



**Contra Costa
Reentry Initiative**

Contra Costa County Reentry Strategic Plan

A vision of successful community reintegration

Developed by the Contra Costa Reentry Planning Initiative

Compiled by Urban Strategies Council and Ijichi Perkins & Associates



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Table of Contents

Report Summary	ii
Statement of Need.....	ii
BACKGROUND	vii
Report Overview	vii
Part I: Vision and Purpose.....	vii
Defining Reentry and Reintegration	vii
Vision, Mission and Values Statement	viii
Goals and Objectives.....	ix
Part II: Policy and System Recommendations	x
Reentry System Policy Recommendations to the Contra Costa Board of Supervisors	x
Discussion of Reentry System Policy Recommendations	xi
Part III: Program Recommendations.....	xii
System-Wide Recommendations.....	xiii
Part IV: Implementation Plan.....	xvii
CONTRA COSTA COUNTY REENTRY STRATEGIC PLAN	1
Statement of Need.....	1
Contra Costa County Reentry Planning Initiative	7
BACKGROUND	7
REENTRY PLANNING INITIATIVE START-UP (August – December 2009)	9
PLANNING TASK FORCE AND WORKGROUPS (January – July 2010)	9
ADOPTION OF STRATEGIC PLAN (September – December 2010)	12
Contra Costa Reentry and Reintegration Collaborative Strategic Plan	13
Part I: Vision and Purpose	13
Defining Reentry and Reintegration	13
Vision, Mission and Values Statement	14
VISION STATEMENT	14
MISSION STATEMENT	14
PRINCIPLES and VALUES	14
Goals and Objectives.....	15
Part II: Reentry System	16
Infrastructure	16
Committee Descriptions	18
Programs and Services.....	23
Data and Information.....	24
Communications Strategy.....	26
Part III: Program Recommendations.....	26
System-Wide Recommendations.....	27
Education and Computer Literacy	28
Financial Literacy and Services	29
Employment.....	29

Mental Health	31
Substance Abuse	32
Health.....	35
Mentoring/Community Engagement.....	37
Housing	38
Legal Services	40
Part IV: Implementation Plan.....	44
Adoption of the Strategic Plan (Months1-5)	44
Establish Proposed Infrastructure	46
Implementation of Programmatic Recommendations	50
Implementation Plan Timeline September 2010 – January 2011	66
Appendices.....	68
Appendix 1: Parolees by Zip Code 07/02/10	68
Appendix 2: Adult Probationers by City 08/06/10	69
Appendix 3: Juvenile Probationers by City 08/06/10	70
Appendix 4: Reentry Task Force Composition	71
Appendix 5: Health Care Services Reentry Flow Chart	72
Appendix 6: Contra Costa County Reentry Planning Initiative Participant List	73
Appendix 7: Definitions of Recidivism	78
Appendix 8: Reentry Networks in California.....	79
Appendix 9: Funding Sources for Reentry	81
End Notes.....	81

