



PUBLIC PROTECTION COMMITTEE

March 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. APPROVE Record of Action from the February 24, 2014 meeting.
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; Lara DeLaney, County Administrator's Office)
6. CONSIDER accepting the Draft Request for Qualifications (RFQ) for the Implementation of the Plan for the establishment of a West County Reentry Resource Center; PROVIDE direction to staff on the RFQ process, timeline and contents of the Draft RFQ as needed and AUTHORIZE the issuance of an RFQ for the Implementation of the Plan for the establishment of a West County Reentry Resource Center. (Lara DeLaney, County Administrator's Office)
7. CONSIDER accepting the plan for issuance of Request for Qualifications (RFQs) for the Implementation of the Plan for the Central and East County Networked System of Services; PROVIDE direction to staff on the RFQ process, timeline and contents of the RFQs as needed; and AUTHORIZE the issuance of RFQs to implement the Proposed Plan for an East & Central Networked System of Services for Returning Citizens. (Lara DeLaney, County Administrator's Office)
8. CONSIDER accepting a status report on Community Programs funded by AB 109 Public Safety Realignment. (Lara DeLaney, County Administrator's Office)

9. The next meeting is currently scheduled for April 28, 2014 at 1:00 pm.

10. 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: 03/24/2014

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

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

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Contra Costa County Board of Supervisors

Subcommittee Report

PUBLIC PROTECTION COMMITTEE

4.

Meeting Date: 03/24/2014

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 February 24, 2014 meeting.

Recommendation(s)/Next Step(s):

APPROVE Record of Action from the February 24, 2014 meeting.

Fiscal Impact (if any):

No fiscal impact. This item is informational only.

Attachments

Record of Action - February 24, 2014



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:	
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	Items may be taken out of order based on the business of the day and preference of the Committee
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Present: John Gioia, Vice Chair

Absent: Federal D. Glover, Chair

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

1. Introductions

Convene - 1:10 PM

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 December 9, 2013 meeting.

This item was rescheduled for the March 24, 2014 meeting so that both Committee members could be present to vote on the Record of Action.

4. 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.

Approved as presented. The Committee requested that staff return at the March 24, 2014 meeting with a report on changes in line item expenditures between the fiscal year 2014/15 and 2013/14 Community Advisory Board (CAB) budget submissions.

AYES: Vice Chair John Gioia

Other: Chair Federal D. Glover (ABSENT)

Passed

5. 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.

This item was rescheduled for the March 24, 2014 Public Protection Committee meeting.

6. The next meeting is currently scheduled for March 24, 2014.
7. Adjourn

Adjourn - 2:18 PM

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

PUBLIC PROTECTION COMMITTEE

5.

Meeting Date: 03/24/2014

Submitted For: PUBLIC PROTECTION COMMITTEE,

Department: County Administrator

Referral No.: N/A

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

Presenter: Phil Kader & Lara DeLaney **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.

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 as soon as possible.

"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.

Recommendation(s)/Next Step(s):

1. ACCEPT the “**Design and Implementation Plan For a West County Reentry Resource Center**,” as recommended and amended by the Community Corrections Partnership (CCP) and as amended by *Attachment D*.
2. ACCEPT the “**Proposed Plan for an East and Central County Networked System of Services for Returning Citizens**,” as amended by *Attachments B and C*, as recommended by the CCP except with respect to the “sole sourcing” component of the Plan.
3. CONSIDER recommending the approval of the Plans to the Board of Supervisors (Mar. 25, 2014), and providing staff direction on the implementation of the plans.

Attachments

Staff Report

Attachments A, B & C

Attachment D - "A Design and Implementation Plan For a West County Reentry Resource Center

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

County of Contra Costa
OFFICE OF THE COUNTY ADMINISTRATOR
MEMORANDUM

DATE: March 24, 2014

TO: PUBLIC PROTECTION COMMITTEE

FROM: LARA DeLANEY, Senior Deputy County Administrator

SUBJECT: **Agenda Item No. 5: Submittal of Plans for the Establishment of a “West County Reentry Resource Center” and an “East and Central County Networked System of Services for Returning Citizens”**

RECOMMENDATION:

1. ACCEPT the “**Design and Implementation Plan For a West County Reentry Resource Center,**” as recommended and amended by the Community Corrections Partnership (CCP) and as amended by *Attachment D*.
2. ACCEPT the “**Proposed Plan for an East and Central County Networked System of Services for Returning Citizens,**” as amended by *Attachments B and C*, as recommended by the CCP except with respect to the “sole sourcing” component of the Plan.
3. CONSIDER recommending the approval of the Plans to the Board of Supervisors (Mar. 25, 2014), and providing staff direction on the implementation of the plans.

BACKGROUND:

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.

Plan Revisions

Having received additional input from staff and the community upon the release of the plan, Emerald HPC revised the proposed plan for the East/Central Networked System of Services after its submittal to the CAO's office. However, the Plan that was distributed to the CCP at their February 14, 2014 meeting did not include the revised pages in its bound form; the revised pages were provided as attachments to the staff report.

Subsequent to its submittal to the CCP at its February 21, 2014 meeting, the Plan was again revised by Emerald HPC with respect to the inclusion of an "Affiliation Disclosure" and a Revised Budget (Appendix I) which removes the proposed allocation for the Mentor-Navigator Supervision services.

Emerald HPC now recommends that Mentor-Navigator administrative and supervision services be provided on a countywide basis through the AB 109 Community Programs process (as is currently the case), rather than on a regional basis--which the earlier Plan Budget contemplated. Since the East/Central and West County plans both address the need for mentor-navigators throughout the reentry process and the assignment of mentor-navigators is essentially "geographically-blind" at the pre-sentence and pre-release phases, having just one organization responsible for administrative/supervision services is preferable.

The Affiliation Disclosure was provided by Emerald HPC International to clarify that the contractors had no prior relationships with the community based providers discussed in the Plan with the exception of the CEO of Rubicon Programs. These page revisions are included in *Attachments B and C*.

The plan for the West County Reentry Resource Center was also distributed to the CCP at their Feb. 14, 2014 meeting in binder form. Subsequent to the CCP meeting on February 21, 2014, at which the Plans were presented and voted on by the CCP, an error was discovered with respect to the Sample Budget included in the document (Section 2.7: Budget, Pages 1-2). The Budget included incorrect references to fiscal years on which the Budget assumptions relied. The correction is included in *Attachment D*.

The complete plans are available on the County's website at:
<http://www.contracosta.ca.gov/index.aspx?nid=2366>

Plan Implementation

Both plans have relied on the assumption that implementation funds allocated in the AB 109 Public Safety Realignment Budget for FY 13-14 under "Community Programs," in the amount of \$1,200,000 (\$400,000 per region of the County), would be available for use in FY 2013-14 despite the planning processes requiring slightly more than half of the fiscal year. Both contractors submitted their plans at the end of January 2014, and the approval process through the CCP, PPC, and Board of Supervisors will have taken the process through March. The RFP/RFQ processes needed for implementation of the plans will likely take an additional 2 months (assuming no delays in the process), resulting in contract development during the month of June 2014.

The contractors have contemplated that the \$1,200,000 allocated in FY 13-14 for plan implementation would be encumbered in FY 13-14 and not drop into the AB 109 Public Safety Realignment Fund Balance if not fully utilized by fiscal year end. The plans require the FY 13-14 funding for programmatic start-up, as well as for specific facilities-related costs that would likely accrue to a center-based model. Ensuring that a plan is feasible in its start-up funding is essential to ensuring success in implementation.

WEST COUNTY REENTRY RESOURCE CENTER

“A Design and Implementation Plan For a West County Reentry Resource Center”: The proposed plan was designed and managed over the course of seven months by Further The Work, a company based in Richmond and founded by Rebecca Brown. 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, governance structure, 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 throughout the project to foster inclusion, learning, shared decision-making, and relationship-building 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 and regular meetings of the Reentry Solutions Group. 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 proposes the establishment of an 11-member 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 (RFQ) to identify a “host organization.”

The issuance of an RFQ to implement the Plan by identifying a host organization to establish and manage a center is addressed in a related staff report on this agenda. The proposed timeline for the RFQ process contemplates that a host organization would be identified by the end of April and a contract for implementation developed by June 1, 2014.

The Community Corrections Partnership at its meeting on February 21, 2014 approved the Plan with an amendment to remove the section on “Restorative Justice” found in Section 2.1.1 Principal Ideas that Guide Our Work, Pages 2-3 (*see below*). The motion passed unanimously.

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 who have inflicted the harm must be central to the process.”¹

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.”²

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.³

Comments and questions from the CCP included concerns about the availability of AB 109 funded staff to support the Center, the relationship of this proposed center to other multi-purpose centers in the community, the number of clients intended to be served, whether an existing CBO could operate the center, what the “flow” of services at the Center would be like, and how success would be determined.

EAST & CENTRAL COUNTY NETWORKED SYSTEM OF SERVICES

“Proposed Plan for an East & Central Networked System of Services for Returning Citizens”: Managed by two principals, Iris and Keith Archuleta, Emerald HPC International, LLC 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

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

² http://en.wikipedia.org/wiki/Restorative_justice

³ 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.

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 an 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 was held on February 27, 2014 at John F. Kennedy University.

The Network relies on two essential components: a. Faith-based and other community-based organizations serving as “No Wrong Door” (NWD) engagement sites (sources of information, referrals, engagement and support); and b. Service Teams. The seven identified Service Teams in the Plan include: 1. Mentor-Navigator Services, 2. Family Reunification, 3. Housing, 4. Employment and Education, 5. Leadership and Entrepreneurialism, 6. Women’s Services, and 7. Services for Returned Citizens with Children.

In addition to the identification of faith and community-based organizations in East County to serve as NWD sites, the Plan establishes a relationship of the Network with the Local Integrated Networks of Care (LINC) collaborative to identify NWD sites in Central County. The Plan recognizes the need to continuously develop and identify participating agencies to provide ongoing services to returning citizens and their families.

The coordination, support, accountability, and communications system for the Network is provided through “Field Operations,” which speaks to the issues of Field Mobility, Triage Coordination, and Communications. Field Mobility addresses the issues of accessibility of returning citizens to service providers/service teams/network personnel, service provider oversight and quality control, redefining the relationship between law enforcement and returning citizens, and community engagement activities. The Plan proposes a partnership between the Network and the Pittsburg, Antioch, and Concord Police Departments who have agreed to provide space for a Field Operations Coordinator or for Probation staff to meet with returning citizens. Field Operations Coordinators would coordinate “triage” services amongst Probation, the local AB 109 Officer, the Mentor/Navigator, and staff of the District Attorney and Public Defender, as needed.

Field Operations Coordinators (3) will serve as the central point of contact between referrals from Probation, the Network Service Teams, and the service providers. The Field Coordinators

will also coordinate referrals from NWD sites and returning citizens on their own behalf. The Field Coordinators will be supervised by a Network Manager, who would report to the Chief Probation Officer or his designee, and supported by an Administrative Assistant. A Database Administrator is also contemplated in the Plan to support the Network operations and provide network performance measurement and service provider assessment.

Although the Plan does not provide documentation of the agreed upon commitments (duties, responsibilities, relationships) of various organizations cited as Network partners, it does include a sample Memorandum of Understanding (MOU) that would need to be executed by partnering agencies.

While the Plan provides a “Sole Source Justification” (Appendix IV) for designating specific service providers as recipients of implementation funding, to serve as members of specified Service Teams, the CCP did not support this aspect of the Plan and recommended that the implementation of the Plan be subject, instead, to a Request for Proposals (RFP) process to allow for competitive bidding by all community-based service providers.

ALIGNMENT OF THE PLANS

In its motion approving the plans, the CCP recommended that “the plans be aligned and coordinated and identify specifics related to oversight, service coordination, governance, and leveraging opportunities.” The contractors met with staff of the CAO and the Reentry Coordinator to address these issues and proposes the following:

1. OVERSIGHT & GOVERNANCE

Both the West County Reentry Center and the Central & East Networks include governance and management structures that are deemed by the planning bodies to be most appropriate for the respective regions and models.

Both the Center and the Networks operate under the ultimate authority of the Board of Supervisors, which delegates general oversight of the projects to the Community Corrections Partnership (CCP). In turn, the CCP may choose to create subcommittees or to appoint representatives to serve on relevant committees, as appropriate.

2. EVALUATING IMPACT & DATA AND INFORMATION INTEGRATION

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

To this end, the Center and the Networks 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 and the Networks will also 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, available and useful information about both clients and services countywide through data-sharing agreements and mechanisms.

The Center and the Networks will strive to evaluate impact in four realms:

- a. Identifying outcomes 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)
- b. 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)
- c. 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)
- d. Measuring the value of the Center or the Networks 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 the Networks and other efforts across the county)
- e. Data Systems and Information Management: It is anticipated that multiple stakeholders will continue to maintain individual data-bases and data-management systems that already exist or that are appropriate for their specific areas of service. Nonetheless, it is expected that the Networks and Center should strive to develop data systems that are integrated within their own center or network, that coordinate across the Center and the Networks, and with the larger service systems, both public and private.

The Center and the Networks will develop their data systems in partnership with and informed by the evaluation project currently managed by Resource Development Associates, as well as with other evaluation or data-related projects that the County may choose to undertake in future.

3. SERVICE COORDINATION

- a. Reentry Coordinator: The Center and the Networks will collaborate their work with the Reentry Coordinator, who holds responsibility for all matters related to reentry.
- b. Consistent Practices and Definitions: In order to foster clear understanding and expectations for clients and partners across regions, the Center and the Networks will foster the development of consistent practices, whenever appropriate, and to develop consistent definitions for terms that are used in both plans. For example, both plans involve the use of mentors and/or navigators, and the Center and the Networks will work together to establish consistent definitions and expectations cross the regions.

- c. Opportunities for Shared Training: It is likely the case that each of the models will require specific trainings most appropriate and necessary to its design. However, consistent with the County's AB 109 Operations Plan, the Center and the Networks will work together to foster the development of shared training opportunities countywide whenever appropriate.
- d. Referrals: As is already being recognized in the County's work across all sectors, the development of consistent and high quality referral processes and practices is essential to the creation of an efficient, effective, and integrated system of care.

Referrals must be able to accommodate multiple stakeholders and to operate seamlessly across geographic regions and differing service models. In addition, referrals must be able to accommodate multiple data systems, varied organizational practices, and diverse client needs.

Currently, the County's stakeholders are in the early stages of developing intentional and consistent referral processes and participant engagement strategies. The Center and the Networks will participate in these efforts, which are likely to include (but not be limited to) the following:

- i. The ability to communicate and track client-specific referral information across geographic regions and the region-specific service systems;
- ii. The ability to minimize data duplication through the development of consistent intake and assessment processes and data sharing;
- iii. Consistent processes for shared updates and referrals tracking to achieve client case plans.

4. LEVERAGING EXISTING AND POTENTIAL RESOURCES

- a. Maximizing existing resources: Both the Center and the Networks operate within a larger landscape of services and resources across the county. In addition, both the Center and the Networks are designed specifically to fill gaps, remove barriers, integrate efforts, and enhance the values of dozens of existing service partners and stakeholders. Reflecting this foundational intention, both the Center and the Networks will strive to identify collective opportunities to benefit and to benefit from existing resources of all kinds.
- b. Attracting additional resources: Both the Center and the Networks represent opportunities to identify and solicit new funds and other resources from multiple sources. The Center and the Networks are intended to coordinate their resource planning in order to advance opportunities not only for themselves, but also for the good of the County as a whole.

5. CROSS-COUNTY LEARNING

Both the Center and the Networks represent new and complex enterprises that provide substantial opportunities to identify common challenges and highlight emergent issues affecting reentry in our county. As a learning team operating in partnership with the Reentry Coordinator, the leaders of the Center and the Networks will strive to provide insight, analysis, and recommendations to benefit the larger community.

Attachments

Attachment A – Revised Pages to the “East & Central Networked Systems of Services” Plan

Attachment B – Revised “East & Central” Appendix I: Budget and Budget Narrative

Attachment C – Revised Sample Budget for West County Reentry Resource Center

Attachment D – **“A Design and Implementation Plan For a West County Reentry Resource Center”**

Attachment E – **“Proposed Plan for an East & Central Networked System of Services for Returning Citizens”**

Emerald HPC International, LLC Affiliation Disclosure

In the spirit of full disclosure, it should be noted that Dorian Archuleta, is the son of Emerald HPC International's Principles, Keith and Iris Archuleta.

At the end of the East and Central County planning process and after the plan had been submitted to Lara Delaney of the County Administrator's office, Keith and Iris Archuleta were notified that their son was suffering from deep depression and was considering taking his own life.

Keith and Iris were able to make contact with Rudy Hernandez of Prepare My Sheep, one of the service providers involved in the East and Central plan, who in turn set up an appointment for their son with the Dream Center, another of the plan's service providers. Dorian was interviewed and accepted into the Dream Center long-term housing and mentoring program.

Keith and Iris Archuleta want it noted that they had no prior relationship with the Dream Center or Prepare My Sheep. They were introduced to these programs through research and fact finding during the planning process.

It is important to emphasize that the Archuleta's had no prior relationship with any of the community based service providers involved with the East and Central plan other than with Jane Fischberg, CEO of Rubicon Industries. Jane Fischberg was a member of the planning team for a Chevron initiative in Richmond and North Richmond, California, where Emerald HPC International was contracted to facilitate an economic revitalization plan in 2012 and 2013.

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 Matthew 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*.

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.

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.

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.

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.

**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
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		\$858,624

AB-109 Networked System of Services East and Central Contra Costa County Appendix I. B. Implementation Budget Narrative

The following describes the 2013-14 Budget plan for the \$800,000 in funds allocated to East and Central for Networked System of Services implementation, with recommendations for 2014-15 where applicable.

A. Management \$361,600 for 2013-14

The Networked System of Services requires a comprehensive and cohesive management structure. 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.

