forensics case management. Therefore, Felony Forensics case management is not appropriate for Field Operations management.

Field Operations Coordinators

There will be three Field Operations Coordinators, and it has been agreed that they will be housed at the Antioch, Pittsburg, and Concord Police Departments. This position is key to maintaining, growing, and strengthening the Network System.

County and Police Departments have expressed genuine support for Field Operations and have stated that a Field Operations Coordinator could be helpful in standardizing and strengthening communication between Probation and the field.

Service Provider oversight and support is also important, and mandatory service provider reports can be added to the Network website to assist Field Coordinators.

Field Operations Coordinators will also be a critical resource for helping Probation keep track of and support probationers.

The Field Operations Coordinator is responsible for:

- Coordination and additional development of NWD locations
- Coordination of partner relationships
- Point person for field communications between Probation and the field. Communications between NWD sites, service providers, and Probation will be coordinated and managed by the Field Coordinators so that Probation and County Departments will have single points of contact at the three Field Operations sites in Central and East for referrals and other critical communications
- NWD referral coordination
- Pre-release employment/education documentation and referral liaison
- Community outreach and relations
- Triage engagement and support
- Volunteer recruitment

The ideal Field Operations Coordinator will be someone with the following attributes, skills and experience:

- Management experience
- Very organized
- Experience engaging and working with the reentry population
- Positive relationships with faith leaders or ability to develop them
- Strong oral and written communication skills
- Willingness to go the extra mile, and be an emergency resource for Mentor/Navigators and to support emergency triage
- Experience working with collaborative efforts
- Ability to make community presentations
- Ability to do community outreach for volunteer recruitment
- Ability to manage communication to/from Probation and to/from Network Manager
- Engaging and supportive personality

Network Administrative/Operations Assistant

Day to day support for the clerical, operational and administrative demands of the Network is critical to the Network's success. The Administrative/Operations Assistant will support the Network Manager, and work cooperatively with the half-time Database Administrator.

The Network Administrative/Operations Assistant will be responsible for:

- Providing clerical support for the Network Manager
- Working with the Network Manager to develop brochures, web content, and other marketing and outreach materials as needed
- Coordinating and overseeing printing of training materials
- Training logistics including scheduling of trainings, securing one of the designated training rooms, processing trainer agreements and payments, securing refreshments, overseeing room set-up etc.
- Scheduling Network Meetings and preparing materials
- Developing and managing a Network master calendar of pre and post-release activity
- Managing monthly pre-release Triage Team jail visits
- Maintain Network Management file system which will include copies of triage files, employment docs, service provider MOUs, service provider assessments, post-release re-entry case plans, and other files as systems are further developed
- Respond to calls and inquiries related to the Network System
- Attend meetings upon Network Manager's request
- Other duties as assigned by the Network Manager

The ideal Administrative/Operations Assistant will be someone with the following attributes, skills and experience:

- Office Administration background
- Proficient in Microsoft Office including Word, Excel, Power Point and Outlook
- Strong written and oral communication skills
- Team player
- Joyful problem solver
- Comfortable in new venture environments
- Strong customer service skills
- Patient
- Willing to go the extra mile to help the Network accomplish its goals
- Comfortable working with returned citizens
- Strong attention to detail
- Highly organized
- Ability to work varying schedules if needed to assist with trainings or community outreach activity
- Visionary

Database Administrator

The half-time Database Administrator will be housed with the County Health Services Homeless Program. Under the guidance of the *Homeless Program MIS Administrator*, the Database Administrator is responsible for the coordination, implementation, and technical support of the MIS system within the Networked System of Services including the partnership with LINC.

The Database Administrator will be responsible for:

- Manage the implementation and on-going operations of the MIS system on behalf of the County. Act as a single point of contact between the East and Central County Networked System of Services Network Manager Housed at Probation, LINC, service provider agencies, and the MIS application support teams.
- Provide, facilitate, and/or coordinate technical resources needed to support the quality, accessibility and function of the system.
- Provide the delivery of the necessary IT and application support services required for the setup, operations, and on-going maintenance of the MIS system.
- Ensure the provision of technical assistance, data analysis and reporting as required by the community agencies.
- Facilitate problem resolution in the event users within the community are having difficulty solving a problem with the software.
- Under the guidance of the Homeless Program MIS Administrator, facilitate community-wide strategic IT planning around the MIS system. Determine roll out strategy and prioritization among agencies within a community. Monitor progress of system implementation process.
- Facilitate technical assistance forums with agency administrators on MIS operations and policy development.

- Coordinate establishment of policy and procedures governing MIS access, use and data dissemination; such as standardized intake forms, standardized client consent to release forms and standardized user agreement forms with the agencies. Review and monitor adherence across agencies to ensure security, confidentiality and quality of the information within the system.
- Analyze information within MIS system, monitoring trends and identifying data gaps.

Qualifications and Experience:

- Bachelor’s degree with minimum three years of experience in information systems and technology (particularly in database design and management).
- Strong organizational and leadership skills. Proven written and communication skills. Experience in IT strategic planning and managing complex projects.
- Strong information systems analyst skills. Ability to translate and reconcile agency information needs, database structure and application functional requirements.
- Strong technical aptitude. Ability to troubleshoot and resolve software and hardware problems. Experience with on-line applications deployed through an Internet browser interface.
- Experience in qualitative and quantitative data analysis. Knowledge of and experience with relational database management systems.
- Experience working in non-profit or government setting with significant information reporting requirements

Referral Process

In order for the Networked System of Services to work, processes must be streamlined and that may require a shift in the way we have done things in the past.

Moreover, even after many meetings and discussions with critical stakeholders representing key county departments, there are issues that we cannot anticipate.

Therefore, portions of this process may need to be tweaked. However, we believe that this process reflects both best practice and what we have heard the planning team and stakeholders say would be helpful and effective.

It is also important again here to note that we are clear that referrals related to high-risk mental health forensics clients are outside the scope of the Networked System and this referral process. *(See page 41.)*

Pre-Sentence Referrals

As discussed earlier, the Networked System makes provision for returning citizens to be paired with a Mentor/Navigator at pre-sentencing if they so choose. The Mentor/Navigator will be trained in all of the pre-and post release opportunities and services offered through the Network.

The Mentor/Navigator will have an opportunity to talk with his/her mentee prior to sentencing and set up an initial plan for pre-release in-jail engagement with one or more of the Network teams.

The Mentor/Navigator will then document those initial referrals and submit them to the supervising agency for Mentor/Navigators. The supervising agency point person for Mentor/Navigator supervision will then review the referral document to make sure all required information was properly gathered.

The referral is then forwarded to the Field Operations Coordinator in the appropriate region to coordinate with the right Service Team(s). Once the referral is set up with the Service Team, a copy of the fully executed referral is forwarded to the Network Manager who will follow the appropriate process for documenting the referral within the Probation system.