Report Summary

Statement of Need

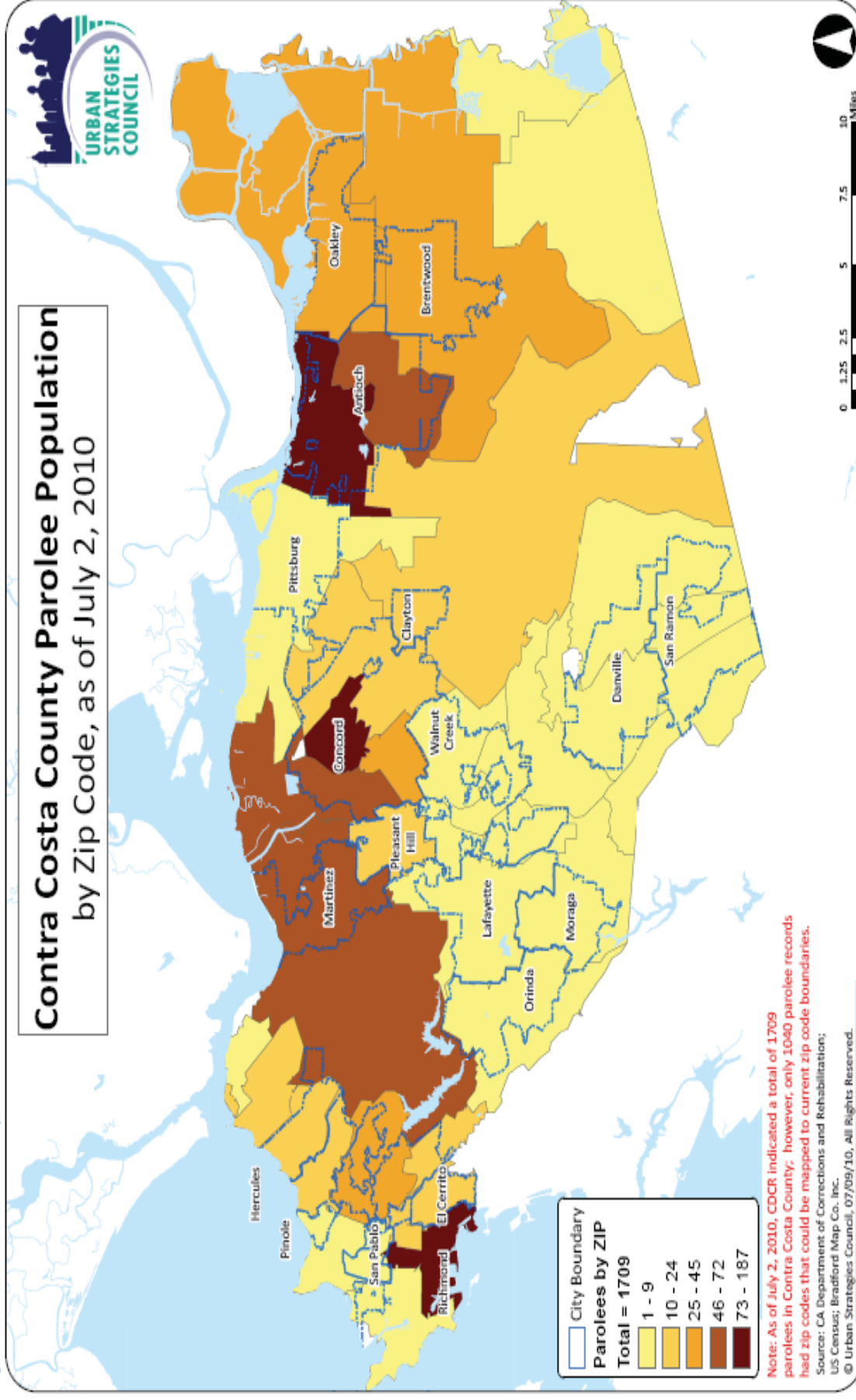
For the past four decades, the United States and the State of California have experienced a period of mass incarceration with prison populations steadily expanding. Consequently, there has been an accompanying mass release over this same period of time since over 90% of people incarcerated are eventually released.ⁱ As shown in Table 13 below, 2009 data reveal there were roughly 7,318 adults and juveniles under state or county criminal justice supervision in Contra Costa County. Moreover, in 2008, Contra Costa County sent 494 adults to state prison and 1,927 adults were released for the first time (558) or released from a parole violation (1369). Formerly incarcerated people are not evenly distributed throughout Contra Costa County and tend to be concentrated in poor urban communities of color. In Contra Costa County, the cities of Richmond, Pittsburg, Concord and Antioch have substantially higher densities of formerly incarcerated people than other areas of the county. The maps below (Figures 1, 2, and 3) provide pictures of how parolees and probationers are distributed across Contra Costa County (accompanying tables can be found in the Appendices, beginning on page 66).

Table 1: 2009 Contra Costa County Reentry Population Summary Table

	Parole	Probation	Total
Adult	1419	2719	4138
Juvenile	52 ⁱⁱ	3128	3180
Total	1471	5847	7318