1. Network Manager \$90,000

Provides for full time contracted position reporting to Probation, for the period: April 1, 2014 –March 30, 2015. See page 40 of Proposed Plan for job description.

** 2014-15 Recommended Funding: \$22,500*

To provide for remainder of the fiscal year for full time contracted position, for the period: April 1, 2015 –June 30, 2015

2. Pittsburg Field Operations Coordinator \$70,000

Provides for full time contracted position reporting to Network Manager, for the period: April 1, 2014 – March 30, 2015. See page 41 of Proposed Plan for job description.

** 2014-15 Recommended Funding: \$17,500*

To provide for remainder of the fiscal year for full time contracted position, for the period: April 1, 2015 –June 30, 2015

3. Concord Field Operations Coordinator \$70,000

Provides for full time contracted position reporting to Network Manager, for the period: April 1, 2014 – March 30, 2015. See page 41 of Proposed Plan for job description.

** 2014-15 Recommended Funding: \$17,500*

To provide for remainder of the fiscal year for full time contracted position, for the period: April 1, 2015 –June 30, 2015

4. Antioch Field Operations Coordinator \$70,000

Provides for full time contracted position reporting to Network Manager, for the period: April 1, 2014 – March 30, 2015. See page 41 of Proposed Plan for job description.

** 2014-15 Recommended Funding: \$17,500*

To provide for remainder of the fiscal year for full time contracted position, for the period: April 1, 2015 –June 30, 2015

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 \$275,342 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 Deleted

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.

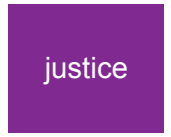
** 2014-15 Recommended Funding: \$0*

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 2013/14 and FY 2014/15		\$	718
Net Income, FY 2013/14 and FY 2014/15, as a percentage of total County contract			0.09%



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

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West County Reentry Resource Center

I. INTRODUCTION

- A. Executive Summary
- B. Gratitude and Thanks

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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

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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

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- 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)

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- 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

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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

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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:

- 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;
- 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. 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

West County Reentry Resource Center

developing a safer, more equitable, and more sustainable West Contra Costa County by working intentionally and collaboratively to achieve common goals.

7. 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.

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.

8. COLLECTIVE IMPACT

The Center's work reflects the principles of collective impact, as defined by the work of FSG Social Impact Partners.²

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."³

As described by FSG, successful collective impact initiatives require the presence of administrative entity that provides "a dedicated staff separate from the participating

² John Kania and Mark Kramer, "Collective Impact," Stanford Social Innovation Review, Winter 2011.

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

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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."*

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.

9. 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.

10. 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

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institution by leveraging existing resources, clearly measuring and disseminating the impact of our work, and improving efficiencies in the reentry landscape.

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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:

Maximize Partnership <ul style="list-style-type: none">• Support coordination, communication, and integration among partners• Foster flexible, responsive approaches in service partnerships	Leverage Resources To Foster Sustainability <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
Fulfill Multiple Service Functions <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	Use Holistic Approaches <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
Be Inclusive <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)	Emphasize Outcomes <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-

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- 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.

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- 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

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- 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)

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- 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)

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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

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- 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.

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- 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.

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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;

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- 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.

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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

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

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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/>

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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.

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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>

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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

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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.

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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.

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West County Reentry Resource Center: Organizational
Indications of Interest
October 11, 2013

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

West County Reentry Resource Center: Organizational
Indications of Interest
October 11, 2013

Sector	Department	Name	Potential Activity
	County Forensic Mental Health	Tieaesha Gaines	Provide groups that address recidivism and increase life skills ; i.e., anger management, PTSD Groups.
	Sheriff's Office	Jeff Nelson & Chrystine 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: _____

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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,

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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.

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- 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.

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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.

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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.

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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;

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- 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.

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- 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.

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- 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

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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.

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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.

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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.

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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.

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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.

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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).

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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.

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 2013/14 and FY 2014/15		\$	718
Net Income, FY 2013/14 and FY 2014/15, 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 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.															
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	x										
Develop work plans for all Center staff					x	x									
B. Fundraising, Communication, and Marketing															
Identify and retain a communications/web design consultant					x	x									
Identify and retain a graphic designer					x	x									
Develop organizational print materials (collateral, logo)					x	x									
Develop fundraising, communications & outreach plan and calendar						x	x								
Develop case documents to support fundraising, communications, and outreach						x	x								
Develop website and communications materials							x	x	x						
Implement ongoing fundraising and communications plan							x	x	x	x					
C. Site Selection and Planning															
Identify, secure, equip, and furnish temporary site for administrative operations and planning				x	x										
Develop facilities needs and specifications guidelines consistent with operations plan and service model					x	x							x		
Identify and retain a construction management firm/design-build contractor					x	x									
Identify and retain real estate broker				x	x										
Identify and secure a permanent site					x	x	x								
D. Site Preparation/Tenant Improvements															
Begin construction (duration and scope to be determined based on site chosen and site design)						x	x								
Develop furnishings, equipment list for permanent site, begin placing orders						x	x	x	x						
Develop transition plan for move from temporary to permanent site								x		x					
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					x	x									
Sign MOUs with On-Site Partners					x	x	x								
Identify and select an after-hours phone and referral resource						x	x								
Begin implementing services on start-up scale						x	x	x							
Conduct quarterly programs & partnership review/modifications									x		x				x

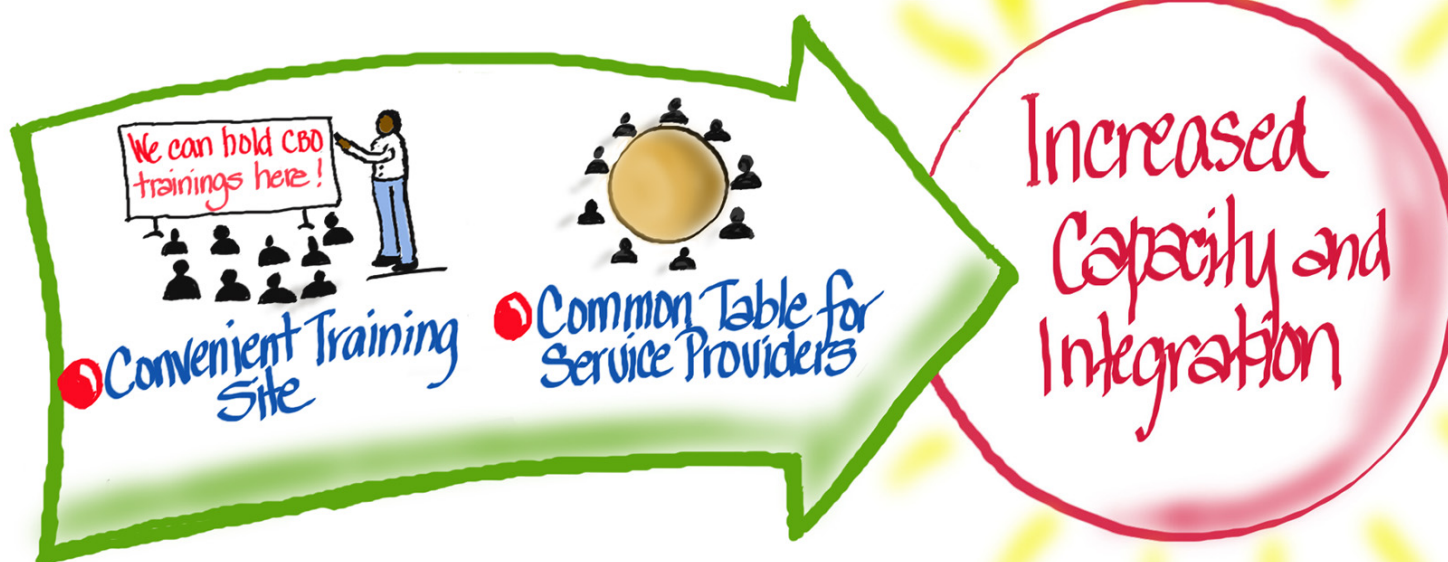
West County Reentry Center Work Plan FY 2014-2015

	1st Quarter			2nd Quarter			3rd Quarter			4th Quarter		
	Month	Month	Month	Month	Month	Month	Month	Month	Month	Month	Month	Month
	1	2	3	4	5	6	7	8	9	10	11	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	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	x							
Based on stakeholder input, conduct research to identify training resources				x	x	x						
Develop and disseminate training calendar						x						
Begin implementing trainings, potentially on a quarterly basis							x			x		
I. Community Engagement												
Develop community-engagement plan		x	x									
Begin implementing community-engagement plan			x	x								
Hold informational community-engagement events at temporary location				x			x					
Hold informational community-engagement event at new location (even pre-transition to the new location)										x		

West County Reentry Resource Center

The Community's Vision

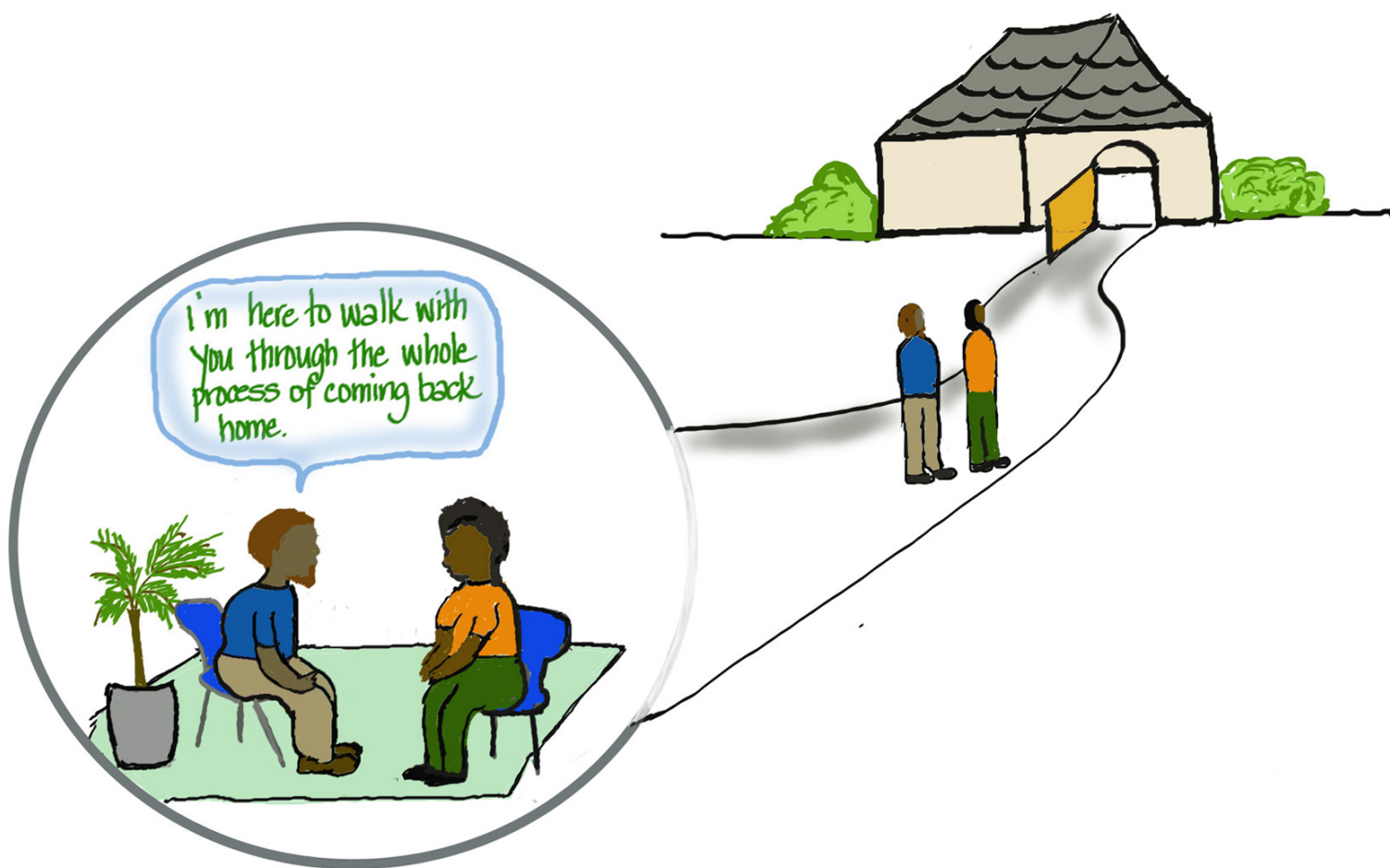
Advance the Capacity and Integration of the Service Sector Stakeholders



West County Reentry Resource Center

The Community's Vision

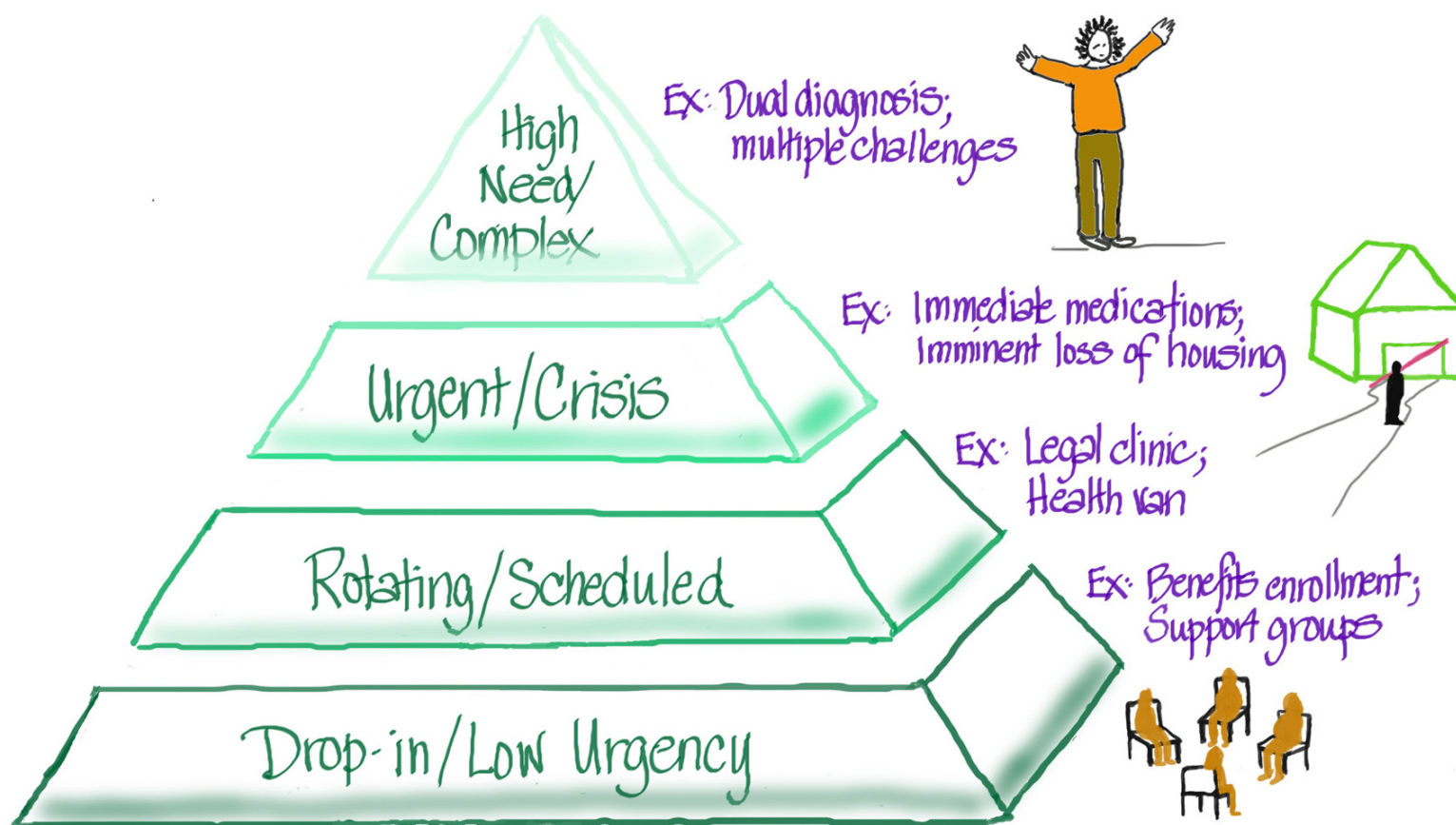
Navigator/Ally



West County Reentry Resource Center

The Community's Vision

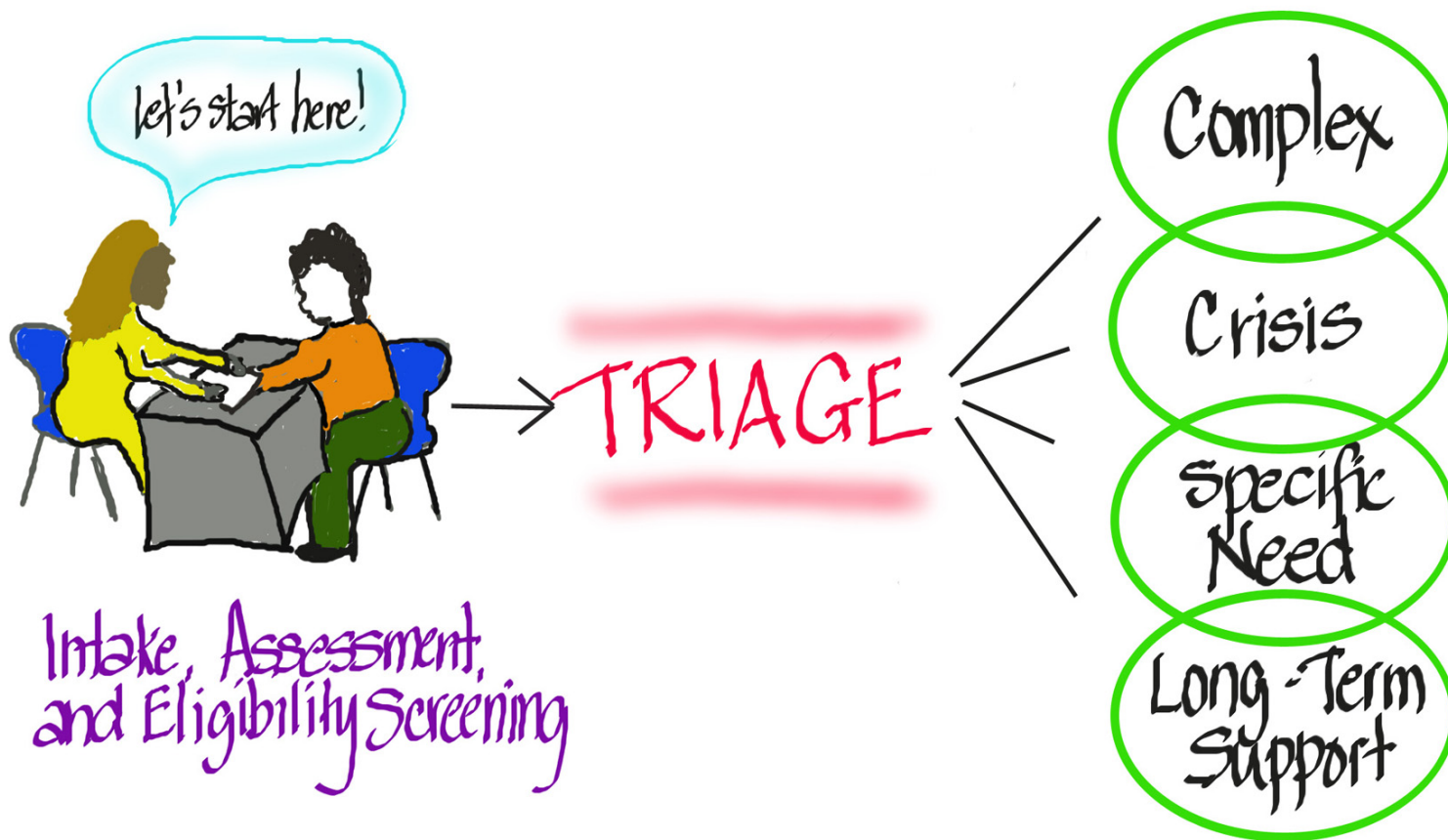
Provide Different Functions at Different Levels of Need