It should be noted that the Network Manager would work with Probation regarding the case management system that is being developed, how the system relates to the database intended to be housed at Behavioral Health/ Homeless Division, and how the system is going to be managed.

Pre-Release Referrals

As discussed earlier there will be Service Teams in the jails working with returning citizens in a number of different ways, and creating post-release opportunities for them. Those pre-release referrals will now be made directly to the Field Operations Coordinator in the region where the returning citizen will reside upon release.

Additionally, Probation and other departmental referrals will also be made directly to the Field Operations Coordinator.

The Field Operations Coordinator will then process the referral to make sure that all requirements are met for a successful referral. They will then either approve the referral, sending a copy to the service provider, or contact the referring party, and or the returning citizen in order to obtain any necessary missing information or documents.

Once the referral requirements are complete, then the referral will be processed and a copy sent to the service provider and the Network Manager for processing into the Probation system.

In Jail Presentation Sign-ups

When programs, both in and outside of the Networked System, make in-jail presentations to returning citizens, and returning citizens to East or Central County sign up for the service, an engagement form must be completed and forwarded to the Field Operations Coordinator where the returning citizen will reside after release. The Field Operations Coordinator will process the form and forward it to the Network Manager for Probation processing.

Post-Release Referrals

One of the most encouraging components of the Networked System of Services is the extensive NWD outreach and information dissemination strategy. Hopefully this, coupled with positive messaging on the street by returned citizens, will drive ground level referrals. These referrals will be forwarded to the Field Operations Coordinator using a widely distributed standardized referral form.

The Field Operations Coordinator will then make direct contact with the returned citizens and set up appointments to meet with them at a NWD location if the returned citizen is reluctant to meet at the Field Coordinator's office.

Once contact has been made, and program/service requirement are met, the referral is forwarded to the provider with a copy to the Network Manager for processing at the Probation department.

Triage Referrals

In situations where the Triage Team is considering alternatives to re-arrest or re-incarceration of a returned citizen, a plan will be developed and necessary, mandatory referrals will likely be made.

Under these circumstances, the Network Manager will directly process the referrals and call a case management meeting with the service providers who will be involved and the Probation officer and Police officer involved in the case to discuss the service plan and consequences of non-compliance.

It will be important for CCP to consider setting important countywide standards related to how long Probation carries responsibility for service referrals and coordination.

Getting The Word Out

Returning Citizens will learn how to access the Networked System of Services for East and Central through:

- A guide to services that provides all access points and details about Service Team options, will be available pre-release and at all Service Provider sites, NWD sites, Field Operations Offices, other relevant County Departments, Elected Officials Offices in the community, and the Probation Department
- Web Page on the County's Site
- Facebook Page
- Community Forums
- Pre-Release presentations

It will be the responsibility of the Admin/Operations Assistant to work with the Network Manager to develop the brochure, web page, and Facebook page, and disseminate the brochures to the distribution points. The Field Operations Coordinators will be responsible for organizing the Community Forums.

The Network Manager in partnership with Pre-release Service Teams will conduct Pre-release presentations on the overall system. In addition, the Mentor/Navigators and returned citizens will be central to getting the word out about the Network, services and opportunities and increasing access to the Networked System of Services.

In addition, the Network will make full use of the Contra Costa County Reentry Resource Guide developed in partnership with the Community Advisory Board of the Community Corrections Partnership and the Contra Costa Crisis Center (211).

The Network will train teams and volunteers in using the two-page guide, which highlights the programs and services that target the needs of returning citizens, published in English and Spanish.

Finally, it is also important that the Field Operations Coordinator, in conjunction with the Network Teams, provide and promote on-going messaging and community engagement through presentations to community groups and service clubs, as was done at the beginning of this planning process by the East and Central planning consultants, to reduce fear-based thinking, gain community buy in and support for reentry efforts, and attract community involvement and volunteers.

Training, Training and More Training

We realize that this plan calls upon just about everyone - service providers, county agencies, service providers, new management team members, education institutions, law enforcement, faith community members, average citizens, and returning citizens – to rethink many things we’ve thought in the past related to engaging returning citizens and helping them reintegrate and become successful members of the communities to which they return.

Therefore, training at all levels, and around a range of issues related to gender specific, cultural competence, LGBT, and trauma informed re-entry responsibility is going to be critical.

We learned a lot from experts during the planning process and have included some of the more notable comments and observations below:

Edward J. Latessa, PhD, School of Criminal Justice, University of Cincinnati said that returning citizens and faith-based groups “may have credibility in community but the same best practice and research must be employed for them to be effective.”

He adds, “These individuals and groups must be trained so they are able to make impact. Budgets for service provision must include training for these groups. Law enforcement, trained in positive interaction and partnership with community based organizations, reduces recidivism.”

Caneel Fraser, Esq., Senior Policy Analyst, Urban Peace of the Advancement Project said, “Officer training on how to work with reentrants is very important.”

Representative from Contra Costa County Mental Health said, “Effective triage is possible with the right training and partnerships.”

Adam Christianson, Sheriff-Coroner, Stanislaus County said that there should be “volunteer recruitment and training for volunteers and some of them should be from among reentrants.”

Because of other work we have done over the years, we have been able to prevail upon some outstanding, nationally and internationally recognized trainers in several areas who are willing to drastically reduce their fees and help us out during the maiden year of implementation.

We also are very lucky to have multiple amazing trainers who were involved in the planning process and playing key rolls in the Network who are willing to oversee and conduct critical areas of the training needed for the Network to be successful.

Training is one of the highest priorities, and there will be multiple training opportunities for volunteers, partners, and Field Operations staff.

Mentor/Navigator Training

James Hyde and Lesia Bell will train and certify Mentor/Navigators in a 40-hour, internationally recognized mentorship and conflict resolution training, *Dialogue for Peaceful Change (DPC)*, which includes scenario practice on working with difficult situations and training on issues related to gender specific, cultural competence, LGBT, and trauma informed re-entry responsiveness, boundary setting, and communication strategies.

In addition, Mentor/Navigators should be provided ongoing professional development in areas specific to the role, and the supervising agency must be prepared and trained in monitoring the mentor’s performance for quality and continuous improvement.

Pre-Release Employment and Education Team

The Workforce Development Board, Los Medanos College, and *DPC* trainers will provide training to members of the Employment/Education Team. The team will also be cross-trained on the REAL Leadership program, the Prepare My Sheep program, Goodwill Industries, the Kennedy Program, and other opportunities for returning citizens.

Once trained, they will be able to prepare returning citizens during pre-release to take advantage of all of these powerful opportunities. They will also work with them to gather all qualifying documents, make referrals, transmit documents and referrals to the Field Operations Coordinator, and set up post-release appointments.

As an added reminder, in the past 5 years we have involved more than 300 people in Contra Costa County in *DPC* training and found it to be the most powerful team building training we and any of the participants have ever experienced. Having service and volunteer teams go through this training will result in the added benefit of solidifying the Network team.