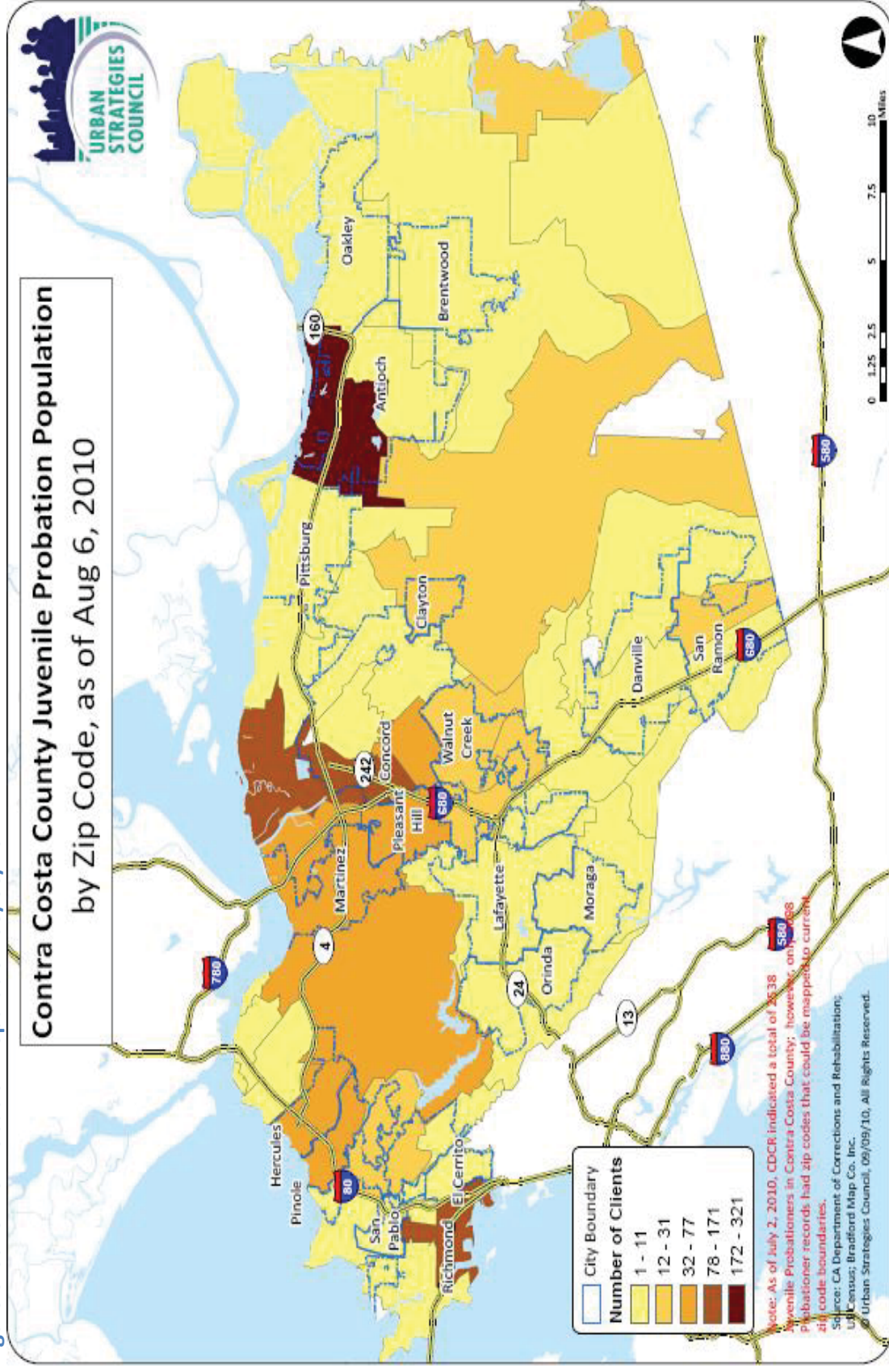
Upon release, the reentry population and the communities to which they return face a wide array of challenges. Table 2 summarizes current research on the service needs of formerly incarcerated adults and estimates the needs of the reentry population in Contra Costa County. As this table indicates, the reentry population is in need of health care, housing, employment, income, and a wide range of other services. Unfortunately, the communities to which they return are often the communities least capable of meeting these reintegration needs. Furthermore, CDCR and county jails do not provide many supports during the reentry process and, consequently, over half (56%) of all people released from CDCR will return within 3 years of their release. The flow of people between these communities and prison and jails destabilizes the communities of return and creates substantial barriers to providing ongoing health, employment, housing and educational services to a population in great need of these services.

Figure 1: Adult Parolee Population 07/02/10



Accompanying table found in Appendix 1: Parolees by Zip Code 07/02/10

Figure 3: Juvenile Probation Population 08/06/10



Accompanying table found in Appendix 3: Juvenile Probationers by City 08/06/10

Table 2: Adult Reentry Service Needs Estimates

Research Indicates:	Among 4138 Adult Parolees and Probationers We Estimate That Approximately:
<i>Substance Abuse</i>	
74% of parolees have a history of substance abuse. ¹ Only 10% received treatment while incarcerated. ²	3062 treatment spaces are needed
<i>Employment</i>	
60% of parolees are not in the labor market one year after release ³	2482 job placements are needed
<i>Housing</i>	
Between 30% and 50% of parolees in San Francisco and Los Angeles are homeless ⁴	Between 1241 and 2069 housing placements are needed
<i>Health Services</i>	
Around 16% of prisoners have a Hepatitis C infection	662 primary care slots are needed
<i>Education</i>	
41% of parolees and 31% of probationers lack a high school diploma or GED ⁵	1696 adult education spaces are needed
<i>Family Services</i>	
55% of soon-to-be-release prisoners have children under the age of 18 ⁶	2274 parolees and probationers may need family counseling, support or reunification assistance

Recognizing these unprecedented levels of reentry, Contra Costa County has undertaken steps to establish a reentry system to address the needs of the formerly incarcerated and the communities to which they are returning. The Reentry Planning Initiative and this strategic plan

¹ Mumola, C.J. *Bureau of Justice Statistics Special Report: Substance Abuse and Treatment, State and Federal Prisoners, 1997*. Washington DC: US Department of Justice, Bureau of Justice Statistics, 1999.

² Bureau of Justice Statistics. *Correctional Populations in the United States, 1997*. Washington DC: US Department of Justice, Bureau of Justice Statistics, 2000.

³ Maruschak, L.M. *Bureau of Justice Statistics Bulletin: HIV in Prisons 1997*. Washington DC: US Department of Justice, Bureau of Justice Statistics, 1999.

⁴ California Department of Corrections. *Prevention Parole Failure Program: An Evaluation*. Sacramento: California Department of Corrections, 1997.

⁵ *Correctional Populations in the United States, 1997*.

⁶ *Bureau of Justice Statistics Bulletin: HIV in Prisons 1997*.

are the first steps towards establishing such a system. Doing so requires building an infrastructure that can foster the level of coordination and collaboration necessary for supporting people as they reintegrate into our communities. By improving our reentry systems we will simultaneously improve the health and safety of our communities and Contra Costa County.