West County Reentry Resource Center

The Community's Vision

First Stop Intake



West County Reentry Resource Center

The Community's Vision

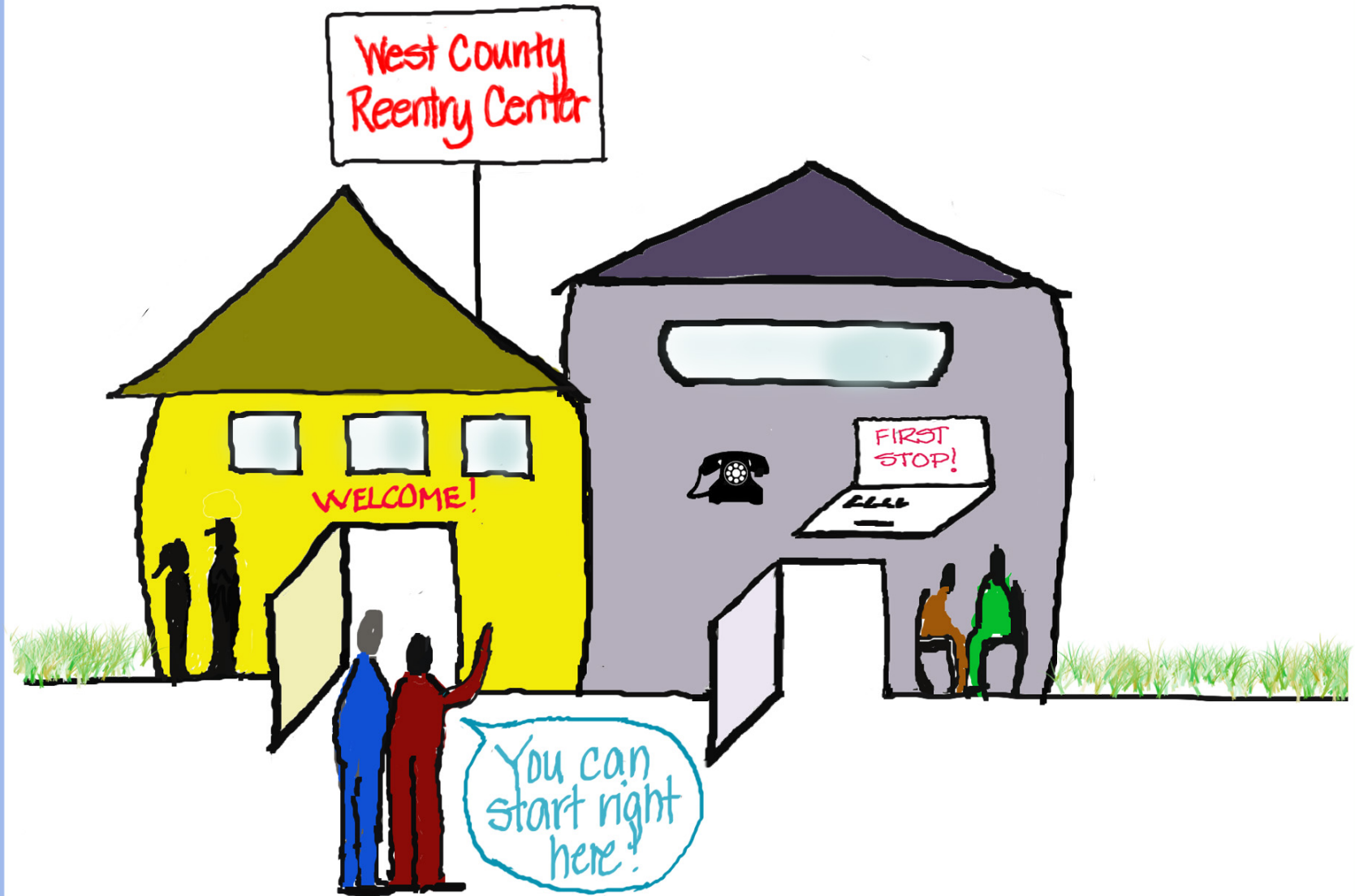
Meet Immediate Needs



West County Reentry Resource Center

The Community's Vision

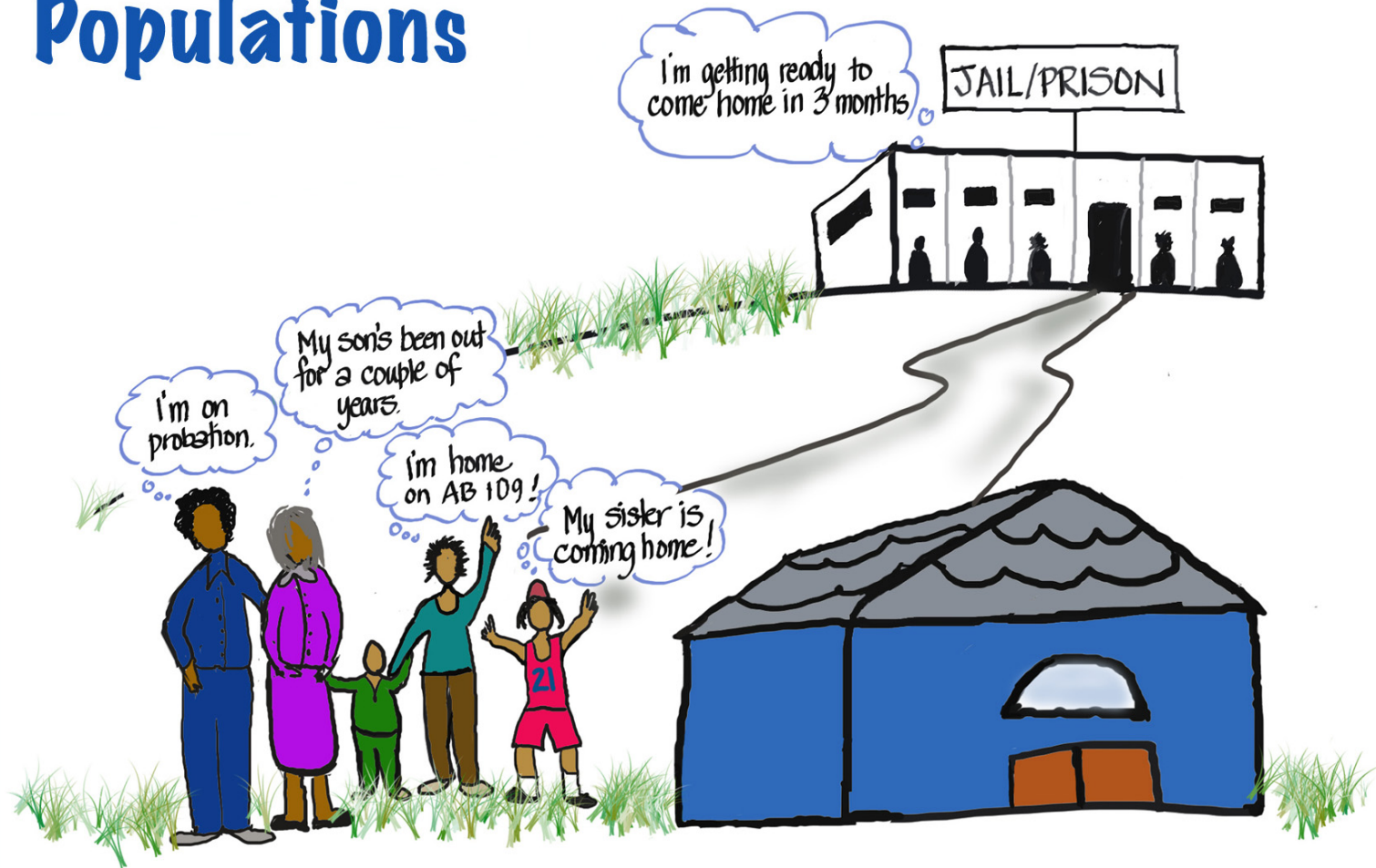
Physical and Virtual



West County Reentry Resource Center

The Community's Vision

Populations



West County Reentry Resource Center
The Community's Vision

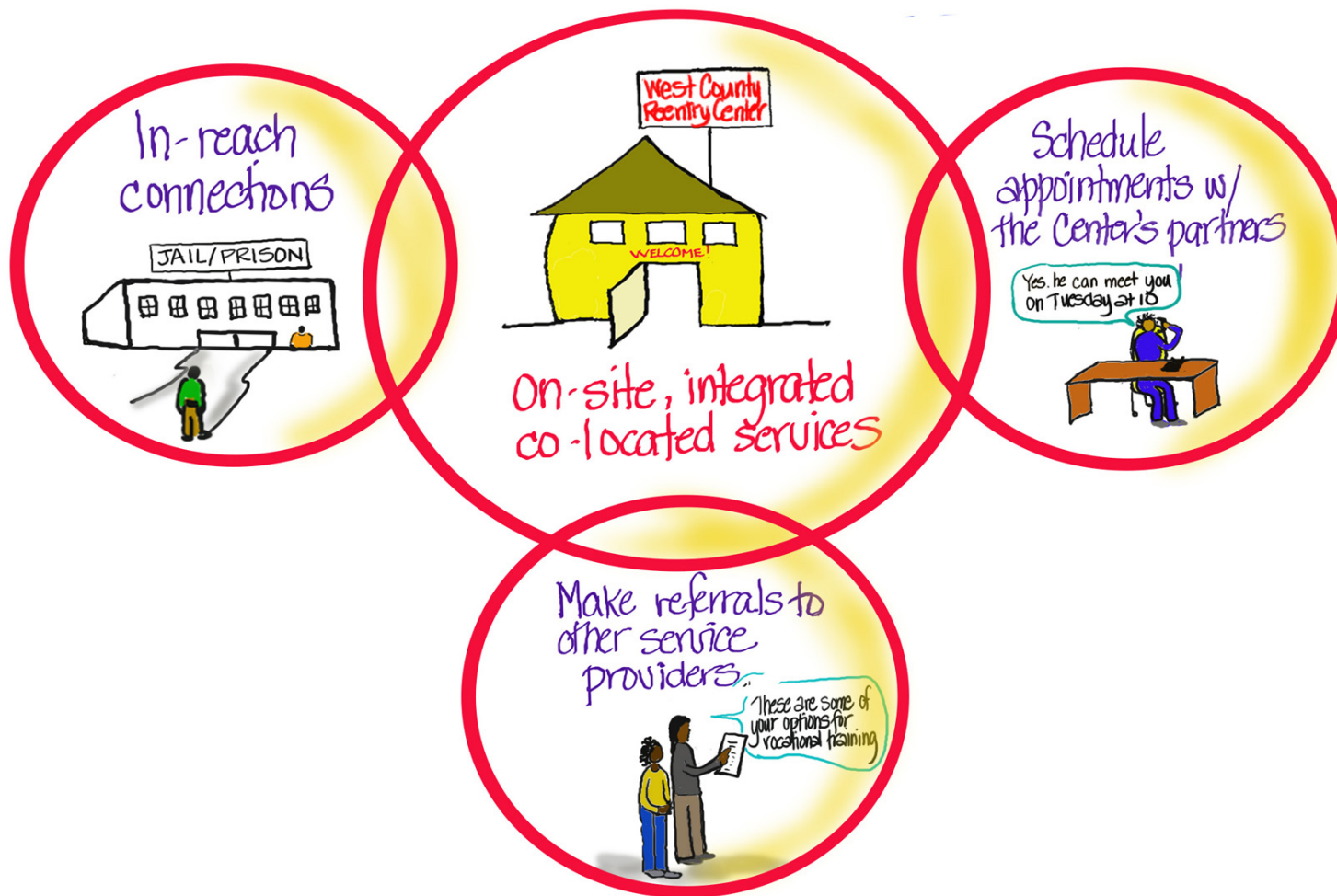
Pre-Release Transition Planning "Reentry 101"



West County Reentry Resource Center

The Community's Vision

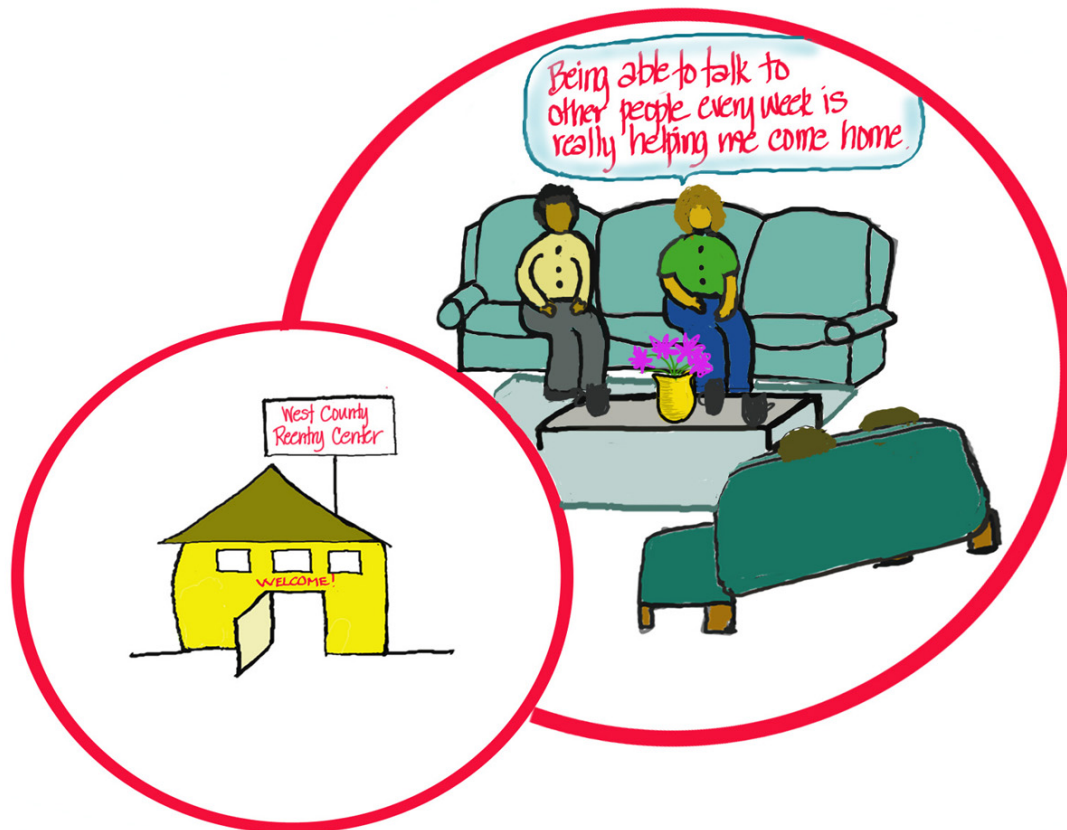
Service Hub



West County Reentry Resource Center

The Community's Vision

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.

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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.

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- 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
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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 _____.

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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.

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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-

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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;

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- 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,

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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: _____

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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.

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CENTER STEERING COMMITTEE ACKNOWLEDGEMENT AND DISCLOSURE FORM

I have read the West County Reentry Resource Center Steering Committee Conflict of Interest Policy set forth above and agree to comply fully with its terms and conditions at all times in my service as a Center Steering Committee member.

If at any time following my submission of this form I become aware of any actual or potential conflicts of interest, or if the information provided below becomes inaccurate or incomplete, I will promptly notify the Center's Steering Committee Chair and the Center's Executive Director in writing.