On-Ongoing Pre-Release Training

We also propose that in 2014-15, the County continue to support the Jail Etiquette Training that is currently being provided to pre-release teams countywide by Angela Hatter of CCCOE for all service providers offering pre release services.

Police Training

Retired Police Chief James Hyde and Colin Craig from Different Tracks Global in Northern Ireland will conduct this training of police officers. For many years, Colin has successfully trained police officers in social justice community policing strategies during violent paramilitary prison re-entry efforts in Northern Ireland and Jim has trained law enforcement and military professionals throughout US.

Comprehensive Network Training

All service providers, both pre and post release; relevant county departments; Network Teams; NWD and LINC locations and partners; Management; and administration contractors must be trained in great detail on the entire Network process.

We recommend that, as a part of the implementation ramp-up process, our company, *Emerald HPC International*, conduct this initial training and assist the Network Team in developing its on-going, comprehensive training plan.

A Final Thought on the Importance of Training

Each community possesses critical sources of underutilized and underappreciated human capital. The Network approach allows us to not waste this great potential but instead to engage, develop, and unleash new possibilities, forge new relationships, and build real community.

Assessment

Service Provider Assessment

Experts have said much about the issue of individual service provider assessment, and the number of returning citizens they each serve. Much of it is related to service provider accountability and broad recidivism numbers.

However if we are on a mission to build an effective, collaboratively networked system of services designed to reduce recidivism and increase successful reintegration for returning citizens, simply measuring the number of referrals that are made to service providers falls far short of a results - driven assessment process, which is what is needed. Measuring outcomes is better than measuring inputs.

Measuring Network Outcomes

Having an evaluation process that informs and benefits Network outcomes would mean establishing a set of indicators associated with successful reintegration and collecting data related to components of the Network that have a direct impact on each indicator and measuring the effectiveness of that component.

Measuring Performance and Impact

Therefore, using key indicators to measure impact and using performance measures to assess organizational effectiveness is a better approach.

By doing this, we would be able to make adjustments to the system while continuing to support the collaborative effort.

Interlocking responsibilities of the Network partners would have tangible impact on each other so that we would be able to measure collective success of recidivism reduction while also measuring specific aspects of the Network and how they impact the quality of the returning citizen reintegration process.

The importance of this approach is that not only would we be assessing the impact of individual partners, but we would also be measuring the impact of the collaborative process so that we can make necessary adjustments and scale particular components to maximize the success of our most strategic processes.

As the County continues to work with RDA, there will be more clarity around what data can be collected, what can be assessed, and what our capacity is for deriving actual indicators. Much work still needs to be done before we are there.

It will be the role of the Network Manager working with the Network Database Administrator and CCP to determine the right process after RDA has completed their work.

The Network Manager, working with the Database Administrator and CCP, will develop strategic indicators that may include these and other measures of:

Overall Network Outcomes:

- level and effectiveness of recidivism reduction
- level and success of family reunification
- level and effectiveness of returned citizen reintegration into community

Collaboration Network Performance Outcomes:

- responsiveness to individual needs (client satisfaction)
- level and effectiveness of data sharing across agencies
- level and effectiveness of volunteers and staff
- level and effectiveness of service coordination
- level and effectiveness of service referral to community-based support
- level and effectiveness of collaborative case management
- access to and impact of transitional and permanent employment, vocational training and education, recovery services, mental health services, transitional and permanent housing, transportation, healthcare, childcare, etc.

Appendices Index *(Separate Documents)*

- I. Implementation Budget 2013-14 and Budget Narrative**
(Includes Initial 2014-15 Recommendations)
- II. MOU Template**
- III. Final Report on Meetings with Stakeholders/Planning Teams**
- IV. Sole Source Justification**

A Final Thought on the Plan

Even though the County decided to divide up planning for service provision and coordination into three regions, it is clear that the reentry system of service provision and coordination must be integrated and coherent across the County.

As we assist the Central and East Network Management Team in their launch of the Network, we will strongly suggest that they continue to reach out and work with the backbone organization of the West County Resource Center to align efforts as much as possible.

**AB-109 Networked System of Services
East and Central Contra Costa County
Appendix I. A. Implementation Budget**

Categories and Budget Items	2013-14 Amount	Comments	2014-15 Funding Recs
Management and Admin			
Network Manager	\$90,000	1 FTE Contracted April 1, 2014 –March 30, 2015 and recommendation for remainder of 2014-15	\$22,500
Pittsburg Field Operations Cord	\$70,000	1 FTE Contracted April 1, 2014 –March 30, 2015 and recommendation for remainder of 2014-15	\$17,500
Concord Field Operations Cord	\$70,000	1 FTE Contracted April 1, 2014 –March 30, 2015 and recommendation for remainder of 2014-15	\$17,500
Antioch Field Operations Cord	\$70,000	1 FTE Contracted April 1, 2014 –March 30, 2015 and recommendation for remainder of 2014-15	\$17,500
Administrative Assistant	\$50,000	1 FTE Contracted April 1, 2014 –March 30, 2015 and recommendation for remainder of 2014-15	\$12,500
Database Administrator	\$10,400	.5 FTE Contracted April 1 – June 30, 2014 and recommended 1 FTE Contracted July 1, 2014 –March 30, 2015	\$83,200
Field Operations Cellular Costs	\$1,200	April 1 – June 30, 2014: Cellular service for 3 Field Operations Coordinators and recommended 2014-15	\$3,600
Network Services			
Brighter Beginnings	\$43,202	April 1 – June 30, 2014 and recommended 2014-15	\$123,180
John F. Kennedy University	\$14,126	April 1 – June 30, 2014 and recommended 2014-15	\$52,130
RFP – Mentor Navigator Supervision	TBD	April 1, 2014 – March 30, 2015	\$98,026
Goodwill Industries	\$45,360	April 1 – June 30, 2014: then based on proven capacity and expanded role within network, recommend 14/15 budget increase to provide transitional employment services to East	Goodwill will submit a budget
Reach Fellowship	\$70,000	April 1, 2014 – March 30, 2015 and recommended 2014-15	\$107,360
Men and Women of Purpose	\$40,000	April 1 – June 30, 2014 and recommended 2014-15	\$80,000
Prepare My Sheep	\$32,654	April 1 – December 31, 2014 and recommended January 1, 2015 - June 30, 2015	\$32,654
Dream Center	\$30,000	April 1 – June 30, 2014 and recommended January 1, 2015 - June 30, 2015	\$85,000
Regnum Group	\$0	April 1 – June 30, 2014: Recommend awarding one - time grant to increase the number of available AB-109 housing units in Antioch for men and women	\$174,000
Training	\$5,000	1 Training for Police: April 1 – June 30, 2014 and 4 Trainings for Volunteers recommended 2014-15	\$30,000
Emerald HPC International	\$18,000	April 1 – June 30, 2014: Stabilize transition to full implementation with training of Network Management Team	\$0
Reserve	\$140,058	April 1 – June 30, 2014: To be used at the discretion of the Network Manager for Implementation	
Total	\$800,000		\$956,650

5. Administrative Assistant \$50,000

Provides for full time contracted position reporting to Network Manager, for the period: April 1, 2014 – March 30, 2015. See page 42 of Proposed Plan for job description.