BACKGROUND

Interested in addressing the issues formerly incarcerated people face upon release, DeVone Boggan, Director of the Richmond Office of Neighborhood Safety (ONS) and Supervisors Federal Glover and John Gioia, Chair and Vice-Chair, respectively, of the Public Protection Committee of the Contra Costa Board of Supervisors, collaborated to establish the Contra Costa County Reentry Planning Initiative (Reentry Planning Initiative). The ONS secured funding from The California Endowment and hired the Urban Strategies Council (Council) and Ijichi Perkins & Associates (IPA) to facilitate a process to develop a Reentry Strategic Plan to improve coordination and collaboration among reentry stakeholders and, ultimately, to improve outcomes for the formerly incarcerated residents of Contra Costa County. During the period from August 2009 through July 2010, the Initiative convened 14 meetings of approximately 200 stakeholders including county, city and state agencies, elected officials, service providers, formerly incarcerated individuals, community-based organizations and residents from across the county to gather input and advise on the strategic reentry plan.

This report and strategic plan are the products of a nine-month planning process involving reentry stakeholders from across Contra Costa County. The strategic plan presents a vision of reentry for Contra Costa County to make formerly incarcerated people more successful, communities safer and to improve the efficiency and effectiveness with which people returning from prison and jail are served. This Plan is considered a living document that will be regularly updated to reflect the current issues, problems and opportunities within Contra Costa County. Therefore, the strategic plan should be seen as a framework for addressing reentry throughout the county.

Report Overview

Part I of the strategic plan describes the ideological framework and foundation for subsequent portions of this document. The vision, principles and goals presented below offer a long-term perspective on how reentry should operate within Contra Costa County. Accordingly, even as progress is made towards implementing the system (described in Part II) and this strategic plan is updated, the ideological framework describe in Part I will guide future developments. In addition, the Planning Task Force determined that the coalition they are designing would be called the **Contra Costa County Reentry and Reintegration Collaborative (CCCRRC)**.

Part I: Vision and Purpose

Defining Reentry and Reintegration

Reentry and reintegration refer to both a philosophic approach to criminal justice and to a process of community reintegration. As a philosophy “reentry” refers to an approach to the criminal justice system (especially corrections) that works towards the successful reintegration of an individual from the point of adjudication within the system. Therefore, as a process, reentry begins at the time of adjudication and is completed when a person is successfully reintegrated back within their community. By focusing on community reintegration, reentry seeks to identify and meet the needs of the individual at each point of the process in a way that supports success in the community. Furthermore, this definition of reentry emphasizes the belief that a person who successfully completes the process is more capable of leading a productive, crime-free life than when they entered the criminal justice system.

Reentry and Reintegration is defined as a process, beginning at the time of adjudication, which plans for and provides the necessary services and supports to enable the formerly incarcerated individual to reenter the community, achieve stability and successfully reintegrate back into family and community life and to complete probation and parole without being re-incarcerated.

The CCCRRC believes that the reentry process is comprised of five stages:

1. **Arrest and Adjudication:** the period from arrest through adjudication.
2. **Incarceration:** the period of time when an individual is incarcerated within an institution.
3. **Pre-Release:** the activities that occur inside the institution to prepare a person for release once a date of release is known. Depending on the institution, the timeframe for this stage may vary with some lasting no more than a few hours and others for months.
4. **Release/Reentry:** the period of time beginning at release from the institution through the time at which the individual is stabilized back into the community.
5. **Reintegration:** the period during which a person is reintegrated within their community and is actively pursuing a path towards a healthy and productive life.

Vision, Mission and Values Statement

The following statements were developed and adopted by the CCCRRC during the Contra Costa Reentry Planning Initiative.

Vision Statement

Individuals released from incarceration into communities in Contra Costa County will become part of an integrated and supportive service network comprised of community-based organizations, government and public agencies and the broader community. This network will jointly create a pathway for the successful reentry and reintegration of formerly incarcerated individuals back into the community.

Mission Statement

The CCCRRC's primary mission is to engage and support individuals, families, and communities in formerly incarcerated individuals to become active and impactful members of their communities. The CCCRRC will accomplish this mission through the development and support of necessary public policy, public safety, community awareness and services.

Reentry services are part of a continuum that begins at the point an individual enters the justice system and continues through successful reintegration. Formerly incarcerated individuals and others directly affected by the criminal justice system are involved with the CCCRRC, providing input on prevention, service delivery, advocacy, and policy issues that encourage reintegration into the community and recidivism reduction.

Principles and Values

The Contra Costa County Reentry and Reintegration Collaborative is guided by the following principles and values:

- CCCRRC seeks to provide increased awareness about the value of formerly incarcerated individuals and their loved ones to their communities.
- Individuals are more likely to experience success when they are part of a supportive, integrated system.
- Reentry and reintegration begin while the individual is incarcerated.
- While leaving room for innovation, evidence-based practices are utilized when developing programs and policies.
- Collaboration, coordination, information, and communication are critical to the Contra Costa County Reentry and Reintegration Collaborative's success and sustainability.
- The good of the community comes before one's self and/or organizational interests.