Disclosure of Actual or Potential Conflicts of Interest:

Submitted and Attested To By:

Steering Committee Member Signature: _____

Steering Committee Member Name (printed): _____

Date: _____

Reviewed and Acknowledged by the CSC Steering Committee Chair:

Steering Committee Chair Signature: _____

Steering Committee Chair Name (printed): _____

Date: _____

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: _____

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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.

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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.

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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.

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- 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

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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

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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

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- 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.

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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

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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.

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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,

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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

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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

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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

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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

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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,

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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

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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

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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

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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?

- | | |
|--|--|
| <input type="checkbox"/> Single/ Never Married | <input type="checkbox"/> In a committed relationship (but not married) |
| <input type="checkbox"/> Married | <input type="checkbox"/> Separated <input type="checkbox"/> Divorced |
| <input type="checkbox"/> Widowed | <input type="checkbox"/> Unknown <input type="checkbox"/> 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

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☐ 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

Description

Alternate 1

Description

Email

☐ None

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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	Specify/notes:
	<input type="checkbox"/> Yes, MI (other diagnosis) <input type="checkbox"/>	
	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	Specify/notes:
	<input type="checkbox"/> No	
	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*	
	Developmental disability	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Unknown
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
	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
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

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Convicted within last six months ☐ Yes ☐ No ☐ Unknown

Currently on probation ☐ Yes ☐ No ☐ Unknown

Ever incarcerated in state or federal prison ☐ Yes* ☐ No ☐ Unknown

**If yes:*

Released within six months ☐ Yes ☐ No ☐ Unknown

Currently on parole ☐ Yes ☐ No ☐ Unknown

Release Date: ☐ _____ ☐ Unknown

**If yes:*

Held there within last six months ☐ Yes* ☐ No ☐ Unknown

**If yes:*

How many times within last six months _____

Release Date: ☐ _____ ☐ 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?**

☐ Yes

☐ No

☐ I don't know

If you're not seeking employment, can you tell us why?

☐ Disabled

☐ Retired

☐ 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 not worked (26 minus # worked).

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Reason for leaving recent job *Choose best:*

- | | |
|--|---|
| <input type="checkbox"/> Left voluntarily, to look for a better position | <input type="checkbox"/> Temporary/seasonal position ended |
| <input type="checkbox"/> Left job for other (personal) reasons | <input type="checkbox"/> Laid off (business reasons) |
| <input type="checkbox"/> Unable to adequately perform job duties | <input type="checkbox"/> Terminated for cause (disciplinary or performance reasons) |
| <input type="checkbox"/> Unable to maintain job schedule | <input type="checkbox"/> 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:*

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<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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<i>Temporary means time-limited (!):</i>	Expected discharge date or limit to stay: ____/____/____ (mo/day)
Living Situation prior to this <input type="checkbox"/> Emergency Shelter <input type="checkbox"/> Any place not meant for habitation <input type="checkbox"/> ANY OTHER Living Situation*	
<i>*If ANY OTHER:</i> Can you return there? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Unknown	

Housing Status

<input type="checkbox"/> Homeless*	<input type="checkbox"/> Imminently Homeless*	<input type="checkbox"/> At Risk of Homelessness	<input type="checkbox"/> In Stable Housing
<ul style="list-style-type: none"> Supported Housing with Transitional tenure Emergency Shelter Any place not meant for habitation 	Any Living Situation where participant <ul style="list-style-type: none"> must leave <u>within one week</u> (eviction, discharge or limit to stay) cannot return to prior situation (if in Temporary) does not have resources to secure housing 	Any time-limited Living Situation (eviction, discharge or limit to stay), where participant does not meet criteria for Homeless or Imminently homeless, e.g. <ul style="list-style-type: none"> staying with family temporarily but indefinitely discharge from facility in one month 	Any Living Situation with Permanent tenure <u>and</u> with no pending eviction or other requirement to leave.

**If Homeless or Imminently Homeless:*

How many separate times have you been homeless in past 3 years?			
<input type="checkbox"/> Only this time	<input type="checkbox"/> 2-3 times, including this one	<input type="checkbox"/> 4 or more times, including this one	<input type="checkbox"/> Unknown
<i>Eligibility verification must be filed for enrollment into HUD-funded programs:</i>			
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

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Alamo	Antioch	Baypoint	Bethel Island
Blackhawk	Byron	Canyon	Clayton
Clyde	Concord	Crockett	Danville
Diablo	Discovery Bay	Kensington	Knightesen
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 ☐ Yes ☐ No ☐ 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)

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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

--	--

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

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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)

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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)

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**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

Emerald HPC International, LLC Affiliation Disclosure

In the spirit of full disclosure, it should be noted that Dorian Archuleta, is the son of Emerald HPC International's Principles, Keith and Iris Archuleta.

At the end of the East and Central County planning process and after the plan had been submitted to Lara Delaney of the County Administrator's office, Keith and Iris Archuleta were notified that their son was suffering from deep depression and was considering taking his own life.

Keith and Iris were able to make contact with Rudy Hernandez of Prepare My Sheep, one of the service providers involved in the East and Central plan, who in turn set up an appointment for their son with the Dream Center, another of the plan's service providers. Dorian was interviewed and accepted into the Dream Center long-term housing and mentoring program.

Keith and Iris Archuleta want it noted that they had no prior relationship with the Dream Center or Prepare My Sheep. They were introduced to these programs through research and fact finding during the planning process.

It is important to emphasize that the Archuleta's had no prior relationship with any of the community based service providers involved with the East and Central plan other than with Jane Fischberg, CEO of Rubicon Industries. Jane Fischberg was a member of the planning team for a Chevron initiative in Richmond and North Richmond, California, where Emerald HPC International was contracted to facilitate an economic revitalization plan in 2012 and 2013.

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.

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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 Acuirre, 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.



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 responsivity 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:

- responsivity 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
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		\$858,624

**AB-109 Networked System of Services
East and Central Contra Costa County
Appendix I. B. Implementation Budget Narrative**

The following describes the 2013-14 Budget plan for the \$800,000 in funds allocated to East and Central for Networked System of Services implementation, with recommendations for 2014-15 where applicable.

A. Management \$361,600 for 2013-14

The Networked System of Services requires a comprehensive and cohesive management structure. 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.

1. Network Manager \$90,000

Provides for full time contracted position reporting to Probation, for the period: April 1, 2014 –March 30, 2015. See page 40 of Proposed Plan for job description.

** 2014-15 Recommended Funding: \$22,500*

To provide for remainder of the fiscal year for full time contracted position, for the period: April 1, 2015 –June 30, 2015

2. Pittsburg Field Operations Coordinator \$70,000

Provides for full time contracted position reporting to Network Manager, for the period: April 1, 2014 – March 30, 2015. See page 41 of Proposed Plan for job description.

** 2014-15 Recommended Funding: \$17,500*

To provide for remainder of the fiscal year for full time contracted position, for the period: April 1, 2015 –June 30, 2015

3. Concord Field Operations Coordinator \$70,000

Provides for full time contracted position reporting to Network Manager, for the period: April 1, 2014 – March 30, 2015. See page 41 of Proposed Plan for job description.

** 2014-15 Recommended Funding: \$17,500*

To provide for remainder of the fiscal year for full time contracted position, for the period: April 1, 2015 –June 30, 2015

4. Antioch Field Operations Coordinator \$70,000

Provides for full time contracted position reporting to Network Manager, for the period: April 1, 2014 – March 30, 2015. See page 41 of Proposed Plan for job description.

** 2014-15 Recommended Funding: \$17,500*

To provide for remainder of the fiscal year for full time contracted position, for the period: April 1, 2015 –June 30, 2015

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 \$275,342 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 Deleted

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)

Emerald HPC International, LLC

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 Russell, 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

*Emerald HPC International, LLC***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.



Contra Costa County Board of Supervisors

Subcommittee Report

PUBLIC PROTECTION COMMITTEE

6.

Meeting Date: 03/24/2014

Submitted For: PUBLIC PROTECTION COMMITTEE,

Department: County Administrator

Referral No.: N/A

Referral Name: DRAFT REQUEST FOR QUALIFICATION (RFQ) FOR WEST COUNTY REENTRY PLAN IMPLEMENTATION

Presenter: Lara DeLaney, (925) 335-1097 **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 in the amount of \$120,000 (\$40k per region). The proposal that was recommended for funding to the Board of Supervisors for the planning of a West County Reentry Resource Center was provided by "Further The Work (FTW)." A contract was awarded by the Board of Supervisors to FTW on May 21, 2013 in the amount of \$40,000. The CAO's office developed a contract with FTW, which was executed mid-June 2013. Further The Work conducted their extensive planning process on budget, on schedule and submitted the proposed plan to the County Administrator's Office on January 27, 2014. The CCP recommended that the Public Protection Committee approve the Plan and recommend its adoption by the Board of Supervisors at its March 25, 2014 meeting.

Please note that the final plan for the West County Reentry Resource Center was distributed to the CCP at their Feb. 14, 2014 meeting in binder form. Subsequent to the CCP meeting on February 21, 2014, at which the Plans were presented and voted on by the CCP, an error was discovered with respect to the Sample Budget included in the document (Section 2.7: Budget, Pages 1-2). The Sample Budget mistakenly included the Fiscal Years of 14-15 and 15-16, rather than the intended years of 13-14 and 14-15.

The complete plan is available on the County's website at:

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

Implementation of the plan, as proposed, will require the establishment of a 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 (RFQ) to identify a "host organization."

Referral Update:

A Draft RFQ has been prepared and is attached for your consideration as *Attachment A*. Note that text in the document that is highlighted in yellow are still in development and require further editing.

Recommendation(s)/Next Step(s):

1. ACCEPT the Draft Request for Qualifications (RFQ) for the Implementation of the Plan for the establishment of a West County Reentry Resource Center.
2. PROVIDE direction to staff on the RFQ process, timeline and contents of the Draft RFQ as needed.
3. AUTHORIZE the issuance of an RFQ for the Implementation of the Plan for the establishment of a West County Reentry Resource Center.

Attachments

Staff Report

Attachment A - "West County Reentry Resource Center for AB 109 Program"

County of Contra Costa
OFFICE OF THE COUNTY ADMINISTRATOR
MEMORANDUM

DATE: March 24, 2014

TO: PUBLIC PROTECTION COMMITTEE

FROM: LARA DeLANEY, Senior Deputy County Administrator

SUBJECT: **Agenda Item No. 6: RFQ Process for the Implementation of the Plan for the West County Reentry Resource Center**

RECOMMENDATION:

1. ACCEPT the Draft Request for Qualifications (RFQ) for the Implementation of the Plan for the establishment of a West County Reentry Resource Center.
2. PROVIDE direction to staff on the RFQ process, timeline and contents of the Draft RFQ as needed.
3. AUTHORIZE the issuance of an RFQ for the Implementation of the Plan for the establishment of a West County Reentry Resource Center.

BACKGROUND:

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 in the amount of \$120,000 (\$40k per region). The proposal that was recommended for funding to the Board of Supervisors for the planning of a West County Reentry Resource Center was provided by "Further The Work (FTW)." A contract was awarded by the Board of Supervisors to FTW on May 21, 2013 in the amount of \$40,000. The CAO's office developed a contract with FTW, which was executed mid-June 2013. Further The Work conducted their extensive planning process on budget, on schedule and submitted the proposed plan to the County Administrator's Office on January 27, 2014. The CCP recommended that the Public Protection Committee approve the Plan and recommend its adoption by the Board of Supervisors at its March 25, 2014 meeting.

Please note that the final plan for the West County Reentry Resource Center was distributed to the CCP at their Feb. 14, 2014 meeting in binder form. Subsequent to the CCP meeting on February 21, 2014, at which the Plans were presented and voted on by the CCP, an error was discovered with respect to the Sample Budget included in the document (Section 2.7: Budget, Pages 1-2). The Sample Budget mistakenly included the Fiscal Years of 14-15 and 15-16, rather than the intended years of 13-14 and 14-15.

The complete plan is available on the County's website at:
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Implementation of the plan, as proposed, will require the establishment of a 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 (RFQ) to identify a "host organization."

RFQ PROCESS

A Draft RFQ has been prepared and is attached for your consideration as *Attachment A*. Note that text in the document that is highlighted in yellow are still in development and require further editing. The Draft RFQ posits the availability of up to \$800,000 for "Implementation of a West County Reentry Resource Center" to serve as a central, site-based gathering place for learning, capacity-development and access to information and services for returning citizens, for the period June 1, 2014 through June 30, 2015. (\$400,000 is allocated in the FY 13-14 AB 109 Public Safety Realignment Program Budget for implementation of a reentry resource center in West County, and \$400,000 is proposed for allocation in the FY 14-15 AB 109 budget as well.)

When approved for issuance, the RFQ will be posted on BidSync, the website the County utilizes for contracting opportunities, and distributed directly via email to contacts developed by the County's Reentry Coordinator, Jessie Warner, and staff of the CAO's office. A Press Release will be issued and a legal notice will be posted in the Contra Costa Times regarding the RFQ opportunity. After its release, an optional responders conference will be hosted, via conference call, by the Senior Deputy CAO, the Reentry Coordinator, and FTW. Questions and answers arising from the responders conference and received in writing will be posted to the County's website and distributed to all attendees on the call.

Proposed RFQ Timeline: Implementation of West County Reentry Resource Center

Event	2 month process	
Draft RFQ & Timeline to PPC	March 24, 2014	
RFQ Issued	April 1, 2014	<i>Tuesday</i>
Responder's Conference	April 3, 2014	<i>Thursday, 2:00 to 3:00 p.m. via conference call</i>
Written Questions Due from bidders	April 10, 2014	<i>Thursday</i>
Addendum Issued	April 14, 2014	<i>Monday</i>
Responses Due	April 21, 2014	<i>3 weeks</i>
Evaluation Period	April 23-25	
Results Letter Issued	April 28, 2014	
Appeal Period	April 28-May 1, 2014	
CCP Reviews Results	May 2, 2014	
Public Protection Reviews Results	Special Meeting	<i>May meeting cancelled due to Memorial Day holiday</i>
Board Award Date	May 13, 2014	<i>Only available date in May after May 6 meeting</i>
Contract Start Date	June 1, 2014	

The Draft RFQ is modeled on prior RFP/RFQs developed for the AB 109 program. The proposed timeline contemplates a response period of 3 weeks. The RFQ requires the submittal of a 20 page response narrative (excluding cover statement, table of contents, responder overview, budget, timeline, MOUs/letters of support, and required attachments). The Draft RFQ was developed in consultation with Ms. Rebecca Brown.

Due to time constraints, it is not recommended that the RFQ be reviewed by the CCP, whose next meeting is scheduled for April 4, 2014, as that would further delay its issuance. However, the CCP will be expected to act at its April meeting on the recommendation in the Plan to select two members of the Center Steering Committee, and these two members are proposed to serve on the Review Panel that is charged with reviewing responses and recommending the “host” organization for the Center.

RFQ Review Panel

The recommended composition of a 7-member review panel is:

- CAO staff,
- the County Reentry Coordinator,
- the 2 members of the CCP designated as representatives to the Steering Committee,
- a person with direct experience of incarceration and reentry into West Contra Costa County,
- staff person of a CBO performing reentry related services, and
- a member of the Community Advisory Board

Attachments

Attachment A – Draft RFQ for Implementation of West County Reentry Resource Center Plan



Contra Costa County

REQUEST FOR QUALIFICATIONS (RFQ) # 1403-059 *West County Reentry Resource Center for AB 109 Program*

The Contra Costa County Administrator's Office is pleased to announce, on behalf of the Board of Supervisors, the availability of up to \$800,000 for "Implementation of a West County Reentry Resource Center" to serve as a central, site-based gathering place for learning, capacity-development and ready access to information and services for returning citizens, for the period June 1, 2014 through June 30, 2015.

This RFQ is a process by which the County solicits qualifications of qualified responders who may be selected to enter into a contract with the County.

Please read this entire packet carefully.

***Final responses will be due at 651 Pine Street, 10th floor, Martinez, CA 94553
by 5:00 PM on April 21, 2014.***

Written questions about the RFQ can be submitted to lara.delaney@cao.cccounty.us
by 5:00 PM on Thursday, April 10, 2014.

**An Optional Responders Conference will be conducted on Thursday, April 3, 2014
from 2:00 PM – 3:00 PM via conference call.**

To participate, please call 1-888-278-0254, participant code 677509#

If you would like to participate in the conference call,
you are requested to return the Responders Conference RSVP on page **37.**

Thank you in advance for your efforts in preparing your response.



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Legal Classified Notice

**CONTRA COSTA COUNTY REQUEST FOR QUALIFICATIONS # 1403-059
IMPLEMENTATION OF A WEST COUNTY REENTRY RESOURCE CENTER**

The Contra Costa County Administrator's Office announces, on behalf of the Board of Supervisors, the issuance of Request for Qualifications (RFQ) #1403-059 making available up to \$800,000 for qualified individuals and agencies to site and manage the implementation of a West County Reentry Resource Center for the period June 1, 2014 to June 30, 2015.

Responses are due by **5:00 p.m. on April 21, 2014**, without exception. Additional information and RFQ copy is available at website: <http://www.co.contra-costa.ca.us/index.aspx?NID=2366> or by calling (925) 335-1097.