** 2014-15 Recommended Funding: \$12,500*

To provide for remainder of the fiscal year for full time contracted position, for the period: April 1, 2015 – June 30, 2015

6. Database Administrator \$10,400

Provides for 50% time contracted position reporting to Network Manager, for the period: April 1, 2014 – June 30, 2014. See page 43 of Proposed Plan for job description.

** 2014-15 Recommended Funding: \$83,200*

To provide for full time contracted position, for the period: July 1, 2014 – March 30, 2015

7. Field Operations: Cellular Costs \$1,200

Provides for cellular service for 3 Field Operations Coordinators, for the period: April 1 – June 30, 2014

** 2014-15 Recommended Funding: \$3,600*

To provide for cellular service for 3 Field Operations Coordinators, for the period: July 1, 2014 – June 30, 2015

B. Network Services \$332,322 for 2013-14

The Networked System of Services requires partnering with multiple sites and service providers in East and Central Contra Costa. We recommend funding for these collaborative partnerships that will provide multiple entry points and varied opportunities for engagement and access for returning citizens.

1. Brighter Beginnings \$43,202

Provides for a portion of staff and operating costs related to the Leadership and Entrepreneurialism partnership with JFK University for the period: April 1, 2014 – June 30, 2014. See page 33 of Proposed Plan for more detailed information.

** 2014-15 Recommended Funding: \$123,180*

To provide for all staff and operating costs related to the Leadership and Entrepreneurialism partnership with JFK University, for the period: July 1, 2014 – June 30, 2015.

2. John F. Kennedy University \$14,126

Provides for scholarships for returning citizens and for program co-facilitator and adjunct faculty related to the Leadership and Entrepreneurialism partnership with Brighter Beginnings for the period: April 1, 2014 – June 30, 2014. See page 33 of Proposed Plan for more detailed information.

** 2014-15 Recommended Funding \$52,130*

Provides for scholarships for returning citizens and for program co-facilitator and adjunct faculty related to the Leadership and Entrepreneurialism partnership with JFK University, for the period: July 1, 2014 – June 30, 2015.

3. Mentor Navigator Supervision - RFP \$ to be determined

Provides for full time staff position to oversee the coordination and supervision of volunteer Mentor/Navigators for the Network for the period: April 1, 2014 – March 30, 2015. See revised page 25 of Proposed Plan for more detailed information.

** 2014-15 Recommended Funding \$98,026*

Provides for operating costs for Mentor/Navigator management services for the period: July 1, 2014 – June 30, 2015.

4. Goodwill Industries **\$45,360**

Provides for designated staff time for the development of transitional employment opportunities in East County for the long-term, while providing immediate transitional employment in East County for the period: April 1, 2014 –June 30, 2014. See page 31 of Proposed Plan for more detailed information.

** 2014-15 Recommended Funding: Goodwill will submit budget for 2014-15
Based on proven capacity and expanded role within Network, recommend 2014-15 funding to provide transitional employment services to East Contra Costa.*

5. Reach Fellowship **\$70,000**

Provides for staffing, operations, equipment, training, and administrative support for comprehensive women’s services for East and Central Contra Costa for the period: April 1, 2014 –March 30, 2015. See pages 35 and 32 of Proposed Plan for more detailed information.

** 2014-15 Recommended Funding: \$107,360
To provide for remainder of the fiscal year for continued staffing, operations, equipment, training, and administrative support and provide additional full time position to support comprehensive women’s services for East and Central Contra Costa for the period: July 1, 2014 –June 30, 2015.*

6. Men and Women of Purpose **\$40,000**

Provides for a redistribution of staff resources to accommodate the organization’s new and expanded role in pre release Education/Employment preparation: April 1, 2014 –June 30, 2014. See page 32 of Proposed Plan for more detailed information.

** 2014-15 Recommended Funding: \$80,000
To create an additional position to serve as point person for the Education/Employment Team and to cover additional operating expenses relating to pre and post release activity with the Network Education/Employment Team and with Reach Fellowship for the period: July 1, 2014 –June 30, 2015.*

7. Prepare My Sheep **\$32,654**

Provides designated trainers, materials, equipment, and operating expenses for the training, certification, and job placement of two cohorts of 12 returning citizens each: April 1, 2014 –December 31, 2014. See page 34 of Proposed Plan for more detailed information.

** 2014-15 Recommended Funding: \$32,654
To provide for remainder of the fiscal year for the training, certification, and job placement of two additional cohorts of 12 returning citizens each for the period: January 1, 2015 –June 30, 2015.*

8. Dream Center **\$30,000**

Provides for an initial supervisory staff position to work directly with Goodwill Industries, County Probation, and Brighter Beginnings to identify the first cohort of residents at the Dream Center for the period: April 1, 2014 –June 30, 2014. See page 27 of Proposed Plan for more detailed information.

** 2014-15 Recommended Funding: \$85,000
To provide for two additional residential staff members and housing costs for 50 AB109 residents at \$500 per resident to cover all housing and food expenses for a minimum of one calendar year.*

9. Regnum Group **\$0**

** 2014-15 Recommended Funding: \$174,000
Provides for the cost of completing renovation and making available AB-109 housing for 50 men and 25 women for the period: July 1, 2014 –June 30, 2015. See page 28 of Proposed Plan for more information.*

C. Training **\$5,000 for 2013-14**

Provides for the initial training of AB109 Officers and other officers designated by Police Chiefs on effective strategies for partnering with community and employing restorative justice best practice in the context of the East and Central County Network for the period: April 1, 2014 –June 30, 2014. See pages 48 and 49 of Proposed Plan for more detailed information.

* 2014-15 Recommended Funding: \$30,00

Provides a Jail Etiquette Training to pre-release teams countywide by Angela Hatter of CCCOE for all service providers offering pre release services and Three 40-hour Volunteer Trainings with Certification for Mentor/Navigators in addition to periodic content based training related to Network service delivery for the period: July 1, 2014 –June 30, 2015.

D. Emerald HPC International **\$18,000 for 2013-14**

Provides for Comprehensive Network Training and Consultation with Network Management, Service Teams, and relevant County departments to stabilize transition to full implementation of the Network for the period: March 1, 2014 –June 30, 2014 See page 49 of Proposed Plan for more information.

* 2014-15 Recommended Funding: \$0

E. Reserve **\$140,058 for 2013-14**

Provides a reserve pool of funds to be used at the discretion of the Network Manager for unanticipated implementation expenses for the period: April 1, 2014 –June 30, 2014.

* 2014-15 Recommended Funding: \$0

Appendix II.