Goals and Objectives

Clear and concise goals and objectives are an integral part of the Contra Costa Reentry Initiative. These goals and objectives focus the efforts of the Initiative, increase its credibility with stakeholders, and provide critical tools for assessing the extent to which it is accomplishing its mission.

In terms of framing performance goals, objectives and outcomes, the Initiative:

- Uses a holistic, systemic, and inclusive approach that involves federal, state and local government stakeholders, community organizations, advocates, the formerly incarcerated as well as family and community members;
- Adopts strategies that draw on evidenced-based approaches and practices;
- Targets high-to moderate-risk probationers and parolees through the use of validated assessment tools;

- Emphasizes geographic areas in which a disproportionate number of probationers and parolees are drawn from and return to;
- Incorporates 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;
- Embraces 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 services essential to reentry; and,
- Provides for independent evaluations of reentry programs using, when feasible, random assignment and controlled studies to determine effectiveness of programs and services offered.

In order for the Initiative to continuously improve its ability to meet the needs of individuals reintegrating into the community, reduce recidivism, and maintain public safety, it addresses a wide range of reentry-related issues including:

- Increased job training, placement, and employment opportunities;
- Increased educational opportunities;
- Reduced violations of conditions of supervised release;
- Increased payment of child support;
- Increased housing opportunities;
- Reduced drug and alcohol abuse through participation in substance abuse services;
- Increased participation in physical and mental health services;
- Increased financial literacy; and
- Increased family and community engagement in reentry.

These issues are addressed through program and service recommendations in Part III (beginning on page 26 of this plan).

Part II: Policy and System Recommendations

Based upon the research, discussions and deliberations of the Task Force and Work Groups, the Planning Initiative has prepared two sets of recommendations. The first set of recommendations is directed to the Board of Supervisors and address broad policy and systems issues. A second set of Program Recommendations is directed to the proposed CCCRRC and the community-at large and form the foundation for the work of the CCCRRC.

Reentry System Policy Recommendations to the Contra Costa Board of Supervisors

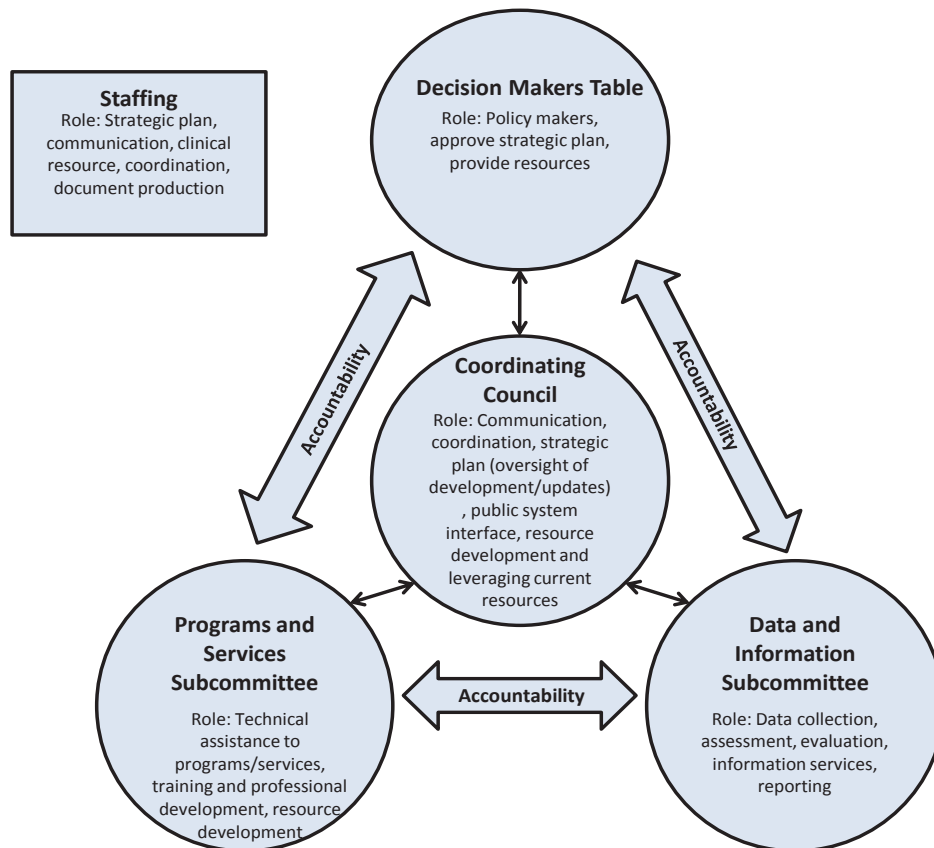
1. The Board should adopt the Contra Costa County Reentry Strategic Plan as the county's strategic plan for reentry.
2. The Board should adopt the CCCRRC as the countywide mechanism for coordination and implementation of the reentry strategic plan.