**RFQ TIMELINE**

1.	RFQ announced	Tuesday, April 1, 2014
2.	Written Questions Due from Responders	5:00 p.m., April 10, 2014
3.	Addendum Issued	April 14, 2014
4.	Response Submission Deadline	5:00 p.m., April 21, 2014 County Administrator's Office 651 Pine Street, 10 th Floor Martinez, CA 94553
<i>No response will be accepted after this date and time. Postmarked, facsimiled, or e-mail submissions will not be accepted.</i>		
5.	Review and rating process	April 23-25, 2014
6.	Notification of award recommendations	April 28, 2014
7.	Appeal period	April 28- May 1, 2014
8.	Deadline to submit appeal letters	5:00 PM, May 1, 2014
9.	Community Corrections Partnership Review	May 2, 2014
10.	Public Protection Committee Review	<i>To Be Determined</i>
Board of Supervisors approval and authorization to award contracts is tentatively scheduled for the May 13, 2014 Board of Supervisors' agenda		



REQUEST FOR QUALIFICATIONS #1403-059
IMPLEMENTATION OF A WEST COUNTY REENTRY RESOURCE CENTER

Project Description

DRAFT



I. Introduction

The Contra Costa County Administrator's Office (CAO), on behalf of the Board of Supervisors, is issuing this Request for Qualifications (RFQ) #1403-059 to receive qualifications from individuals and agencies to site and manage the implementation of a West County Reentry Resource Center in Contra Costa County. Based on the response to this solicitation for qualifications, Contra Costa County (County) plans to contract with service providers for an initial period of June 1, 2014 to June 30, 2015. The County will retain the discretion to renew any contract issued, contingent on availability of funding and demonstrated successful performance by funded entities during the initial contract period.

Private, not-for-profit organizations, for-profit organizations, public agencies, individuals, and not-for-profit institutions of education with experience in developing and implementing resource centers are invited to submit Responses.

If you are or your organization is interested in and capable of providing the requested services by contract with the County, please carefully review the Request for Qualifications (RFQ) and submit your response as directed in the "Response Preparation Instructions." This solicitation is not in any way to be construed as an agreement, obligation, or contract between the County and any party submitting a response, nor will the County pay for any costs associated with the preparation of any response.

II. Synonymous Terms

As used throughout this bid and its attachments, the following terms are synonymous:

- a. Supplier, Vendor, Contractor, Successful Responder, Consultant
- b. Purchase Order, Contract, Agreement
- c. Services, Work, Scope, and Project
- d. Proposer, Responder
- e. "The County" refers to the County of Contra Costa, California.

III. Background

In 2011, the California Legislature passed the Public Safety Realignment Act (AB 109), which transferred responsibility for supervising specific low-level inmates and parolees from the California Department of Corrections and Rehabilitation to counties. This Act tasked local government at the county level with developing a new approach to reducing recidivism among certain low-level felony criminal offenders. AB 109 took effect 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 non-violent, non-serious, non-sex offenders) from state prison to local county jail pursuant to Penal Code 1170 (h) and provides for an expanded role for post-release Mandatory 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 housing responsibility for parole and PRCS revocations to local jail custody.

AB 109 also tasked the local Community Corrections Partnership (CCP) with recommending to the County Board of Supervisors a plan for implementing public safety Realignment. The Contra Costa County Board of Supervisors adopted the *Contra Costa County Realignment Plan* on October 4, 2011 (Agenda Item D.5), as recommended by the Executive Committee of the CCP.

The Executive Committee of the CCP is composed of the County Probation Officer (Chair), Sheriff-Coroner, a Chief of Police (represented on a rotating appointment by a Chief of Police of a city within the County), District Attorney, Public Defender, Presiding Judge of the Superior Court or designee (represented by the Court Executive Officer), and the County Behavioral Health Director.

A Community Advisory Board (CAB) was formed by the community in January 2012 and formally recognized by the CCP Executive Committee in December 2012 to provide input on community needs; assess implementation of the realignment plan; review data on realignment outcomes; advise the CCP on community engagement strategies; offer recommendations for ongoing realignment planning; advise County agencies regarding programs for implementation in the County; and encourage outcomes that are consistent with the County's *Reentry Strategic Plan*.

On August 24, 2012 the Executive Committee of the CCP unanimously agreed that the goals established by the *Contra Costa County Reentry Strategic Plan*¹ would guide the planning for Public Safety Realignment. These goals are:

- Use a holistic, systemic, and inclusive approach that involves federal, state and local government stakeholders, community organizations, advocates, the formerly incarcerated, and family and community members;
- Adopt strategies that draw on evidenced-based approaches and practices;

¹ Available at <http://www.cccounty.us/DocumentCenter/View/25650>



- Target high- to moderate-risk probationers and parolees through the use of evidence-based tools;
- Emphasize geographic areas from which a disproportionate number of formerly incarcerated people are drawn and to which they return;
- Incorporate assessment and case management tools targeting continuous reentry planning, beginning at the point of admission to the criminal justice system, and working through pre- and post-release;
- Embrace a commitment to the continuous and appropriate delivery of drug treatment, medical care, job training and placement, educational services, cognitive behavioral therapy and/or other service essential to reentry;
- Provide for independent evaluations of reentry programs using, when feasible, random assignment and controlled studies to determine effectiveness of programs and services provided; and
- Reduce crime, increase public protection, and protect people from further victimization.

For FY 2012-13, the CCP-Executive Committee recommended and the Board of Supervisors approved a Public Safety Realignment budget of \$20,689,520, comprised of \$16,665,069 in ongoing and \$4,024,451 in one-time funding for various AB 109 implementation efforts and programming.

For fiscal year 2013-14, Contra Costa County anticipates the receipt of \$22,854,832 of AB 109 Public Safety Realignment revenue. On May 16, 2013, the Public Protection Committee accepted the CCP-Executive Committee's budget recommendations and added \$200,000 to the Sheriff's Office allocation for support of "Jail to Community" programs. On May 21, 2013, the Board of Supervisors approved the FY 2013-14 AB 109 Public Safety Realignment budget (Agenda Item D.3) in the amount of \$23,072,666; \$21,435,766 in ongoing and \$1,636,900 in one-time funding. Of this amount, \$900,000 was reserved for the establishment of a Pre-Trial services program.

In addition to the FY 2013-14 budget allocations for County departments, at its May 21, 2013 meeting the Board of Supervisors also approved the award of contracts to community based organizations to provide the following reentry related services for the period June 1, 2013 through June 30, 2014:

Employment Support and Placement Services	\$2,000,000
Planning of (3) One-Stop Centers	\$120,000
Short and Long-Term Housing Access	\$500,000
Peer and Mentoring Services	\$200,000



Implementation of (3) One-Stop Centers	\$1,200,000
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AB 109 Service Delivery Model in Contra Costa County

The service delivery model developed by the CCP will involve multiple organizations working in collaboration to provide services to address the specific criminogenic risks and needs of the AB 109 population. Service providers are directed to incorporate the evidence-based practice of service delivery prior to community release, whenever possible.

A dedicated unit of AB 109 Probation Officers serve as lead case managers to coordinate and track services provided by County and community-based partner organizations. The AB 109 Probation Officers interview clients using the Correctional Assessment and Intervention System (CAIS)², a comprehensive assessment tool that combines validated risk and needs assessments with suggested supervision strategies for case planning. Areas of criminogenic risk and need are identified and prioritized in developing an individualized case plan that addresses specific goals and needed services.

Throughout the past year, AB 109 Probation Officers have worked closely with the County Behavioral Health Division's "Forensic Team" to coordinate service referrals. The Forensic Team was formed to address the needs of criminal justice involved individuals with co-occurring mental health and substance abuse disorders. In addition to mental health counseling and medication management, clients can access residential and outpatient substance abuse treatment, short term housing through homeless shelters, as well as assistance with enrollment in state and federal benefits including health care and income supports.

This innovative partnership between County agencies will be further supported by AB 109 funded community-based employment, housing, mentoring services as well as access to the Reentry Resource Centers/Networks in each region of Contra Costa County. In addition, the Employment and Human Services Department has received AB 109 funding for two designated employment specialists to work at the County One-Stop employment centers to coordinate with County and community providers.

For Penal Code 1170(h) individuals sentenced to Mandatory Supervision, a designated AB 109 Probation Officer will initiate case management pre-release, including completing CAIS risk and needs assessments and developing a transition plan. Where appropriate, AB 109 individuals will access comprehensive Forensic Team services. AB 109 individuals who are not dually diagnosed with co-occurring disorders can still access the AB 109 designated shelter beds and substance abuse programs with Probation Officer referral to the County Behavioral Health Division. Both AB 109 Probation Officers and Forensic Team staff make direct referrals and coordinate services with agencies funded to provide employment, mentoring and housing services.

In addition to the coordinated care system described above, County allocated AB 109 funding to the Public Defender and District Attorney (DA) for staff to provide Arraignment Court Early

² National Council on Crime and Delinquency. (2009). *CAIS System Manual*. (Madison, WI: NCCD)



Representation (ACER), which provides for representation at arraignment for indigent clients; a full-time Clean Slate paralegal to aid County residents seeking expungement; an additional Assistant District Attorney and Assistant Public Defender for Domestic Violence filings; three additional Victim Witness Advocates; and a Reentry Attorney in the DA's office to research and implement alternative sentencing strategies.

In addition to funds for operational expenses, Sheriff's Office staffing expanded through AB 109 to include 19 additional sheriff deputies and a sergeant to oversee corrections, several support staff, and an AB 109 Program Analyst to coordinate jail-based and community programs. Additional funds for facility updates and renovations were secured in FY 2012-13 and 2013-14. Approximately \$3 million dollars is currently held in reserve for potential expansion at the West County Detention Facility.

Through the FY 13-14 AB 109 Public Safety Realignment budget, Detention Health Services has also expanded nursing staff at West County and Marsh Creek Detention Facilities and added a Mental Health Clinician as well.

In recognition of the impacts of Realignment on local law enforcement, the cities of Richmond, Concord, Pittsburg and Antioch received funding for 4 additional officers as the cities most impacted by crime in order to coordinate more closely with County Probation.

Finally, the County is developing a pre-trial program that is expected to launch in March 2014 that will incorporate interviews by Probation staff using the Virginia Pretrial Risk Assessment Instrument³ to develop reports/recommendations available at arraignment to aid in increased pretrial release for individuals based upon a manageable risk to public safety and likelihood of court appearance.

Data collection and evaluation efforts are intended to aid in measuring the efficacy of the County and community services and programs over time.

IV. Overview of AB 109 Population in Contra Costa County

The AB 109 population includes individuals released from state prison on or after October 1, 2011 who are placed on PRCS provided by the Probation Department, as well as people convicted of non-violent, non-serious, non-sex offenses pursuant to Penal Code 1170(h) who are incarcerated in County jail and/or assigned to Mandatory Supervision by Probation.

Demographic Highlights

The County is partnering with organizations that have expertise in delivering reentry services to a diverse population assessed as moderate or high risk to re-offend. Successful responders will demonstrate understanding of the demographics and criminogenic risks and needs of justice-

³ VanNostrand, M. & Rose, K. J. (2009). The Virginia Pretrial Risk Assessment Instrument. Retrieved from <http://www.dcjs.virginia.gov/corrections/riskAssessment/assessingRisk.pdf>.



involved individuals and articulate a track record of experience providing commensurate evidence-based services and interventions.

Since October 1, 2011, the AB 109 unit of the Contra Costa County Probation Department has supervised 738 clients, 425 under Post-Release Community Supervision and 313 on Mandatory Supervision under Penal Code 1170(h)(5)(b). A majority (90%) of AB 109 clients are male. Even so, services that are gender-responsive to the needs of female clients are encouraged. While clients range in age from 18 to over 65, the average age is 37 and the majority of clients are 18 to 45 years old.

Ninety-two (92) percent of currently supervised AB 109 clients are assessed as moderate to high-risk for recidivism using the CAIS tool. CAIS determines risk through a semi-structured interview that identifies gender-specific risks, strengths, and needs in a number of domains including mental illness, substance abuse, antisocial behavior history, antisocial-procriminal attitudes and associations, personality patterns, and familial factors.

As of February 1, 2013, the AB 109 unit actively supervised 465 clients residing in Contra Costa County. Approximately 200 (43%) reside in East County (Antioch, Bay Point, Brentwood, Discovery Bay, Oakley, Pittsburg), approximately 145 (30%) reside in West County (Crockett, El Sobrante, Hercules, Pinole, Richmond, Rodeo, San Pablo), approximately 120 (25%) reside in Central County (Clayton, Concord, Lafayette, Pacheco, Martinez, Pleasant Hill, Walnut Creek), and 2% of AB 109 clients reside in other counties (Alameda, Sacramento, Solano, Yolo).

In East County, 88% of AB 109 clients reside in Antioch, Pittsburg and Bay Point. In West County, 83% reside in the cities of Richmond and San Pablo. In Central County, 80% reside in Concord and Martinez.

Table 1: County AB 109 Population Demographics (October 1, 2011 to February 1, 2013)*

	PRCS	1170(h)	Total
Total Clients	425	313	738
Gender			
Male	393	271	90%
Female	31	42	10%
Other	1	0	< 1%
Age			
Average Age	38	37	37
18-25	12%	8%	10%
26-35	33%	43%	37%
36-45	29%	29%	29%
46-55	22%	15%	19%
56-65	4%	5%	4%
66+	< 1%	0%	0%
Race/Ethnicity			
White	32%	42%	36%



Black	45%	27%	37%
Hispanic	19%	15%	17%
Asian	< 1%	NA	< 1%
Pacific Islander	NA	NA	NA
Filipino	< 1%	< 1%	< 1%
Samoan	< 1%	NA	< 1%
Native American	NA	NA	NA
Other	< 1%	NA	< 1%
Unknown	3%	16%	7%

**Percentages may not total 100% due to rounding*

V. Funding

Up to \$800,000 (eight hundred thousand dollars) is allocated in the AB 109 Public Safety Realignment Budget in Fiscal Years 13-14 and 14-15 to fund the implementation of a West County Reentry Resource Center, and the contract period is from June 1, 2014 through June 30, 2015. The Contra Costa County Administrator's Office will administer these funds.

The contract(s) resulting from this RFQ may potentially be renewable at the sole discretion the Board of Supervisors.

VI. Purpose, Services, and Outcomes of RFQ

A. Purpose:

The Contra Costa Board of Supervisors has directed the County Administrator's Office to issue this Request for Qualifications to identify outstanding candidates to implement the Plan developed for a West County Reentry Resource Center.

B. Services and Desired Outcomes:

Consistent with the implementation plan (the Plan) that is available [how] and that is incorporated into this RFQ by reference, the Contractor will open and operate a Reentry Resource Center (the Center) in West Contra Costa County to serve formerly incarcerated adult men and women ("Clients").

The Center's Clients will include but not be limited to individuals on AB 109 status. It is expected that the Center will also serve Clients who are not or are no longer on probation; who are about to be released or have just been released from prison or jail; who are on parole; and/or who were previously incarcerated but who have been free from incarceration for an extended time.

In accordance with and reflecting the Plan, the Contractor will operate the Center as a collective impact initiative, partnering with multiple public agencies and private nonprofit organizations (the Partners) to provide co-located, integrated, on-site services to support Clients' successful reintegration into the community and increase public safety by reducing



recidivism.

Consistent with this model, the Center will be managed by an administrative staff that will serve as the “backbone” to operate the Center and to support, coordinate, and oversee the work of the Partners. Partners will place staff on-site, on schedules to be determined by the Center and the Partners, to provide accessible, appropriate, and responsive services. It is expected that the Partners will provide their staff as in-kind donations and will not be directly compensated through the Center’s budget.

As explained in the Plan, the Center’s work will be governed by a Steering Committee comprised of public, nonprofit, and community representatives. The Contractor is expected to collaborate with the Steering Committee to guide the Center’s work to achieve collective impact, achieve its mission, and ensure sustainability.

Operating as one element within a larger system of care, the Center is expected to work with multiple stakeholders to accomplish its work and advance excellence, efficiency, and effectiveness across West County.

The Center is also expected to collaborate with the office of the Reentry Coordinator and with Network or Center managers in other regions of the County, to advance the system’s integration, efficiency, and excellence.

VII. Contract Monitoring and Evaluation

The County Administrator’s Office will actively monitor services provided through these contracts.

At a minimum, contractors will be expected to:

- a. Perform all services without material deviation from an agreed-upon Service Plan.
- b. Complete progress report forms supplied by County.
- c. Maintain adequate records of service provision to document compliance with Service Plan and complete forms supplied.
- d. Cooperate with the collection of other fiscal/administrative/service data as requested by the County.

The CAO will:

- a. Monitor subcontracts written by and entered into by the contractor;
- b. Provide information to contractors concerning additional State or County data requirements not provided herein.



REQUEST FOR QUALIFICATIONS #1403-059
IMPLEMENTATION OF A WEST COUNTY REENTRY RESOURCE CENTER

RFQ Requirements and Instructions

DRAFT



RFQ REQUIREMENTS AND INSTRUCTIONS FOR RESPONDERS

The responder requirements in this section are mandatory. Contra Costa County reserves the right to waive any nonmaterial variation.

1. All responders shall submit one original response package and eight (8) complete copies of the response, under sealed cover, by mail or hand-delivery to the CAO at 651 Pine Street, 10th Floor, Martinez, CA 94553 to be received **no later than 5:00 p.m. on Monday, April 21, 2014**. Each submission must be marked on the outside with the Responder's name and RFQ #1403-059. Any response received after the deadline will be rejected. Postmarks and faxed submissions are not acceptable.
2. The CAO will review all received responses to make sure they are technically compliant with formatting and submission guidelines as per the RFQ. Proposers that are non-compliant with technical requirements will not move forward to the Review Panel.
3. Responses and required attachments shall be submitted as specified and must be signed by officials authorized to bind the responder to the provisions of the RFQ. All costs incurred in the preparation of a response will be the responsibility of the responder and will not be reimbursed by the County.
4. A response may be withdrawn in person by a responder's authorized representative prior to **12:00 Noon on April 22, 2014**. If withdrawing a response, the responder's authorized representative must provide appropriate identification (i.e. driver's license) and sign a receipt attesting to his/her withdrawal of the response.
5. An optional conference for prospective responders will be held on April 3, 2014 at 2:00 p.m. via conference call to answer questions about the RFQ process. To participate in the Responders Conference, please call 1-888-278-0254, code 675509.
6. Prospective proposers are requested to return the Responders Conference RSVP on page **37**.
7. Any questions regarding this RFQ should be emailed to Lara.DeLaney@cao.cccounty.us on or before 5:00 p.m. on April 10, 2014. Please include RFQ #1403-059 in the subject line.
8. The CAO may amend this RFQ, if needed, to make changes or corrections to specifications or provide additional data. Amendments will be posted at <http://www.co.contra-costa.ca.us/index.aspx?NID=2366> and, if after the optional bidders conference, emailed to all those attending. The CAO may extend the RFQ submission date, if necessary, to allow responders adequate time to consider additional information and submit required data.
9. The RFQ process may be canceled in writing by the CAO prior to awards if the Contra Costa County Board of Supervisors determines that cancellation is in the best interest of the County.