East and Central Contra Costa County Networked System of Services Memorandum of Understanding

(Draft Only)

Contra Costa County Probation Department Representing

The Community Corrections Partnership

and

(Service Partner)

This Memorandum of Understanding (MOU) sets forth the terms and understanding between the (service partner) and the (service partner) to (insert activity).

Background

(Why partnership important)

Purpose

This MOU will define the specific role _____ will play as an important collaborative partner in a Networked System of Services designed to accomplish the following Mission and Vision for East and Central Contra Costa County AB-109 Returning Citizens:

Mission Statement: Providing a “No Wrong Door” service mechanism to help AB-109 Returning Citizens succeed in reintegrating into the communities where they resided before incarceration, consequently leading to a significantly reduced recidivism rate, increased public safety, and healthy family reunification.

Vision Statement: That Contra Costa County is widely recognized as having a highly professionalized and sustainable collaborative system of reentry service provision; resulting in an above-average reduction in recidivism, marked increase in public-safety, successful family reunification, and new pathways to living whole, healthy and productive lives for returning citizens.

By signing this MOU, _____ agrees to be mutually accountability to other Network Partners, through interlocking roles designed to accomplish a single set of mutually agreed upon outcomes related to fulfilling the Mission and realizing the Vision of the Networked System of Services.

The above goals will be accomplished by undertaking the following activities:
(Here, upon plan approval, the Network Manager will list and describe the activities that have been agreed upon and are outlined in the plan)

Appendix II.

Reporting

(Per the plan proposal, the Network Manager will evaluate effectiveness and adherence to the agreement and when evaluation will happen. The Network Manager will also, per the plan proposal, report performance and progress to the CCP)

Funding

This MOU is not a commitment of funds and does not constitute a contract for services.

Duration

This MOU is at-will and may be modified by mutual consent of authorized officials from the Contra Costa County Probation Department, and the Community Corrections Partnership (CCP), and _____). This MOU shall become effective upon signature by the authorized officials from the Contra Costa County Probation Department, and the Community Corrections Partnership (CCP), and _____) and will remain in effect until modified or terminated by any one of the partners by mutual consent. In the absence of mutual agreement by the authorized officials from Contra Costa County Probation Department, and the Community Corrections Partnership (CCP), and _____) this MOU shall end on April 1, 2015 with an option to renew as is or with mutually agreed upon amendments

Contact Information

Service Partner name
Service Partner representative
Position
Address
Telephone
Fax
E-mail

Service Partner name
Service Partner representative
Position
Address
Telephone
Fax
E-mail

_____ Date:
(Partner signature)
(Partner name, organization, position)

_____ Date:
(Partner signature)
(Partner name, organization, position)

(Note that Phil Kader as Chief Probation Officer and Chair of the CCP, should sign)

Appendix III.

AB109 Re-Entry Resource Planning for East and Central County

Final Report on One on One, Small Group, and Joint Planning Meetings Completed: June 2013 through January 2014

January 31, 2014

Meetings Completed in January

Organization	Names if One-on-One or Small Group	Grouping	Status
Supervisor Federal Glover's Office	Federal Glover, Ed Diokno, David Fraser	Steering Committee	Input on Plan Design
Supervisor Candace Anderson's Office	Donna Maxwell	Steering Committee	Input on Plan Design
Supervisor Mary Piepho's Office	Tomi Riley, Karyn Cornell, Lea Castleberry	Steering Committee	Input on Plan Design
Supervisor Karen Mitchoff's Office	Mara Gold	Steering Committee	Input on Plan Design
Contra Costa County	Lara DeLaney, Senior Deputy	Steering Committee	Input on Plan Design
Buchanan Road Ctr - Antioch	Pastor Israel Marrone, Regnum Group	Housing	Input on Plan Design
New Life Dream Center, Brentwood	Pastor Jonathan Gee	Service Teams/NWD	Input on Plan Design
Training and Program Best Practices	Jim Hyde, Matt Powers	US & CA Initiatives	Input on Plan Design
Local Integrated Networks of Care (LINC)	Pamela Singh	Central County	Input on Plan Design
County Housing	Lavonna Martin	Housing	Input on Plan Design
Behavioral Health Homeless	Arturo Castillo	Housing	Input on Plan Design
Rubicon	Jane Fischberg, Rob Hope, Rhody McCoy	Employment	Input on Plan Design
Men and Women of Purpose	Rick Fortenberry, Brian Hancock	Pre-Release Education/Employment	Input on Plan Design
CCISCO Clergy Caucus and Antioch Mayor's Fellowship Breakfast	Rev. Eugene Jackson, Rev. Will McGarvey, Pastor Whitlaw McGee, Pastor Jonathan Gee, Pastor Linda Vogelgesang, Fr. Robert Rien, Fr. Roberto Corral, Rev. Fran Gardner Smith, Pastor Shaun Nepstad, Rev. Craig Dale, Rev. Wilson	Network System of Services, Volunteers, NWD Sites	Planning Update
City of Antioch PD	Allan Cantando, Chief	Field Operations	Input on Plan Design
City of Concord PD	Guy Swanger, Chief	Field Operations	Input on Plan Design
City of Pittsburg PD	Brian Addington, Chief	Field Operations	Input on Plan Design
CC Probation	Chief Phil Kader, Melvin Rusell, Todd Billeci, Elvin Baddley	Network Management	Input on Plan Design
CC Public Defender	Robin Lipetzky	Core Planning Team	Input on Plan Design
CCCOE	Angela Hatter	Mentoring	Input on Plan Design
Prepare My Sheep	Rudy and Stacie Hernandez	Employment	Input on Plan Design
The Williams Group	Vernon Williams III	Network System	Input on Plan Design
Different Tracks Global	Colin Craig	DPC Training	Input on Plan Design
CC Sheriff's Office	Chrystine Zermeño - Robbins	Core Planning Team	Input on Plan Design
CC DA's Office	Steve Bolen	Core Planning Team	Input on Plan Design
County Mental Health	David Seidner	Operations Team	Input on Plan Design
Employment and Education Team	David Wahl – LMC, Donna Van Wert - WDB	Operations Team	Input on Plan Design