3. The Board should designate a single county agency to house the CCCRRC and to provide leadership and administrative support for its operations and to coordinate the support of other county and governmental agencies, non-profit, faith-based and business partners, and community residents in achievement of the goals and objectives set forth in the reentry strategic plan.

Discussion of Reentry System Policy Recommendations

One of the primary goals of the Contra Costa County Reentry Planning Initiative is to design and implement a countywide infrastructure that will operate an efficient and effective system of community reentry and reintegration from incarceration. The diagram below depicts the infrastructure developed by the participants of the Reentry Planning Initiative. Each committee is described in greater detail on subsequent pages.

Figure 4: CCCRRC Infrastructure Diagram



The **Contra Costa County Coordinating Council** is the coordinating and communication hub of the collaborative. Information passes through the Coordinating Council (either formally or informally) as the lead body to ensure the collaborative remains informed of reentry activity and supports in Contra Costa County. Representatives serving on the Coordinating Council are advisors to key decision-makers. On an annual basis the Coordinating Council will present a “State of Affairs” (plan and strategies) and a six-month review to the Decision Makers Table. This committee will be charged with discussing a wide range of issues and will serve as an advisory body to the Decision Maker Table. As the most representative body of the Collaborative, the Coordinating Council will be responsible for establishing the operational policies of the CCCRRC. In doing so, the Coordinating Council will create a system of accountability among the various committees and all those involved with the CCCRRC.

The **Programs and Services Subcommittee** provides technical assistance for programs and services, training and professional development, resource development for providers; identifies information needs, inventories current services, best practices/research; prepares gaps/needs/assets analysis and policy recommendations. This subcommittee will initially be created from the existing East and West County provider groups. As the CCCRRC develops it may be necessary to develop workgroups around specific services (e.g., employment, housing) that will serve under the Programs and Services Subcommittee. These workgroups would bring together stakeholders within these specific fields and could be established on an as-needed basis (e.g., to develop a countywide application for funding) or become a permanent component of the CCCRRC.

The **Data and Information Subcommittee** supports the rest of the CCCRRC’s effort by ensuring that data and informational needs of the various committees, stakeholders and the community are being met. They also serve an information management function by collecting the current data on the reentry population in Contra Costa County and making those data available to the CCCRRC. This subcommittee also will work with existing research and program evaluation organizations to conduct regular assessments of existing programs. The Data and Information Subcommittee will produce regular reports in order to share their research with municipal leaders, media, and local community organizations.

The **Decision Makers Table** initiates legislation and policy and commits resources and other support for the goals, objectives, and activities proposed by the Coordinating Council to improve the lives of those affected by reentry services. The Decision Makers Table approves an annual reentry plan and conducts a mid-year review to determine progress on the plan and to identify policy and resource needs.

Part III: Program Recommendations

In addition to designing a recommended infrastructure to support an effective reentry system, the Reentry Planning Initiative also produced a series of programmatic recommendations for critical services. These recommendations were developed by staff from the relevant county/city agencies, CBOs and other stakeholders engaged in the process. Each set of

programmatic recommendations is specific to that service area; however, they also share a common set of ideas about how the reentry system should operate. These common elements have been pulled out from the specific service areas and are presented as “System-Wide Recommendations” because they were identified as critical to achieving the service specific recommendations outlined below. In this executive summary we provide a sketch of the recommendations, to see the more detailed list go to page 26 of the Strategic Plan.

System-Wide Recommendations

Reentry Process Recommendations

1. *Sentencing*: Incorporate a risk and needs assessment requirement throughout the criminal justice process beginning with sentencing.
2. *Incarceration*: Utilize incarceration as an opportunity for individuals to address individual needs, increase human and social capital, and to begin establishing connections with positive social networks:
 - Begin service delivery by community-based providers immediately upon incarceration with pre-release planning beginning a minimum of 120 days prior to release whenever possible.
3. *Pre-Release*: Establish and formalize a pre-release planning process that identifies service needs and, prior to release, connects prisoners with community-based service providers.
4. *Release*: Develop a system for providing transitional services that connect the formerly incarcerated with positive social networks that were established prior to release.
5. *Reentry*: Build/support a full continuum for the provision of particular services (e.g., employment, housing, health).

Service Delivery System Recommendations

1. Develop the service delivery system to ensure sufficient capacity and supply of services to meet the needs of the formerly incarcerated population in Contra Costa County.
2. Establish professional development requirements for all service providers who receive funding through the Richmond and Contra Costa County Workforce Investment Boards.
3. Provide training opportunities for Parole, Probation and Municipal Police Departments that address best practices on how to work with the at-risk youth population.

Education and Computer Literacy Recommendations

1. Offer targeted remedial and supportive educational programs to boost basic skill proficiency levels among formerly incarcerated individuals.
2. Provide and expand in-person computer skills training programs for formerly incarcerated individuals both inside correctional/detention facilities and in the community.