10. With respect to this RFQ, the County reserves the right to reject any, some, or all responses. The County reserves the right to negotiate separately in any manner to serve the best interests of the County. All responses become property of the County, without obligation to any responder.
11. Responses will be judged on overall quality of content and responsiveness to the purpose and specifications of this RFQ. Responses should be without expensive artwork, unusual printing, or other materials not essential to the utility and clarity of the response. Evaluation criteria and weight factors are described below.
12. A Review Panel will evaluate all responses received. The panel will be composed of CAO staff, the County Reentry Coordinator, the 2 members of the CCP designated as representatives to the Steering Committee, a person with direct experience of incarceration and reentry into West Contra Costa County, staff person of a CBO performing reentry related services, and a member of the Community Advisory Board. On the basis of panel ratings recommendations, the Public Protection Committee will make recommendations to the Contra Costa County Board of Supervisors. Responders will be notified of this recommendation in writing. Award of a contract by the Board of Supervisors will constitute acceptance of a response.
13. Only responders submitting a response in accordance with RFQ #1403-059 may appeal the RFQ process. Appeals must be submitted in writing and should be addressed to Lara DeLaney, Senior Deputy County Administrator; County Administrator's Office and received at 651 Pine Street, 10th Floor, Martinez, CA 94553, no later than **5:00 PM on May 1, 2014**. Notification of a final decision on the appeal shall be made in writing to the responder. When submitting, an appellant must clearly state the action appealed, the harm to the appellant, and the action sought. Appeals shall be limited to the following grounds:
 - Failure of the County to follow the selection procedures and adhere to requirements specified in the RFQ or any addenda or amendments.
 - There has been a violation of conflict of interest as provided by California Government Code Section 87100 et seq.
 - A violation of State or Federal law.
 - Notification of a final decision on the appeal by the CAO shall be made in writing to the responder within five (5) days, and the decision of the CAO shall be final and not subject to further review.
14. Successful responders will be expected to promptly enter contract negotiation with the CAO. This may result in mutually agreed upon changes in plans or activities identified in the response. As a result of this negotiation, actual contract(s) may include other agreements and clarifications of activities, consistent with the intent of this RFQ.



15. Services will begin upon the signing of a contract according to a mutually agreed upon start-up schedule. The County is not liable for any cost incurred by the contractor prior to the effective date of any contract.
16. Selected contractor(s) will be responsible for all services offered in their response, whether or not contractor(s) perform them directly or through subcontractors in multiple agency collaboration.
17. The CAO will actively monitor service implementation and delivery and provide contract monitoring. Any material breach of contract requirements will constitute grounds for terminating the contract.
18. Contracts from this RFQ will be for the June 1, 2014 through June 30, 2015 period, with satisfactory performance as a condition of any future contract renewal.
19. All contracted parties must agree to implement the County's alcohol/drug abuse prevention/treatment policy and comply with related monitoring and evaluation procedures.



REQUEST FOR QUALIFICATIONS #1403-059
IMPLEMENTATION OF A WEST COUNTY REENTRY RESOURCE CENTER

RESPONSE PREPARATION INSTRUCTIONS

DRAFT



RESPONSE PREPARATION INSTRUCTIONS

For the purposes of this RFQ, responses should address the following key concepts and goals:

RESPONSE INSTRUCTIONS

1. Responses must be in the form of a package containing a complete response and all required supporting information and documents.
2. Each responder must submit one (1) original package and eight (8) complete copies with attachments included, unless otherwise noted on Respondent's Checklist.
3. Response materials are to be double-spaced on 8 1/2" x 11" paper (recycled preferred) with no less than 1" margins on all sides using an easy to read 12-point font. Total response should not exceed 20 pages excluding cover statement, table of contents, responder overview, budget, timeline, MOUs/letters of support, and required attachments.
4. Pages must be stapled together and numbered consecutively with each section identified by an appropriate Roman numeral.
5. Forms 1-3 (attached to this RFQ) are to be fully completed and attached in the order indicated on the Responder's Checklist.
6. All information in the response package must be presented in the following sequence. *(This listing shall comprise the Response Table of Contents.)*

RESPONSE OUTLINE

I. Cover Statement (Form #1)

- A. The Cover Statement with original signatures, **in blue ink**, of the responder's Authorized Representative attached to the original of the response must precede the narrative. Copies of the form must also serve as a cover page to the remaining eight (8) response copies submitted.

II. Responder Overview

- A. Your organization's history, years in operation, and number of years providing services described herein.
- B. Your organization's primary areas of expertise and current core services.
- C. Your organization's qualifications (including resources and capabilities) as they relate to the scope of services described herein.
- D. Proposed staffing for this project, including their roles on this project, their



qualifications and their credentials (CVs or job descriptions may be included as an attachment that will not count against the page limit).

III. **Response Narrative** (not to exceed 20 pages)

A. **Approach to the Scope of Work**

1. Describe your approach to developing, opening, and operating the Center, including methods, activities, anticipated service array and structure, and phases of implementation.
2. Describe your plan to identify, prepare, and open the physical facilities. Describe the site's anticipated hours of operation, geographic location, access to public transportation, parking, ADA compliance, and anticipated facilities use, including reception & waiting areas, individual and group service rooms, administrative areas, and records management.
3. Describe your approach to fostering collective impact among Partners, cultivating consistent practices and attitudes, and managing both administrative and programmatic operations involving multiple partners with diverse skill sets, responsibilities, values, and attitudes.
4. Describe your approach to supporting ongoing quality improvement among Partners and to advancing professional capacities and effective practices for local nonprofit/public stakeholders connected to the Center's work. Include information on your systems of internal training, programmatic review and quality improvement, clinical design (including curriculum selection and fidelity procedures).

B. **Technical Expertise**

1. **Service-related expertise:**
 - Discuss your expertise as it relates to developing and implementing programs to address risks and needs as they relate to the criminal-justice population, criminal justice systems and other systems of care, AB 109 Public Safety Realignment, and incarceration and reentry in Contra Costa County.
 - Describe your experience in developing and managing peer-based services, including mentoring or coaching programs.
 - Describe your experience in implementing start-up projects.
 - Describe your experience in operating multi-service centers.
2. **Subject-specific expertise:**
 - Discuss your expertise as it relates to cultural competency, evidence-based



practices, trauma-informed care, and client-centered service approaches.

- Describe your experience and expertise in meeting the needs of diverse sub-populations, including transitional age youth, women, parents, LGBTQ, Veterans, dually-diagnosed, and 290 status individuals.
- Describe your experience in developing, operating, or participating in Jail to Community initiatives.

3. Partnership experience:

- Describe your experience and capacity as they relate to developing and managing multi-sector partnerships, including co-located and integrated services to advance successful reentry for criminal-justice-involved populations.
- Describe your experience and expertise in working with public agencies, particularly those that are central to this project, including the district attorney, public defender, Sheriff's department, and behavioral health.

4. Data and information management:

- Describe your experience and expertise with selecting, developing, and utilizing web-based data systems, including Record Management Systems (RMS), Case Management Systems, data warehouses, Constituent Relationship Management (CRM) and other data-base approaches and options. Include information related to intake procedures, data security issues and regulations, and information-sharing.
- Discuss your expertise with various state and federal laws mandating varying levels of confidentiality. Include discussion of issues related to anonymized data, inter-agency MOUs regarding information access, sharing, use, and privacy.

C. Experience with Similar Programs/Projects

1. Describe any similar past projects including the scope of the project, relevance, stakeholders, and a brief summary of the approach and services provided. If relevant, indicate any collaborative partners engaged to complete the project. In addition, indicate any challenges encountered and how they were addressed.

IV. Proposed Budget & Budget Narrative *(not to exceed 4 pages, including narrative)*

- A. Estimate the cost for the program. Identify both one-time and ongoing costs. If you anticipate supporting the Center's operations through additional funds (in-kind or hard-dollar), identify the sources and uses of those funds within the budget.



- B. If you anticipate using subcontractors or partners, explain the proposed scope and costs anticipated for their services; include MOUs to substantiate your plan.
- C. In your budget narrative, provide supporting detail to ensure clear understanding of funding uses, including administrative staff, start-up costs, contractors, and in-kind service providers.

V. **Timeline (no more than 2 pages)**

- A. Provide a Gantt chart or similar structure to outline the project's activities, phases, and milestones. For each identified action and task, the chart should show responsibilities (persons, organizations, agencies), dependencies (actions and tasks which must be completed before subsequent actions and tasks may be initiated or completed), and milestones (significant dates in the implementation process).

VI. **Memoranda of Understanding (no more than 10 MOUs)**

- A. Provide MOUs or letters of support reflecting the interest, role, and potential commitments of key service partners, with particular attention to potential Partners.



REQUEST FOR QUALIFICATIONS #1403-059
IMPLEMENTATION OF A WEST COUNTY REENTRY RESOURCE CENTER

RESPONSE REVIEW AND SELECTION

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RESPONSE REVIEW AND SELECTION

All responses submitted in compliance with the RFQ requirements will be eligible for review and selection.

Response Selection Methodology:

- A. CAO staff will review each response's adherence to RFQ specifications, including:
 - 1. Response Cover Statement
 - 2. Response Narrative
 - 3. Agency Information (including required attachments)
- B. All responses deemed responsive will be referred to the RFQ Review Panel.
 - 1. The panel will be composed of CAO staff, the County Reentry Coordinator, the 2 members of the CCP designated as representatives to the Steering Committee, a person with direct experience of incarceration and reentry into West Contra Costa County, staff person of a CBO performing reentry related services, and a member of the Community Advisory Board.
 - 2. The Review Panel will review all qualified responses and evaluate and score all service elements utilizing the evaluation criteria outlined on **page 27**.
- C. The Public Protection Committee will make recommendations for contract awards to the Board of Supervisors after considering the recommendations of the Review Panel.



REQUEST FOR QUALIFICATIONS #1403-059
IMPLEMENTATION OF A WEST COUNTY REENTRY RESOURCE CENTER

EVALUATION PROCESS/RATING SHEET

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RATING SHEET

Program elements will be weighted as follows with a maximum score of 100:

Program Elements and Possible Score

I. Response Cover Statement - *required but not weighted*

II. Responder Overview (0-10 points total)

- A. Relevancy of responder's overall services/history (3 pts.)
- B. Responder's qualifications as they relate to scope of work (3 pts.)
- C. Overall agency and specified staff with relevant experience and expertise (4 pts.)

III. Approach to the Scope (0-40 points total)

- A. Approach to developing the Center (15 pts.)
- B. Approach to fostering collective impact (5 pts.)
- C. Approach to ongoing service quality (5 pts.)
- D. Plan to locate and open the facility (15 pts.)

IV. Technical Expertise (0-30 points total)

- A. Service-related expertise (10 pts.)
- B. Subject-specific expertise (10 pts.)
- C. Partnership expertise (5 pts.)
- D. Data and information management expertise (5 pts.)

V. Responder's Experience with Similar Projects (0-10 points total)

- A. Relevance of responder's current or past experience and demonstrated ability of applicant to implement Plan

VI. Cost Estimate (0-10 points total)

- A. Project costs are reasonable. Cost explanations are clear and demonstrate roles of proposed staffing.

Total: 100 pts.



REQUEST FOR QUALIFICATIONS # 1403-059
IMPLEMENTATION OF A WEST COUNTY REENTRY RESOURCE CENTER

REQUIRED ATTACHMENTS AND RESPONDER CHECKLIST

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REQUIRED ATTACHMENTS AND RESPONDER CHECKLIST

Each respondent must submit a response in the following order with documents as described (unless otherwise noted). Duplicate enclosed forms as necessary.

- ☐ **A. Response Cover Statement (Form #1)** attached as cover to each response
- ☐ **B. Table of Contents**
- ☐ **C. Response Narrative**
- ☐ **D. Curriculum Vitae/Resumes of key staff**
- ☐ **E. Responder's Statement of Qualifications (Form #2)** completed and signed by an Authorized Representative such as the Executive Director. (Form #2 with original signatures must accompany original response.)
- ☐ **F. Responder's Contracts and Grants (Form #3)** completed and signed by an Authorized Representative such as the Executive Director. (Form #3 with original signatures must accompany original response.)
- ☐ **G. Responders Conference RSVP**



REQUEST FOR QUALIFICATIONS #1403-059
IMPLEMENTATION OF A WEST COUNTY REENTRY RESOURCE CENTER

FORM #1

RESPONSE COVER STATEMENT

DRAFT

**FORM #1: RESPONSE COVER STATEMENT****IMPLEMENTATION OF A WEST COUNTY REENTRY RESOURCE CENTER**

Responder _____

Business Address _____

Phone: _____ Email: _____ Year Founded: _____

Contact Person & Title: _____

501(c)3 Yes _____ No _____ Exemption Expiration Date _____

Other (explain): _____

Federal Employer Number _____

List Collaborative Partners, if applicable: _____

We submit the attached response and attachments in response to Contra Costa County's Request for Qualifications #1403-059 and declare that:

If the Board of Supervisors of Contra Costa County accepts this response, we will enter into a standard contract with Contra Costa County to provide all work specified herein as proposed or in accordance with modifications required by Contra Costa County. Funds obtained through this contract will not be used for other programs operated by the responder/contractor unless stipulated within the response and accepted by the County.

Authorized representatives: (two signatures required)

Name & Title: _____

Signature: _____ Date: _____
Executive Director (or equivalent)

Name & Title: _____

Signature: _____ Date: _____
Board President (or equivalent)

This form must accompany the response package when submitted and should be attached to each copy. Only one copy with original signatures is required.



REQUEST FOR QUALIFICATIONS #1403-059
IMPLEMENTATION OF A WEST COUNTY REENTRY RESOURCE CENTER

FORM #2

RESPONDER'S STATEMENT OF QUALIFICATIONS

DRAFT

**FORM #2: RESPONDER'S STATEMENT OF QUALIFICATIONS**

1. List any licenses or certifications held by the responder, with expiration dates.
2. Financials and Fiscal Management
 - A. Who administers your fiscal system?
Name: _____
Phone: _____
Title: _____
Work Schedule: _____
 - B. What CPA firm maintains or reviews your financial records and annual audit, if applicable?
Name: _____
Phone: _____ Email: _____
Address: _____
3. Business Identity
 - A. Number of years responder operated under the present business name.
 - B. List related prior business names, if any, and timeframe for each.
4. Number of years providing services described in this response or related services _____
5. Has responder failed or refused to complete any contract? ☐ Yes ☐ No
If yes, briefly explain: _____

6. Is there any past, present, or pending litigation in connection with contracts for services involving the responder or any principal officer of the agency? ☐ Yes ☐ No
If yes, briefly explain: _____

**FORM #2, CONTINUED**

7. Does responder have a controlling interest in any other firm(s)? ☐ Yes ☐ No

If yes, please list: _____

8. Does responder have commitments or potential commitments that may impact assets, lines of credit or otherwise affect agency's ability to fulfill this RFQ? ☐ Yes ☐ No

If yes, please explain: _____

Responder attests, under penalty of perjury, that all information provided herein is complete and accurate. Responder agrees to provide to County other information the County may request as necessary for an accurate determination of responder's qualifications to perform proposed services.

Name and Title
(Executive Director or equivalent)

Date

Name and Title
(Board President or equivalent)

Date

Note: When more than one agency will collaborate in providing services(s), each agency involved must complete this form.



REQUEST FOR QUALIFICATIONS #1403-059
IMPLEMENTATION OF A WEST COUNTY REENTRY RESOURCE CENTER

FORM #3

CONTRACTS AND GRANTS

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**FORM #3: CONTRACTS AND GRANTS**

1. List current contracts and subcontracts including government contracts and/or grants:

A. Contact Name & Phone for Contractor/Grantor

B. Services Provided

C. Contract Dates

2. List key contracts/grants completed in the last five years, including government contracts/grants:

Responder agrees to allow County to contact contractors for information relative to responder's performance. **(Sign below)**

Name and Title
(Executive Director or equivalent)

Date

Name and Title
(Board President or equivalent)

Date

Note: When more than one agency will collaborate in providing services(s), each agency involved must complete this form.



RESPONDERS CONFERENCE RSVP FORM

To: Lara DeLaney, Senior Deputy County Administrator

County Administrator's Office

Attention: RFQ #1403-059

Lara.delaney@cao.cccounty.us

Re: Attendance at Responders Conference for RFQ #1403-059

I/We plan to participate in the Responders Conference:

Name(s): _____

Organization: _____

Email: _____

Phone: _____

Please return the completed form to the above email address by 5:00 pm, **Wednesday, April 2, 2014.**



REQUEST FOR QUALIFICATIONS #1403-059
IMPLEMENTATION OF A WEST COUNTY REENTRY RESOURCE CENTER

County Contract Requirements

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COUNTY CONTRACT REQUIREMENTS

Upon acceptance of a response and award of a contract by the Board of Supervisors, the successful responder will enter into a standard County contract that specifies:

1. Parties to the Contract
2. Effective Dates
3. Legal Authority
4. Signatories to the Contract
5. Service Specifications and Provisions for Reporting, Monitoring, and Evaluation
6. Fiscal Provisions
 - A. Method of payment to contractor. Either a fee-for-services contract or a cost reimbursement contract may be negotiated with responder at County's option.
 - B. Program budget segregated into personnel and operating costs, indirect costs and revenue (if any) to allow determination of reasonableness and allocability of line items.
 - C. Provisions for audit.
7. General Conditions

Contractors must comply with standard County Contract General Conditions, included below.
8. Special Conditions, as required.