Meetings Completed in December

Organization	Names if One-on-One or Small Group	Grouping	Status
Supervisor Federal Glover's Office	Federal Glover, Ed Diokno, David Fraser	Steering Committee	Operations Planning
Supervisor Candace Anderson's Office	Donna Maxwell	Steering Committee	Operations Planning
Supervisor Mary Piepho's Office	Karyn Cornell, Lea Castleberry	Steering Committee	Operations Planning
Supervisor Karen Mitchoff's Office	Mara Gold, Kristin Connelly	Steering Committee	Operations Planning
Contra Costa County	Lara DeLaney, Senior Deputy	Steering Committee	Operations Planning
Independent Living Resources	Danielle Roundtree	Employment	Operations Planning
Employment and Training Meeting and Discussion	David Wahl, Donna Van Wert, Lynette Nutting, Garry Grady, DeVonn Tjader	Employment and Training	Operations Planning
New Life Dream Center	Pastor Jonathan Gee	Mentoring and Housing	Operations Planning
Folsom New Start and Texas Project RIO Meeting and Discussion	Ed Johnson, Warren Murphy, Matt Powers, Rick Fortenberry, Antwon Cloird, Bryan Hancock, Israel Marrone, David Murray, Edwina Perez-Santiago, Vernon Williams, David Wall, Devonne Tjader, Rudy Hernandez	Mentoring and Employment	Operations Planning
Concord Integrated Services	Pamela Singh	Central County	Operations Planning
Brighter Beginnings	Barbara McCullough, Clyde Wayne, and Ignacio Ferry-	REAL Training	Input on Plan Design
SHELTER Inc.	Jennifer Baja	Housing	Operations Planning
County Housing	Lavonna Martin, County Homeless	Housing	Operations Planning
Behavioral Health Homeless	Arturo Castillo – County Homeless	Housing	Operations Planning
Rubicon	Rob Hope, Rhody McCoy	Employment	Operations Planning
Men and Women of Purpose	Rick Fortenberry	Pre and Post Release Mentoring	Operations Planning
CHD	Paul Taylor, Barbara Proctor	Mentoring Supervision	Operations Planning
CCISCO East County Clergy Caucus	Rev. Eugene Jackson, Pastor Tuma Johnson, Pastor Felix Golden, Rev. Will McGarvey, Pasto James Jones, Pastor Jonathan Gee, Pastor Christine Liddell	East County	Planning Update
Data	RDA, Lara DeLaney	Data	Operations Planning
CCCOE	Angela Hatter	Mentoring	Operations Planning
Impact of Returning Citizens on Juveniles	Michael Pitts – Former Director of Byron Boys Ranch	Family Reunification	Input on Plan Design
Prepare My Sheep	Rudy and Stacie Hernandez	Employment	Operations Planning
CC Public Defender	Robin Lipetzky	Core Planning Team	Input on Plan Design
JFKU/Brighter Beginnings Partnership	Barbara, Wayne, Ignacio - BB, Diana, Joyce, Marcy - JFK	REAL and IEL	Input on Plan Design
Planning Team Meeting 12/5/13	19 in attendance	Operations Team	Operations Planning Meeting
Planning Team Meeting 12/19/13	60 in attendance	Core Planning Team	Planning Update

Meetings Completed in November

Organization	Names if One-on-One or Small Group	Grouping	Status
Planning Team Meeting 11/7/13	25 in attendance	Operations Team	Planning Meeting
Supervisor Federal Glover's Office	Federal Glover, Ed Diokno, David Fraser	Steering Committee	Operations Planning Meeting
Supervisor Candace Anderson's Office	Donna Maxwell	Steering Committee	Operations Planning Meeting
Supervisor Mary Piepho's Office	Karyn Cornell	Steering Committee	Operations Planning Meeting
Contra Costa County	Lara DeLaney, Interim Senior Deputy	Steering Committee	Operations Planning Meeting
Antioch Probation	Elvin Baddley	Core Planning Team	Operations Planning Meeting
Antioch Probation	Melvin Russell	Core Planning Team	Operations Planning Meeting
City of Antioch PD	Allan Cantando, Chief	Core Planning Team	Operations Planning Meeting
City of Antioch PD	Gary Lowther, AB 109 Officer	Core Planning Team	Operations Planning Meeting
City of Pittsburg PD	Tom Kessler, AB 109 Officer	Core Planning Team	Operations Planning Meeting
CC Sheriff's Office	Chrystine Zermeño - Robbins, AB109 Admin Analyst	Core Planning Team	Operations Planning Meeting
CC DA's Office	Steve Bolen	Core Planning Team	Operations Planning Meeting
County Behavioral Health Homeless	Arturo Castillo	Core Planning Team	Operations Planning Meeting
CCC Zero Tolerance for Domestic Violence	Devorah Levine	Core Planning Team	Operations Planning Meeting
Los Medanos College	David Wahl	Core Planning Team	Operations Planning Meeting
CC Workforce Development Board	Donna Van Wert	Core Planning Team	Operations Planning Meeting
The Williams Group	Vernon Williams	Core Planning Team	Operations Planning Meeting
CCISCO East County Clergy Caucus	Rev. Eugene Jackson, Pastor Tuma Johnson, Pastor Felix Golden, Rev. Pamela Abbey, Pastor Paul Taylor, Mohammad Chaudry, Pastor Linda Vogelgesang, Pastor Mario Howell, Rev. Will McGarvey	Broad Stakeholders	Operations Planning Update and Feedback
Former Juvenile Probation Officer	Michael Pitt	Broad Stakeholders	Operations Planning Meeting
Business Owner, Entrepreneur, Trainer	Rudy Hernandez	Broad Stakeholders	Operations Planning Meeting
Goodwill Industries	Garry Grady, DeVonn Tjader	Core Planning Team	Operations Planning Meeting
New Life Dream Center - Brentwood	Pastor Jonathan Gee	Core Planning Team	Operations Planning Meeting
Buchanan Road Ctr - Antioch	Pastor Israel Marrone	Core Planning Team	Operations Planning Meeting

Meetings Completed in October

Organization	Names if One-on-One/Small Group	Grouping	Status
New Life Dream Center - Brentwood	Pastor Jonathan Gee	Core Planning Team	Review and Provide Input on Conceptual Framework
Center for Human Development	Paul Taylor, Pastor Antioch Christian Center	Core Planning Team	Review and Provide Input on Conceptual Framework
Supervisor Federal Glover's Office	Federal Glover, Ed Diokno, David Fraser	Steering Committee	Review and Provide Input on Conceptual Framework
Intentional Integration Team	Pamela Singh	Core Planning Team	Review and Provide Input on Conceptual Framework
Reach Fellowship	Edwina Perez-Santiago	Core Planning Team	Review and Provide Input on Conceptual Framework
Antioch Probation	Elvin Baddley	Core Planning Team	Review and Provide Input on Conceptual Framework
County Mental Health	David Seidner	Core Planning Team	Review and Provide Input on Conceptual Framework
Reentry and Reintegration Forum	Chrisfino Kenyatta Leal, returning citizen	Community	Input on roles of police & returning citizens, mentors
Supervisor Karen Mitchoff's Office	Karen Mitchoff, Mara Gold	Steering Committee	Review and Provide Input on Conceptual Framework
East County African Am Health Nav.	Anthony Benjamin	Core Planning Team	Review and Provide Input on Conceptual Framework
Folsom re-entry best practices	Jim Hyde, Matt Powers, Ed Johnson, Warren Murphy, Jim and Peggy Davis	Community	Review and Provide Input on Conceptual Framework
County Probation	Paula Hernandez, Chief Deputy	Broad Stakeholders	Review and Provide Input on Conceptual Framework
CCISCO East County Clergy Caucus	Rev. Eugene Jackson	Broad Stakeholders	Review and Provide Input on Conceptual Framework
Planning Team Meeting 10/17/13	45 in attendance	Core planning Team	Input on Conceptual Framework in Small Groups