3. Provide access to college level courses (during and after incarceration), financial aid, and support services (EOPS, DSPS, tutoring, counseling, reentry programs).
4. Offer supportive programs to prepare formerly incarcerated individuals for the necessary discipline and focus required for long-term commitment to educational goals such as completion of the G.E.D.

Financial Literacy and Services

1. Provide basic financial literacy skills training to formerly incarcerated individuals who leave custody and access services through the CCCRRC.
2. Provide formerly incarcerated individuals with access to financial support tools, including public benefits, supportive services, and individual development accounts (IDAs) to help individuals begin to stabilize their financial situations.
3. Conduct targeted outreach to the reentry population for free tax preparation assistance to help them access Earned Income Tax Credit.
4. Offer credit-counseling/credit-repair.
5. Connect individuals with bank accounts to avoid check cashing outlets.
6. Provide budgeting classes/counseling.

Employment

1. Develop targeted services and programs to increase the employment rate of formerly incarcerated individuals and address the impact of a criminal record on employment.
2. Expand the number and range of supported/subsidized work experience programs for formerly incarcerated individuals.
3. Develop and enhance job-specific training and certification programs during incarceration.
4. Develop and enhance paid training programs/transitional employment in multiple sectors, targeting individuals recently released from incarceration.
5. Evaluate the county's hiring procedures and adopt the specific Equal Employment Opportunity Commission (EEOC) criteria that reflect minimum federal requirements.
6. Develop and implement a county "Ban the Box" policy to remove the question about criminal records from county employment applications during the initial application stage of the hiring process except for certain identified sensitive positions in public safety and children's services or as determined by the agency. Policies vary across jurisdictions but have some of the following elements:
 - delete the criminal background question from initial application;
 - ensure that federal law, which requires that a conviction be "substantially related" to job responsibilities, is enforced;
 - perform a background check once the candidate is selected or determined to be a serious prospect;
 - identify all positions for which background checks will be conducted due to the nexus between offenses and job duties, or as required by law;

- consider the gravity of the offense, the age of the candidate at the time of the offense, and how much time has elapsed since the conviction and the application;
 - the right of the applicant to be notified that they were disqualified because of information in the background check and the right of the applicant to correct information and appeal the decision. Candidates for jobs with conviction restrictions can be notified of such restrictions in position announcements; and
 - apply the policy to county/city vendors and contractors. For examples of “Ban the Box” policies, please visit the National Employment Law Project website: http://www.nelp.org/index.php/content/content_issues/category/criminal_records_and_employment/. For a “Q and A” on the policy, please visit: <http://www.crmintegrators.com/transformationnetwork/Advocacy/tabid/71/Default.aspx>.
7. Outreach to businesses/employers to encourage use of available financial incentives for hiring people with criminal records.
 8. Create an efficient process for access to employment records during incarceration from CDCR, county detention system and juvenile hall.

Mental Health

1. Identify parolees/probationers with mental health issues prior to release.
2. Develop a seamless transition into mental health services from county jail and state prison that ensures an intake appointment within the first week of release.
3. Implement a process for obtaining/transferring complete medical records prior to release.
4. Implement a process for developing a case conference/treatment plan with affected departments/agencies prior to release.
5. Incorporate mental health status exam into sentencing determinations, especially for youth.
6. If a youth is a mental health services consumer, connect him/her to the Contra Costa County Mental Health Services Act (MHSA) Transition Age Youth (TAY) program.

Substance Abuse

1. Improve the coordination of and access to substance abuse services for the reentry population.
2. Coordinate the development of the pre-release substance abuse assessments.
3. Early identification of substance-abusing prisoners scheduled to return to Contra Costa County, supporting early and active transition planning 3 months prior to release.
4. Develop an effective and regular system of communication between Addiction Recovery Counselors (ARC) counselors and Alcohol and Other Drug Services (AODS).
5. Provide technical support to ARC counselors to ensure that prisoners suffering from substance abuse or co-occurring disorders receive an integrated approach to treatment during and after incarceration as determined by on AOD assessment.

6. Ensure that ARC counselors incorporate conditions of parole into clients' transition plans.
7. Assess clients' eligibility to public benefits prior to release.
8. Develop a system to connect formerly incarcerated individuals with positive social networks prior to release.
9. Ensure that ARC counselors keep up-to-date information about substance abuse services in Contra Costa County.
10. Address immediate issues prior to release that could prevent successful reentry such as substance abuse treatment, lack of medication, housing, etc.

Health

1. Develop a coordinated mechanism for providing re-entrants with health services.
2. Ensure that reimbursement mechanisms for covering the cost of health care are established and that MOUs and policy related to this are implemented.
3. Establish a special committee to coordinate mental health, health and substance abuse issues.
4. Advocate with CDCR to obtain medical, mental health and substance abuse records to provide continuity of care and expedite establishment of benefits.
5. Advocate for clarification of the definition of "legal residence" to ensure access to all potential reimbursement mechanisms.