Contractors may have to satisfy additional insurance requirements prior to contract effective date. No contractor will be reimbursed for service until insurance requirements are met.



REQUEST FOR QUALIFICATIONS #1403-059
IMPLEMENTATION OF A WEST COUNTY REENTRY RESOURCE CENTER

Contract General Conditions

DRAFT



GENERAL CONDITIONS

1. **Compliance with Law.** Contractor shall be subject to and comply with all applicable federal, state and local laws and regulations with respect to its performance under this Contract, including but not limited to, licensing, employment and purchasing practices; and wages, hours and conditions of employment, including nondiscrimination.
2. **Inspection.** Contractor's performance, place of business and records pertaining to this Contract are subject to monitoring, inspection, review and audit by authorized representatives of the County, the State of California, and the United States Government.
3. **Records.** Contractor shall keep and make available for inspection and copying by authorized representatives of the County, the State of California, and the United States Government, the Contractor's regular business records and such additional records pertaining to this Contract as may be required by the County.
4. **Retention of Records.** Contractor shall retain all documents pertaining to this Contract for five years from the date of submission of Contractor's final payment demand or final Cost Report; for any further period that is required by law; and until all federal/state audits are complete and exceptions resolved for this contract's funding period. Upon request, Contractor shall make these records available to authorized representatives of the County, the State of California, and the United States Government.
 - A. **Access to Books and Records of Contractor, Subcontractor.** Pursuant to Section 1861(v)(1) of the Social Security Act, and any regulations promulgated thereunder, Contractor shall, upon written request and until the expiration of four years after the furnishing of services pursuant to this Contract, make available to the County, the Secretary of Health and Human Services, or the Comptroller General, or any of their duly authorized representatives, this Contract and books, documents, and records of Contractor necessary to certify the nature and extent of all costs and charges hereunder.

Further, if Contractor carries out any of the duties of this Contract through a subcontract with a value or cost of \$10,000 or more over a twelve-month period, such subcontract shall contain a clause to the effect that upon written request and until the expiration of four years after the furnishing of services pursuant to such subcontract, the subcontractor shall make available to the County, the Secretary, the Comptroller General, or any of their duly authorized representatives, the subcontract and books, documents, and records of the subcontractor necessary to verify the nature and extent of all costs and charges thereunder.

This special condition is in addition to any and all other terms regarding the maintenance or retention of records under this Contract and is binding on the heirs, successors, assigns and representatives of Contractor.
 - B. **Reporting Requirements.** Pursuant to Government Code Section 7550, Contractor shall include in all documents or written reports completed and submitted to County in accordance with this Contract, a separate section listing the numbers and dollar amounts



of all contracts and subcontracts relating to the preparation of each such document or written report. This section shall apply only if the payment limit under this Contract exceeds \$5,000.

5. Termination and Cancellation

A. Written Notice. This Contract may be terminated by either party, in its sole discretion, upon thirty-day advance written notice thereof to the other, and may be cancelled immediately by written mutual consent.

B. Failure to Perform. County, upon written notice to Contractor, may immediately terminate this Contract should Contractor fail to perform properly any of its obligations hereunder. In the event of such termination, County may proceed with the work in any reasonable manner it chooses. The cost to County of completing Contractor's performance shall be deducted from any sum due Contractor under this Contract, without prejudice to County's rights to recover damages.

C. Cessation of Funding. Notwithstanding Paragraph 5.a. above, in the event that federal, state, or other non-County funding for this Contract ceases, this Contract is terminated without notice.

6. Entire Agreement. This Contract contains all the terms and conditions agreed upon by the parties. Except as expressly provided herein, no other understanding, oral or otherwise, regarding the subject matter of this Contract shall be deemed to exist or to bind any of the parties hereto.

7. Further Specifications for Operating Procedures. Detailed specifications of operating procedures and budgets required by this Contract, including but not limited to, monitoring, evaluating, auditing, billing, or regulatory changes, may be developed and set forth in a written Informal Agreement between Contractor and County. Informal Agreements shall be designated as such and shall not be amendments to this Contract except to the extent that they further detail or clarify that which is already required hereunder. Informal Agreements may not enlarge in any manner the scope of this Contract, including any sums of money to be paid Contractor as provided herein. Informal Agreements may be approved and signed by the head of the county department for which this Contract is made or its designee.

8. Modifications and Amendments.

A. General Amendments. This Contract may be modified or amended by a written document executed by Contractor and the Contra Costa County Board of Supervisors or, after Board approval, by its designee, subject to any required state or federal approval.

B. Administrative Amendments. Subject to the Payment Limit, the Payment Provisions and the Service Plan may be amended by a written administrative amendment executed by Contractor and the County Administrator (or designee), subject to any required state or federal approval, provided that such administrative amendment may not materially change the Payment Provisions or the Service Plan.

9. Disagreements between County and Contractor concerning the meaning, requirements, or performance of this Contract shall be subject to final written determination by the head of the county department for which this Contract is made, or his designee, or in accordance



with the applicable procedures (if any) required by the state or federal government.

10. Choice of Law and Personal Jurisdiction

- A. This Contract is made in Contra Costa County and shall be governed and construed in accordance with the laws of the State of California.
- B. Any action relating to this Contract shall be instituted and prosecuted in the courts of Contra Costa County, State of California

11. Conformance with Federal and State Regulations and Laws. Should federal or state regulations or laws touching upon the subject of this Contract be adopted or revised during the term hereof, this Contract shall be deemed amended to assure conformance with such federal or state requirements.

12. No Waiver by County. Subject to Paragraph 9. (Disputes) of these General Conditions, inspections or approvals, or statements by any officer, agent or employee of County indicating Contractor's performance or any part thereof complies with the requirements of this Contract, or acceptance of the whole or any part of said performance, or payments therefore, or any combination of these acts, shall not relieve Contractor's obligation to fulfill this Contract as prescribed; nor shall the County be thereby estopped from bringing any action for damages or enforcement arising from any failure to comply with any of the terms and conditions of this Contract.

13. Subcontract and Assignment. This Contract binds the heirs, successors, assigns and representatives of Contractor. Prior written consent of the County Administrator or his designee, subject to any required state or federal approval, is required before the Contractor may enter into subcontracts for any work contemplated under this Contract, or before the Contractor may assign this Contract or monies due or to become due, by operation of law or otherwise.

14. Independent Contractor Status. This Contract is by and between two independent contractors and is not intended to and shall not be construed to create the relationship between the parties of agent, servant, employee, partnership, joint venture or association.

15. Conflicts of Interest. Contractor, its officers, partners, associates, agents, and employees, shall not make, participate in making, or in any way attempt to use the position afforded them by this Contract to influence any governmental decision in which they know or have reason to know they have a financial interest under California Government Code Sections 87100, et seq., or otherwise.

16. Confidentiality. Contractor agrees to comply and to require its officers, partners, associates, agents and employees to comply with all applicable state or federal statutes or regulations respecting confidentiality, including but not limited to, the identity of persons served under this Contract, their records, or services provided them, and assures that:

- A. All applications and records concerning any individual made or kept by Contractor or any public officer or agency in connection with the administration of or relating to services provided under this Contract will be confidential, and will not be open to examination for any purpose not directly connected with the administration of such service.



B. No person will publish or disclose or permit or cause to be published or disclosed, any list of persons receiving services, except as may be required in the administration of such service. Contractor agrees to inform all employees, agents and partners of the above provisions, and that any person knowingly and intentionally disclosing such information other than as authorized by law may be guilty of a misdemeanor.

17. **Nondiscriminatory Services.** Contractor agrees that all goods and services under this Contract shall be available to all qualified persons regardless of age, sex, race, religion, color, national origin, ethnic background, disability, or sexual orientation, and that none shall be used, in whole or in part, for religious worship or instruction.

18. **Indemnification.** Contractor shall defend, indemnify, save, and hold harmless County and its officers and employees from any and all claims, costs and liability for any damages, sickness, death, or injury to person(s) or property, including without limitation all consequential damages, from any cause whatsoever arising directly or indirectly from or connected with the operations or services of Contractor or its agents, servants, employees or subcontractors hereunder, save and except claims or litigation arising through the sole negligence or sole willful misconduct of County or its officers or employees. Contractor will reimburse County for any expenditure, including reasonable attorneys' fees, County may make by reason of the matters that are the subject of this indemnification, and, if requested by County, will defend any claims or litigation to which this indemnification provision applies at the sole cost and expense of Contractor.

19. **Insurance.** During the entire term of this Contract and any extension or modification thereof, Contractor shall keep in effect insurance policies meeting the following insurance requirements unless otherwise expressed in the Special Conditions:

A. **Liability Insurance.** For all contracts where the total payment limit of the contract is \$500,000 or less, Contractor shall provide comprehensive liability insurance, including coverage for owned and non-owned automobiles, with a minimum combined single limit coverage of \$500,000 for all damages, including consequential damages, due to bodily injury, sickness or disease, or death to any person or damage to or destruction of property, including the loss of use thereof, arising from each occurrence. Such insurance shall be endorsed to include County and its officers and employees as additional insureds as to all services performed by Contractor under this agreement. Said policies shall constitute primary insurance as to County, the state and federal governments, and their officers, agents, and employees, so that other insurance policies held by them or their self-insurance program(s) shall not be required to contribute to any loss covered under Contractor's insurance policy or policies. For all contracts where the total payment limit is above \$500,000, the aforementioned insurance coverage to be provided by Contractor shall have a minimum combined single limit coverage of \$1,000,000, and Contractor shall be required to provide County with a copy of the endorsement making the County an additional insured on all general liability, worker's compensation, and, if applicable, all professional liability insurance policies as required herein no later than the effective date of this Contract.

B. **Workers' Compensation.** Contractor shall provide workers' compensation insurance coverage for its employees.



- C. Certificate of Insurance.** The Contractor shall provide the County with (a) certificate(s) of insurance evidencing liability and worker's compensation insurance as required herein no later than the effective date of this Contract. If the Contractor should renew the insurance policy(ies) or acquire either a new insurance policy(ies) or amend the coverage afforded through an endorsement to the policy at any time during the term of this Contract, then Contractor shall provide (a) current certificate(s) of insurance.
- D. Additional Insurance Provisions.** The insurance policies provided by Contractor shall include a provision for thirty (30) days' written notice to County before cancellation or material change of the above specified coverage.
- 20.** All notices provided for by this Contract shall be in writing and may be delivered by deposit in the United States mail, postage prepaid. Notices to County shall be addressed to the head of the county department for which this Contract is made. Notices to Contractor shall be addressed to the Contractor's address designated herein. The effective date of notice shall be the date of deposit in the mails or of other delivery, except that the effective date of notice to County shall be the date of receipt by the head of the county department for which this Contract is made.
- 21. Primacy of General Conditions.** Except for Special Conditions that expressly supersede General Conditions, the Special Conditions (if any) and Service Plan do not limit any term of the General Conditions.
- 22. Nonrenewal.** Contractor understands and agrees that there is no representation, implication, or understanding that the services provided by Contractor under this Contract will be purchased by County under a new contract following expiration or termination of this Contract, and waives all rights or claims to notice or hearing respecting any failure to continue purchasing all or any such services from Contractor.
- 23. Possessory Interest.** If this Contract results in Contractor having possession of, claim or right to the possession of land or improvements, but does not vest ownership of the land or improvements in the same person, or if this Contract results in the placement of taxable improvements on tax exempt land (Revenue & Taxation Code Section 107), such interest or improvements may represent a possessory interest subject to property tax, and Contractor may be subject to the payment of property taxes levied on such interest. Contractor agrees that this provision complies with the notice requirements of Revenue & Taxation Code Section 107.6, and waives all rights to further notice or to damages under that or any comparable statute.
- 24. No Third-Party Beneficiaries.** Notwithstanding mutual recognition that services under this Contract may provide some aid or assistance to members of the County's population, it is not the intention of either County or Contractor that such individuals occupy the position of intended third-party beneficiaries of the obligations assumed by either party to this Contract.
- 25. Copyrights and Rights in Data.** Contractor shall not publish or transfer any materials produced or resulting from activities supported by this agreement without the express written consent of the County Administrator. If any material is subject to copyright, County reserves the right to copyright, and Contractor agrees not to copyright, such material. If the material is copyrighted, County reserves a royalty-free, nonexclusive, and irrevocable



license to reproduce, publish, and use such materials, in whole or in part, and to authorize others to do so.

- 26. Endorsements.** Contractor shall not in its capacity as a contractor with Contra Costa County publicly endorse or oppose the use of any particular brand name or commercial product without the prior approval of the Board of Supervisors. In its County contractor capacity, Contractor shall not publicly attribute qualities or lack of qualities to a particular brand name or commercial product in the absence of a well-established and widely accepted scientific basis for such claims or without the prior approval of the Board of Supervisors. In its County contractor capacity, Contractor shall not participate or appear in any commercially produced advertisements designed to promote a particular brand name or commercial product, even if Contractor is not publicly endorsing a product, as long as the Contractor's presence in the advertisement can reasonably be interpreted as an endorsement of the product by or on behalf of Contra Costa County. Notwithstanding the foregoing, Contractor may express its views on products to other contractors, the Board of Supervisors, County officers, or others who may be authorized by the Board of Supervisors or by law to receive such views.
- 27. Required Audit.** (A) If Contractor is funded by \$500,000 or more in federal grant funds in any fiscal year ending after December 31, 2003 from any source, Contractor shall provide to County at Contractor's expense an audit conforming to the requirements set forth in the most current version of Office of Management and Budget Circular A-133. (B) If Contractor is funded by less than \$500,000 in federal grant funds in any fiscal year ending after December 31, 2003 from any source, but such grant imposes specific audit requirements; Contractor shall provide to County an audit conforming to those requirements. (C) If Contractor is funded by less than \$500,000 in federal grant funds in any fiscal year ending after December 31, 2003 from any source, Contractor is exempt from federal audit requirements for that year, however, Contractor's records must be available for and an audit may be required by, appropriate officials of the federal awarding agency, the General Accounting Office (GAO), the pass-through entity and/or the County. If any such audit is required, Contractor shall provide County with such audit. With respect to the audits specified in (A), (B) and (C) above, Contractor is solely responsible for arranging for the conduct of the audit, and for its cost. County may withhold the estimated cost of the audit or 10 percent of the contract amount, whichever is larger, or the final payment, from Contractor until County receives the audit from Contractor.
- 28. Authorization.** Contractor, or the representative(s) signing this Contract on behalf of Contractor, represents and warrants that it has full power and authority to enter into this Contract and perform the obligations herein.



Contra Costa County Board of Supervisors

Subcommittee Report

PUBLIC PROTECTION COMMITTEE

7.

Meeting Date: 03/24/2014

Submitted For: PUBLIC PROTECTION COMMITTEE,

Department: County Administrator

Referral No.: N/A

Referral Name: RFQ Process for the Implementation of the Plan for the Central and East County Networked System of Services

Presenter: Lara DeLaney, (925) 335-1097 **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 in the amount of \$120,000 (\$40k per region).

The proposal that was recommended for funding to the Board of Supervisors for the planning of an East and Central County network of services was provided by "Emerald HPC International, LLC (Emerald HPC)." A contract was awarded by the Board of Supervisors to Emerald HPC on May 21, 2013 in the amount of \$80,000. The CAO's office developed a contract with Emerald HPC, which was executed mid-June 2013. Emerald HPC conducted their extensive planning process on budget, on schedule and submitted the proposed plan to the County Administrator's Office on January 27, 2014. The complete plan is available on the County's website at:

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

The Community Corrections Partnership (CCP) at its February 21, 2014 meeting recommended that the Public Protection Committee approve the Plan except with respect to its recommendation to "sole source" the contracts for service provision. Subsequent to its submittal to the CCP, Emerald HPC revised the Plan to include an "Affiliation Disclosure" statement and to amend the proposed Budget to remove the funding for "Mentor-Navigator Supervision, to accommodate a countywide proposal for Mentor/navigator supervision.

Referral Update:

The Community Corrections Partnership (CCP) at its February 21, 2014 meeting recommended that the Public Protection Committee approve the Plan except with respect to its recommendation to "sole source" the contracts for service provision. Subsequent to its submittal to the CCP, Emerald HPC revised the Plan to include an "Affiliation Disclosure" statement and to amend the proposed Budget to remove the funding for "Mentor-Navigator Supervision, to accommodate a countywide proposal for Mentor/navigator supervision.

Recommendation(s)/Next Step(s):

1. ACCEPT the plan for issuance of Request for Qualifications (RFQs) for the Implementation of the Plan for the Central and East County Networked System of Services.
2. PROVIDE direction to staff on the RFQ process, timeline and contents of the RFQs as needed.
3. AUTHORIZE the issuance of RFQs to implement the Proposed Plan for an East & Central Networked System of Services for Returning Citizens.

Attachments

Staff Report

Attachment A - AB109 Networked System of Services Implementation Budget

County of Contra Costa
OFFICE OF THE COUNTY ADMINISTRATOR
MEMORANDUM

DATE: March 24, 2014

TO: PUBLIC PROTECTION COMMITTEE

FROM: LARA DeLANEY, Senior Deputy County Administrator

SUBJECT: **Agenda Item No. 7: RFQ Process for the Implementation of the Plan for the Central and East County Networked System of Services**

RECOMMENDATION:

1. ACCEPT the plan for issuance of Request for Qualifications (RFQs) for the Implementation of the Plan for the Central and East County Networked System of Services.
2. PROVIDE direction to staff on the RFQ process, timeline and contents of the RFQs as needed.
3. AUTHORIZE the issuance of RFQs to implement the Proposed Plan for an East & Central Networked System of Services for Returning Citizens.