Meetings Completed in September

Organization	Names if One-on-One/Small Group	Grouping	Status
Planning Team Meeting 9/5/13	38 in attendance	Core planning Team	Share Conceptual Framework
Planning Team Meeting 9/19/13	45 in attendance	Core planning Team	In-depth Discussion of Conceptual Framework
City of Concord PD	Guy Swanger, Chief	Core Planning Team	Review and Provide Input on Conceptual Framework
City of Pittsburg PD	Brian Addington, Chief	Core Planning Team	Review and Provide Input on Conceptual Framework
City of Antioch PD	Allan Cantando, Chief	Core Planning Team	Review and Provide Input on Conceptual Framework
City of Brentwood PD	Mark Everson, Chief	Core Planning Team	Review and Provide Input on Conceptual Framework
City of Martinez, PD	Gary D. Peterson, Chief	Core Planning Team	Review and Provide Input on Conceptual Framework
CC Sheriff's Office	Chrystine Zermeño, AB109 Admin Analyst	Core Planning Team	Review and Provide Input on Conceptual Framework
Contra Costa County	Lara DeLaney, Interim Senior Deputy	Steering Committee	Review and Provide Input on Conceptual Framework
County Probation	Jesse Warner, Reentry Coordinator	Steering Committee	Review and Provide Input on Conceptual Framework
New Life Dream Center - Brentwood	Pastor Jonathan Gee	Core Planning Team	Review and Provide Input on Conceptual Framework
Center for Human Development	Paul Taylor, Pastor	Core Planning Team	Review and Provide Input on Conceptual Framework
Supervisor Federal Glover's Office	Federal Glover, Ed Diokno, David Fraser	Steering Committee	Review and Provide Input on Conceptual Framework
Supervisor Mary Piepho's Office	Mary Piepho	Steering Committee	Review and Provide Input on Conceptual Framework
Goodwill Industries	Garry Grady, DeVonn Tjader	Core Planning Team	Review and Provide Input on Conceptual Framework
Anka	Karen Wise, Shayne Kaleo, Adeel Ahmad	Core Planning Team	Review and Provide Input on Conceptual Framework
Intentional Integration Team	Pamela Singh	Core Planning Team	Review and Provide Input on Conceptual Framework
Reach Fellowship	Edwina Perez-Santiago	Core Planning Team	Review and Provide Input on Conceptual Framework
Los Medanos College	David Wahl	Core Planning Team	Review and Provide Input on Conceptual Framework
Rubicon Industries	Jennifer Costa	Core Planning Team	Review and Provide Input on Conceptual Framework
Shelter Inc.	Jennifer Baha	Core Planning Team	Review and Provide Input on Conceptual Framework
Brighter Beginnings	Barbara McCullough	Core Planning Team	Review and Provide Input on Conceptual Framework
CC Workforce Development Board	Donna Van Wert	Core Planning Team	Review and Provide Input on Conceptual Framework
CC Probation	Chief Phil Kader, Melvin Russell, Todd Billeci	Core Planning Team	Review and Provide Input on Conceptual Framework
Antioch Probation	Elvin Baddley	Core Planning Team	Review and Provide Input on Conceptual Framework
CC Public Defender	Robin Lipetzky	Core Planning Team	Review and Provide Input on Conceptual Framework
CC DA's Office	Tom Kensok	Core Planning Team	Review and Provide Input on Conceptual Framework
CC DA's Office	Steve Bolen	Core Planning Team	Review and Provide Input on Conceptual Framework

Meetings Completed in August

Organization	Names if One-on-One	Grouping	Status
New Life Dream Center - Brentwood	Pastor Jonathan Gee	Core Planning Team	On board with planning in East
Buchanan Road Ctr - Antioch	Pastor Israel Marrone, Willie Moffett	Core Planning Team	On board with planning in East
Interfaith Council of CC County	Rev. Will McGarvey	Core Planning Team	On board with planning in East
Contra Costa County	Lara DeLaney	Steering Committee	County Coordination
County Probation	Jesse Warner	Steering Committee	County Coordination
Antioch Econ Dev Commission	Rhoda Parham	Core Planning Team	On board with planning in East
Antioch City Council	Monica Wilson	Core Planning Team	On board with planning in East
Supervisor Federal Glover's Office	David Fraser	Steering Committee	County Coordination
Antioch PD	Allan Cantando	Core Planning Team	Update on planning in East
HPC Training 8/9/13	44 in attendance	Core planning Team	Team Building and Training on Planning Process

Meetings Completed in July

Organization	Names if One-on-One	Grouping	Status
LMC	David Wahl	Core Planning Team	On board with planning in East & Central
Los Medanos College	Bob Kratochvil, President	Core Planning Team	On board with planning in East & Central
The Williams Group	Vernon Williams	Core Planning Team	On board with planning in East & Central
The Williams Group	Jeffrey Terry	Core Planning Team	On board with planning in East & Central
One Day At A Time	Johnny Rodriguez	Broad Stakeholders	On board with process in East & Central
One Day At A Time	Dee Reyes	Broad Stakeholders	On board with process in East & Central
Compass Mentoring	Alphonso Guerrero	Broad Stakeholders	On board with process in East & Central
Further The Work	Rebecca Brown	West County Planner	Sharing Information and Learning
City of Pittsburg	Brian Addington, Police Chief	Core Planning Team	On board with planning in East
City of Pittsburg	Joe Sbranti, City Manager	Broad Stakeholders	On board with process in East
City of Pittsburg	Pete Longmire, City Council	Broad Stakeholders	On board with process in East
Antioch Crime Prev Commission	Over 120 in attendance	Broad Stakeholders	Clarity on AB109 and process in East
City of Brentwood	Paul Eldredge, City Manager	Broad Stakeholders	On board with process in East
City of Brentwood	Mark Everson, Police Chief	Core Planning Team	On board with planning in East
City of Brentwood	Casey McCann, Community Dev Dir	Broad Stakeholders	On board with process in East
CCISCO EC Clergy Caucus	Approx. 15 in attendance	Broad Stakeholders	Update on planning in East
County Supervisor	Federal Glover	Core Planning Team	On board with planning in East and Central
City of Antioch	Wade Harper	Core Planning Team	On board with planning in East
Antioch Rotary	Approx. 30 in attendance	Broad Stakeholders	Clarity on AB109 and process in East
Antioch City Council	Approx. 150 in attendance	Broad Stakeholders	Clarity on AB109 and process in East