Mentoring/Community Engagement

1. Incorporate a consultation with youth social worker, advocate or mentor (if possible) into sentencing decision in order to gather valuable psychosocial information on youth.
2. Create a task force dedicated to exploring structured mentoring opportunities/practices specific to addressing the needs of formerly incarcerated individuals.
3. Identify promising strategies/evidence-based models and best practices of mentoring that have demonstrated success in serving those who are formerly incarcerated.
4. Select and support the development of successful mentoring strategies/programs that are designed specifically to serve the formerly incarcerated:
 - Identify and obtain financial support to develop, evaluate and sustain mentoring efforts that address the needs of the formerly incarcerated.
 - Implement the program with operating procedures and standards for mentor and participant that include recruitment, screening, training, matching, monitoring and support, match closure and evaluation strategies based on the latest mentoring research and evidence from experienced mentoring practitioners.

Housing

1. Ensure housing-focused discharge planning prior to release.
2. Develop pre-release plans that realistically address the housing needs of the individual.
3. Involve the inmate, community-based case manager and parole/probation officer in pre-release planning process.
4. Connect formerly incarcerated individuals with support system immediately upon release.
5. Provide opportunities for community service upon release.
6. Offer peer-driven case management and supports to facilitate transition process.
7. Remove any barriers to affordable housing:
 - Work with developers to remove "screening" for people with criminal records.
 - Work with Housing Authority to remove any potential barriers in their policies and practices.
 - Work with affordable housing currently in operation to make sure that there is no bar against the formerly incarcerated person reentering those units (i.e. to reunify with family).
8. Increase the supply of housing dedicated to the formerly incarcerated in Contra Costa County
9. Provide service providers with professional training opportunities to develop their understanding of the formerly incarcerated.
 - Establish professional development requirements for all service providers who receive funding through the Richmond and Contra Costa County Workforce Investment Boards.

Legal Services

1. Conduct a legal issues risk and needs assessment to during incarceration, pre-release and post-release.
2. Increase the number of currently incarcerated and formerly incarcerated individuals' participation in services/programs that modify child support payments, establish paternity, determine visitation rights, and release license holds immediately upon incarceration.
3. Increase the number of formerly incarcerated individuals' participation with Housing Law Providers in an effort to decrease evictions and increase access to subsidized housing.
4. Increase the number of formerly incarcerated individuals who participate in Homeless Court and/or attend Traffic Court.
5. Increase the number of formerly incarcerated individuals who have access to their county/state RAP sheet.
6. Increase number of employers who understand and follow employment law related to hiring individuals with criminal records.
7. Increase understanding and completion of terms of Parole and Probation in order to decrease violations. Increase communication between Parole/Probation and service providers regarding violation hearings.

8. Increase number of registered and voting formerly incarcerated individuals in Contra Costa County.
9. Create reentry courts, drug courts, mental health courts and alternatives to incarceration/diversion programs in order to address underlying causal factors for offenses such as substance abuse and mental health disorders in order to reduce recidivism and increase recovery.
10. Create a monthly “Clean Slate” clinic that provides access to legal remedies to common barriers to housing, employment and public benefits and for juveniles’ record sealing.
11. Create training for reentry service providers on legal issues, barriers and remedies. Establish training requirements around reentry legal issues for all service providers who receive funding through the Richmond and Contra Costa County funding streams specific to the area of service.
12. If youth is incarcerated for sex work, work with judge to see if there is a prison/jail alternative.
13. Identify jail/prison alternatives for youth (e.g., boys/girls ranch, mental health treatment center) if appropriate, and inform judge of these options.

Part IV: Implementation Plan

The implementation of this strategic plan consists of three phases: 1) Adoption of the Strategic Plan; 2) Establishment of the Reentry Infrastructure; and 3) Implementation of the Programmatic Recommendations.

The first phase of implementation is to have the strategic plan formally adopted by the Contra Costa County Board of Supervisors and the Antioch, Concord, Pittsburg and Richmond City Councils. Therefore, the members of the Reentry Planning Task Force and the soon to be established CCCRRC will hold a series of meetings with the directors of county and city agencies in these jurisdictions to brief them and obtain their support for this Strategic Plan. Subsequently, the strategic plan will be brought to the Contra Costa County Board of Supervisors and city councils with a request for formal adoption.

Concurrent with the adoption of the strategic plan the participants of the Reentry Planning Initiative will begin to establish the reentry infrastructure outlined above. The current Reentry Planning Task Force will create the Coordinating Council and the existing East and West County provider groups will create the Programs and Services Subcommittee. During this time the committees will establish their procedural and operational practices to ensure that they are fully functioning when the Board of Supervisors adopts the strategic plan.

Implementation of the programmatic recommendations will begin as soon as the infrastructure is in place, with certain recommendations moving forward after the various committees being established. An emphasis will be placed on implementing the system-wide recommendations first as they will have the greatest impact on the efficiency and effectiveness of the service area recommendations.

A logic model outlining the program recommendations, the performance measures associated with those recommendations and the resources that will be devoted towards these recommendations is on page 44 of this Plan.

Contra Costa Reentry Initiative September 2010 - January 2011