BACKGROUND:

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 in the amount of \$120,000 (\$40k per region).

The proposal that was recommended for funding to the Board of Supervisors for the planning of an East and Central County network of services was provided by “Emerald HPC International, LLC (Emerald HPC).” A contract was awarded by the Board of Supervisors to Emerald HPC on May 21, 2013 in the amount of \$80,000. The CAO’s office developed a contract with Emerald HPC, which was executed mid-June 2013. Emerald HPC conducted their extensive planning process on budget, on schedule and submitted the proposed plan to the County Administrator’s Office on January 27, 2014. The complete plan is available on the County’s website at: <http://www.contracosta.ca.gov/index.aspx?nid=2366>

The Community Corrections Partnership (CCP) at its February 21, 2014 meeting recommended that the Public Protection Committee approve the Plan except with respect to its recommendation to “sole source” the contracts for service provision. Subsequent to its submittal to the CCP, Emerald HPC revised the Plan to include an “Affiliation Disclosure” statement and to amend the proposed Budget to remove the funding for “Mentor-Navigator Supervision, to accommodate a countywide proposal for Mentor/navigator supervision.

Implementation of the plan, as proposed by the CCP, will require the issuance by the County Administrator's Office of Request for Qualifications (RFQs) to identify contractors to provide network management and reentry related services identified in the plan.

PROPOSED RFQ PROCESS

The Plan prepared by Emerald HPC contemplates the availability of up to \$800,000 for implementation of the Plan from funding allocated in the FY 13-14 AB 109 Public Safety Realignment Budget for this purpose. There is also \$800,000 included for implementation of the Plan in the proposed FY 14-15 Budget (\$400,000 per region). The Plan includes a budget for both fiscal years in Appendix I. (*See Attachment A.*)

The Plan Budget allocates \$361,600 in FY 13-14 for "Management and Administration" of the Networks by 1.0 FTE Network Manager, 3.0 Field Operations Coordinators, 1.0 FTE Administrative Assistant, and 1.0 Database Administrator. These are proposed to be contracted positions, and the Network Manager position would be supervised by the Chief Probation Officer or his designee. The Network Manager would supervise the Field Operations Coordinators. The Database Administrator contractor position would work in collaboration with the Behavioral Health Division Homeless Program on the development of the ServicePoint system for use by the network service providers.

The Plan Budget allocates \$275,342 in FY 13-14 funds for the provision of "Network Services," which include housing, transitional employment, leadership and entrepreneurialism programs, women's services, pre-release education and employment preparation, and training/certification and job placement services. The Plan Budget also allocates \$5,000 for training for AB 109 police officers and volunteers, and \$18,000 for implementation support from the Plan developers, Emerald HPC. Finally, the Plan Budget includes a reserve to support implementation of the Networks in the amount of \$140,058, which could be used for unexpected costs related to project development, administration, training, or other related expenses.

Due to time constraints, Draft Requests for Qualifications (RFQs) are not available at this time, although they are in development. Staff proposes that three RFQs be issued that make available the funding identified in the Plan: one for "Network Management and Administration," another for "Network Services," and one for "Training." (If the Plan is approved as submitted, the existing contract with Emerald HPC would be amended to extend the term through June 30, 2014 and increase the payment limit by \$18,000 for implementation support services.)

In order to begin implementation of the proposed Plan, and to ensure that funds allocated in the FY 13-14 AB 109 Public Safety Realignment Budget for implementation are utilized, an aggressive timeline for the RFQ process must be adhered to. The consolidation of the Management and Administrative Services contractor positions into one RFQ and the consolidation of the Network Services into another RFQ will not only be more time efficient, but it will facilitate collaboration among community based organizations. The proposed Timeline for the RFQ process follows the timeline proposed for the West County Center RFQ. It anticipates an RFQ process that takes approximately 2 months to complete, so that contracts are issued June 1, 2014.

**Proposed Timeline for RFQ Process:
Implementation of Networks of Service for East & Central County**

Event	2 month process	
RFQ plan & Timeline to PPC	March 24, 2014	
RFQs Issued	April 1, 2014	<i>Tuesday</i>
Responders Conference	April 3, 2014	<i>Thursday, 2:00 to 3:00 p.m. via conference call</i>
Written Questions Due from responders	April 10, 2014	<i>Thursday</i>
Addendum Issued	April 14, 2014	<i>Monday</i>
Responses Due	April 21, 2014	<i>3 weeks</i>
Evaluation Period	April 23-25	
Results Letter Issued	April 28, 2014	
Appeal Period	April 28-May 1, 2014	
CCP Reviews Results	May 2, 2014	
Public Protection Reviews Results	Special Meeting	<i>May meeting cancelled due to Memorial Day holiday</i>
Board Award Date	May 13, 2014	<i>Only available date in May after May 6 meeting</i>
Contracts Start Date	June 1, 2014	

RFQ Review Panel

The recommended composition of a 7-member review panel is:

- CAO staff,
- a County Reentry Coordinator from a neighboring jurisdiction
- Chief Probation Officer or his designee,
- a person with direct experience of incarceration and reentry into Central or East Contra Costa County,
- a representative of Emerald HPC, and
- 2 staff persons from CBOs performing reentry related services in neighboring counties.

Attachments

Attachment A – Implementation Budget included in East and Central County Plan

**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
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		\$858,624

AB-109 Networked System of Services East and Central Contra Costa County Appendix I. B. Implementation Budget Narrative

The following describes the 2013-14 Budget plan for the \$800,000 in funds allocated to East and Central for Networked System of Services implementation, with recommendations for 2014-15 where applicable.

A. Management \$361,600 for 2013-14

The Networked System of Services requires a comprehensive and cohesive management structure. 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.

1. Network Manager \$90,000

Provides for full time contracted position reporting to Probation, for the period: April 1, 2014 –March 30, 2015. See page 40 of Proposed Plan for job description.

** 2014-15 Recommended Funding: \$22,500*

To provide for remainder of the fiscal year for full time contracted position, for the period: April 1, 2015 –June 30, 2015

2. Pittsburg Field Operations Coordinator \$70,000

Provides for full time contracted position reporting to Network Manager, for the period: April 1, 2014 – March 30, 2015. See page 41 of Proposed Plan for job description.

** 2014-15 Recommended Funding: \$17,500*

To provide for remainder of the fiscal year for full time contracted position, for the period: April 1, 2015 –June 30, 2015

3. Concord Field Operations Coordinator \$70,000

Provides for full time contracted position reporting to Network Manager, for the period: April 1, 2014 – March 30, 2015. See page 41 of Proposed Plan for job description.

** 2014-15 Recommended Funding: \$17,500*

To provide for remainder of the fiscal year for full time contracted position, for the period: April 1, 2015 –June 30, 2015

4. Antioch Field Operations Coordinator \$70,000

Provides for full time contracted position reporting to Network Manager, for the period: April 1, 2014 – March 30, 2015. See page 41 of Proposed Plan for job description.

** 2014-15 Recommended Funding: \$17,500*

To provide for remainder of the fiscal year for full time contracted position, for the period: April 1, 2015 –June 30, 2015

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 \$275,342 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 Deleted

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*



Contra Costa County Board of Supervisors

Subcommittee Report

PUBLIC PROTECTION COMMITTEE

8.

Meeting Date: 03/24/2014

Submitted For: PUBLIC PROTECTION COMMITTEE,

Department: County Administrator

Referral No.: N/A

Referral Name: STATUS REPORT ON 2013/14 AB109 COMMUNITY PROGRAMS

Presenter: Lara DeLaney, (925) 335-1097 **Contact:** Lara DeLaney, (925) 335-1097

Referral History:

At the February 24, 2014 Public Protection Committee meeting, during discussion of the fiscal year 2014/15 AB 109 Public Safety Realignment budget, the Committee requested a status report on the funding allocation to community programming. Specifically, how the recommended 2014/15 and 2013/14 budgets differed by line-item and what the reasoning was for any changes.

Referral Update:

This report was still in development at the time of publishing. Once available, the staff report will be attached and distributed to the Committee mailing list.

UPDATE: The staff report has been completed and attached to this agenda item. (3/21/2014)

Recommendation(s)/Next Step(s):

ACCEPT a status report on Community Programs funded by AB 109 Public Safety Realignment

Attachments

Staff Report - Updated 3/21/2014

Attachment A - Community Programs Financial Summary Report - Updated 3/21/2014

County of Contra Costa
OFFICE OF THE COUNTY ADMINISTRATOR
MEMORANDUM

DATE: March 24, 2014

TO: PUBLIC PROTECTION COMMITTEE

FROM: LARA DeLANEY, Senior Deputy County Administrator

SUBJECT: **Agenda Item No. 8: Status Report on the AB 109 Community Programs**

RECOMMENDATION:

1. ACCEPT the report on the status of the AB 109 Community Programs.
2. PROVIDE direction to staff, as needed.

BACKGROUND:

As directed by the Public Protection Committee of the Board of Supervisors at their March 8, 2013 meeting, the final RFPs for the AB 109 Community Programs were issued on March 15, 2013 for the following:

- | | |
|---|-------------|
| • Employment Support and Placement Services | \$2,000,000 |
| • Short and Long-Term Housing Access | \$500,000 |
| • Peer and Mentoring Support | \$200,000 |
| • Planning for (3) Reentry Resource Centers | \$120,000 |

Upon the conclusion of the procurement process, the following contracts were awarded by the Board of Supervisors at their May 21, 2013 meeting:

1. Rubicon Programs Inc., in an amount not to exceed \$1,400,000, to provide employment support and placement services in West and East County for the AB 109 population, for the period June 1, 2013 through June 30, 2014.
2. Goodwill Industries of the Greater East Bay in an amount not to exceed \$600,000, to provide employment support and placement services in Central County for the AB 109 population, for the period June 1, 2013 through June 30, 2014
3. Shelter Inc., in an amount not to exceed \$500,000, to provide short and long-term housing access countywide for the AB 109 population, for the period June 1, 2013 through June 30, 2014.
4. Contra Costa County Office of Education in an amount not to exceed \$200,000, to provide peer and mentoring services countywide for the AB 109 population, for the period June 1, 2013 through June 30, 2014
5. Further The Work, LLC., in an amount not to exceed \$40,000, to provide planning services for a Reentry Resource Center for West County.

6. Emerald HPC, International in an amount not to exceed \$80,000, to provide planning services for a Reentry Resource Center for Central and East County.

Contracts were developed with the above contractors during the months of June and July 2013. A follow-on contract with the Contra Costa Crisis Center to provide for the development and update of a Reentry Resource Guide was also developed for FY 13-14 in the amount of \$15,000.

In addition, the final FY 2013-14 budget for AB 109 Public Safety Realignment included an allocation in the amount of \$80,000 for reentry legal services for the Central County AB 109 population. Subsequent to the budget authorization, the County Administrator's Office issued an RFQ for Reentry Legal Services for Central County AB 109 Program. Following the procurement process, the Board of Supervisors authorized a contract with Bay Area Legal Aid on September 17, 2013.

FINANCIAL SUMMARY

A financial summary report of the FY 13-14 AB 109 Community Programs is *Attachment A*. Through January 2014, \$1,044,132 of the authorized \$2,915,000 in AB 109 funding has been expended, which represents 36% of the total authorized amount at 58% of the fiscal year.

Several contractors have experienced unanticipated start-up delays, staffing issues (recruiting and retaining qualified staff with experience working with formerly incarcerated individuals), and/or billing problems, which has impacted anticipated expenditures and, in some cases, service delivery. (However, both contractors performing planning work for the development of reentry resource centers/networks concluded their contracts on budget and on schedule.)

PROGRAM IMPLEMENTATION

The County Reentry Coordinator and the Senior Deputy CAO assigned to the Community Programs project have held AB 109 Administrator meetings, met one-on-one with contractors, and participated in Case Conference meetings facilitated by Probation and Behavioral Health in order to assist with the management and performance of the contractors.

In addition, contractors have been required to provide Quarterly Summary Reports; all contractors have submitted the two required reports to date. A template for Quarterly Reports was provided to contractors in February 2014, so the reports will have more standardized content and formatting in the future.

Issues of concern that have been identified by staff and contractors include:

- a) Implementation of the service referral process: The process by which referrals are made to the contracted service providers has required the development of information technology solutions, in consultation with service providers, and the training of AB 109 Probation Officers, both of which require time and staff resources. The implementation

of the Plans for the West County Reentry Resource Center and the Central/East Networks will undoubtedly impact the established processes and require additional time and resources for development.

- b) Lower than anticipated number of referrals in some cases: Contracts were developed with client referral numbers that have not met expectations. In a few cases, client referrals were duplicated among service providers. Improved communication is addressing the duplication problem. Staff will be analyzing the AB 109 client population numbers and service utilization estimates for future contract development purposes.
- c) The need to improve or increase client engagement strategies: Contractors are working closely with Probation and CAO staff to increase client “engagement” by developing strategies to better “market” available services. Strategies in progress include the development of brochures and flyers, hosting “service fairs,” increasing the presence of service providers at Probation offices, and facilitating AB 109 Probation Officer knowledge of program content and capacity. There is also an increased emphasis on Pre-release relationship building and service delivery, so that clients are more familiar with programs and program staff and interested in engagement.
- d) The need to improve data management services across/among providers: Contractors have identified a need for client case management resources, effective intake and assessment forms, and the ability to exchange information more easily. The work that our program evaluation consultants, Resource Development Associates, are currently performing is anticipated to address this issue more fully. In addition, there is an expectation that the implementation of the Central/East network and the West County Reentry Resource Center will facilitate this issue by providing resources for database management support and aligning expectations around performance reporting.
- e) Insufficient resources provided for housing: As anticipated, the amount of funds provided for the establishment of transitional housing has proven to be insufficient to the demand. The Plan for the Central/East network has identified additional housing resources, which will be explored through an RFQ process.
- f) Insufficient resources provided for mentoring services supervision/administration: The contract for peer and mentoring support services provides approximately \$29k of the \$200,000 to the Contra Costa County Office of Education (CCCOE) for the administrative/supervision costs associated with over-seeing the mentoring program and acting as the fiscal agent for the subcontractors providing the mentoring/family reunification/leadership development services. CCCOE has indicated that they are not interested in performing these functions after the expiration of the contract.
- g) The need to plan for service provision in FY 14-15: Contractors have expressed a need to know whether contracts will be extended for FY 14-15 so that they can adequately prepare their budgets and allocate required resources. While the AB 109 program evaluation services are currently underway, the current program of services with RDA does not include individual program evaluation data to inform staff and decision-makers

about the efficacy of particular programs or contractors. However, it is clear that housing, employment and mentoring services are critical components of any successful reentry process. More time is needed to evaluate the existing community programs.

Program Successes

- Contra Costa Adult School (CCAS) opened a Reentry Class in November 2013 at West County Detention Facility.
- Men and Women of Purpose started a reentry class at Marsh Creek Detention Facility in December 2013.
- An AB 109 Peer and Mentoring database has been developed by CCCOE.
- Mentoring agencies have received more than 14 hours of training by Insight Prison Project
- Goodwill initiated its Job Readiness and Cognitive Behavior workshops during the 4th quarter of 2013.
- 18 clients have participated in Goodwill's 90-day Transitional Employment program and 2 have become employed in a full-time position.
- All Rubicon program staff has been trained in Trauma Informed Care. All Rubicon reentry case coordinators are becoming Registered Addiction Specialists.
- Rubicon has partnered with Henkels & McCoy in East County to provide occupational skills training in three fields: Introduction to computers; Food handling; and Customer service.
- Rubicon has also partnered with Future Build, and two clients are enrolled and attending pre-apprenticeship classes.
- Rubicon has finalized an MOU with the City of Pittsburg's Maintenance and Recreation Department, and are in final stages of developing a transitional employment program with American Iron and Lumber in Antioch.
- 20 clients have completed Rubicon's employment readiness workshops. 15 clients have found unsubsidized employment.
- Shelter Inc.'s master leased facility is going well. All 12 units fully occupied.

RECOMMENDATIONS

1. Consider extending the Employment, Housing, and Legal Services Contracts so that the contractors have sufficient time to perform on the contracted amounts and sufficient performance data is developed to evaluate program efficacy.
2. With regard to the Mentoring contract, there is an allocation in the proposed FY 14-15 AB 109 Public Safety Realignment Budget for Mentoring (\$100k) and Family Reunification (\$100k). Consider authorizing the issuance of RFPs or RFQs for these services.

Attachments

Attachment A – Financial Summary Report

AB 109 Community Programs FY 13-14

Attachment A

Employment	Amount Awarded
Goodwill Industries	\$600,000
Rubicon Programs, Inc.	\$1,400,000
	\$ 2,000,000

*Central
West & East*

Expended Year to Date	Jan. 2014 58%	Budget Balance
\$ 183,641	31%	\$ 416,359
\$ 485,853	35%	\$ 914,147

Housing	Amount Awarded
SHELTER, Inc.	\$ 500,000
	\$ 500,000

All regions

\$ 142,849	29%	\$ 357,151
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Mentoring	Amount Awarded
CCC Office of Education	\$ 200,000
	\$ 200,000

All regions

\$ 88,764	44%	\$ 111,236
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Planning	Amount Awarded
Further The Work	\$ 40,000
Emerald HPC, International	\$ 80,000
	\$ 120,000

*West
Central & East*

\$ 40,000	100%	\$ 0
\$ 80,000	100%	\$ -

Reentry Resource Guide	Amount Awarded
Contra Costa Crisis Center	\$ 15,000
	\$ 15,000

All regions

\$ 7,500	50%	\$ 7,500
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Central County Legal Services	Amount Awarded
Bay Area Legal Aid	\$ 80,000
	\$ 80,000

Central County

\$ 15,525	19%	\$ 64,475
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Total \$ 2,915,000

\$ 1,044,132	36%	\$ 1,870,868
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