Meetings Completed in June

Organization	Names if One-on-One	Grouping	Status
City of Antioch Police	Chief Allan Cantando	Core Planning Team	On board with planning in East & Central
Brentwood Rotary	Approx. 40 in attendance	Broad Stakeholders	On board w/process & possible volunteers in East
Pittsburg Rotary	Approx. 24 in attendance	Broad Stakeholders	On board w/process & possible volunteers in East
Antioch/Delta Rotary	Approx. 25 in attendance	Broad Stakeholders	Generally skeptical
WDB	Chuck Carpenter	Core Planning Team	On board with planning in East & Central
CCISCO EC Clergy Caucus	Approx. 12 in attendance	Core Planning Team	Planning, possible volunteers, programs in East
City of Oakley	Mayor Kevin Romick	Core Planning Team	On board with planning in East
City of Oakley	Chief Bani Kollo	Core Planning Team	On board with planning in East & Central
City of Oakley	City Mgr. Brian Montgomery	Core Planning Team	On board with Planning in East
City of Oakley	Asst. to City Mgr. Nancy Marquez		On board with Planning in East
REACH	Dr. Edwina Perez-Santiago	Core Planning Team	On board with planning in East & Central
Rubicon Programs	Rhody Mc Coy	Core Planning Team	On board with planning in East & Central
Rubicon Industries	Jennifer Costa	Core Planning Team	On board with planning in East & Central
Rubicon Industries	Graham Thomas	Core Planning Team	On board with planning in East & Central
CCC Courts	Sara Felicia Moore-Jordan	Core Planning from SF	Will stay connected & exchange ideas
CCC Courts - Re-entry Coord	Vanessa Balinton-White	Core Planning Team	On board with planning in East & Central
JFK Community Center	Lori Hill	Core Planning Team	Services, space, & planning in East & Central
Intentional Integration Team	Pamela Singh	Core Planning Team	Planning in Central & Int Intg Team Coordination
First Hope Mental Health	Richard Hanzy	TBD	Extremely skeptical
Antioch Kiwanis	Approx. 25 in attendance	Broad Stakeholders	On board and enthusiastic in East
City of Martinez	City Mgr. Philip A. Vance	Core Planning Team	On board with planning in Central
City of Martinez	Chief Gary D. Peterson	Core Planning Team	On board with planning in East & Central
City of Concord PD	Chief Guy Swanger	Core Planning Team	On board with planning in East & Central
City of Concord	City Mgr. Valerie Barone	Core Planning Team	On board with planning in Central
City of Concord	Econ Dev. Victoria Walker	Core Planning Team	On board with planning in Central
City of Concord	Mayor Dan Helix	Core Planning Team	On board with planning in Central
Opportunity Junction	Alissa Friedman	Not sure yet	Considering what is best role for Op Junction
Retired PD	Comilas Robertson	Broad Stakeholders	On board w/process & possible volunteers in East
Retired PD	Ron Bennett	Broad Stakeholders	On board w process & possible volunteers in East

Appendix IV.

Sole Source Justification

East & Central Networked System of Services for Returning Citizens

1. Why were the particular product and/or vendors selected?

In a 2007 webinar, the National Institute of Corrections reported: “Collaboration between faith-based organizations, community organizations, and corrections has proven to be a cost-effective way to meet agency needs and bring much needed services to offenders. This unique partnership also helps to promote social justice, reduce recidivism, and increase public safety.”

In our efforts to design a plan for reducing recidivism within the county’s AB 109 population, we have reached out to organizations that we have identified through best practice research as well as through input from a broad-based planning team.

We then brought groups to the table that have been willing to engage in the process of designing a unique service delivery model. In order to do so, in every case, we have had to innovate processes associated with services and create interlocking relationships that had not yet existed. We further had to work with these groups to make service delivery sustainable within very tight budget parameters. Each of these providers have added newly designed services and restructured their service delivery models to accommodate this specific initiative.

What we have created is so uniquely packaged, that it is unimaginable that another vendor or provider would have a matching service model. Further, it is very unlikely that another vendor would be able to deliver our service model within the budget we must operate under. Moreover, there is no other vendor or service provider that has utilized the specific and necessary collaborative building process and in-depth collective planning approach that has resulted in this interlocking service delivery model.

2. What are the unique performance factors of the selected product/services?

We have built a detailed and tiered system of engaging AB-109 returning citizens at pre-sentencing, and ending after a period of successful reintegration. The engagement and handoff process has been uniquely designed by interlocking providing roles. Some components, like the mentor/navigator training, and Kennedy’s IEL Program are based on proprietary methodological frameworks. But, more important, the system design, with the providers named in the Network is a result of more than 100 meetings and hundreds of hours of research and design time.

3. Why are the specific factors required?

AB 109 Realignment is a response to overcrowded prisons, primarily caused by a statewide failure to reduce recidivism. Contra Costa County chooses to aggressively use national and global best practice to inform a process of successful reentry and to be widely recognized as having a highly professionalized and sustainable collaborative system of reentry service provision; resulting in an above-average reduction in recidivism, marked increase in public-safety, successful family reunification, and new pathways to living whole, healthy and productive lives for returning citizens.

Attainment of this vision mandates innovation.

Innovation is a willful act, and not one that comes from the typical process of gathering random or disconnected providers to offer segmented services in an atmosphere that has not been developed through extensive collective thinking and collaborative commitment.

Innovation would have been impossible without a very specifically crafted approach that utilizes the right mix of best practice, service delivery, and service providers who have been willing to participate in an extensive design process which has included, in most cases, a willingness on the part of each provider to come up with independent resources necessary to develop and sustain new and additional capacity.

4. What other products and services have been examined and rejected?

The County went through an extensive RFP process in 2013 that resulted in the selection of service providers in the areas of Housing, Mentoring, and Employment. It was a recent and competitive process, where many proposals were evaluated. The challenge this RFP process presented is that it was conducted, and service providers were awarded contracts, without the structure or context of a service provision plan. The planning consultants were brought on board at the same time as the service providers.

Further, the new service providers were required to be engaged in a referral system planning process led by the county's Reentry Coordinator that was completely separate from the service delivery planning process.

For example, the County Office of Education was the agency selected to provide mentoring services. They in turn contracted with Men and Women of Purpose, Brighter Beginnings, Center for Human Development, and REACH Fellowship to deliver the services.

It became very apparent after a while that the process of bringing in providers outside of the context of a comprehensive plan for the County minimized the ability of the contractors and sub-contractors to operate within their particular areas of brilliance. It became clear that there was a need to make adjustments and supplement the efforts of current contractors with other untapped community partners including the faith community.

Therefore, most of the original intent with respect to how service providers and sub-contractors would be used has been rejected and restructured with the inclusion of newly crafted relationships discussed in the plan.

5. Why are other sources providing like goods or services unacceptable?

Because we have created an interlocking system of services that is unique in its design and completely interdependent, it is impossible to find a "like" collaborative system to import. This is not simply a set of service providers. We have built a system and no one part could be removed and replaced without seriously compromising the effectiveness of the whole.