

Contra Costa County Reentry System Strategic Plan, 2018–2023



Prepared by:

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June 14, 2018





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This report was developed by Resource Development Associates under contract with the Contra Costa County Office of Reentry and Justice and funded through a Bureau of Justice Smart Reentry grant.

Resource Development Associates, 2018

About Resource Development Associates

Resource Development Associates (RDA) is a consulting firm based in Oakland, California, that serves government and nonprofit organizations throughout California as well as other states. Our mission is to strengthen public and non-profit efforts to promote social and economic justice for vulnerable populations. RDA supports its clients through an integrated approach to planning, grant-writing, organizational development, and evaluation.





Acknowledgements

The Contra Costa County Office of Reentry and Justice wishes to thank the many returning residents, their loved ones, and the reentry providers and partners in Contra Costa County who gave their time and energy to this process. Your thoughtful feedback, stories, and recommendations helped to inform the creation of this plan.

We also wish to acknowledge the Local Planning Group, whose members provided input and guidance on the development of this Reentry Strategic Plan. The Local Planning Group was comprised of representatives of government agencies, community-based organizations, and service providers, including:

- California State Parole Board
- Concord Police Department
- Contra Costa County Alcohol and Other Drugs Services
- Contra Costa County Community Advisory Board to the Community Corrections Partnership
- Contra Costa County Detention Health
- Contra Costa County District Attorney's Office
- Contra Costa County Employment and Human Services
- Contra Costa County Health, Housing, and Homeless Services
- Contra Costa County Mental Health Services
- Contra Costa County Office of Education, Adult Correctional Education
- Contra Costa County Office of the Public Defender
- Contra Costa County Office of the Sheriff
- Contra Costa County Probation Department
- Contra Costa Reentry Network
- Reentry Success Center
- Workforce Development Board of Contra Costa County



Executive Summary

In 2017, the Contra Costa County Administrator's Office of Reentry and Justice (ORJ), on behalf of the Board of Supervisors, undertook the development of a five-year Strategic Plan for the Contra Costa County reentry system. This plan is an update of the County's first Reentry Strategic Plan, adopted in 2011. Through a public procurement process, the County contracted with Resource Development Associates (RDA) to facilitate a stakeholder-driven planning process and draft an updated reentry Strategic Plan. This Plan is meant to expand beyond AB 109 and address the expressed goals and needs of the County's reentry system. With oversight and guidance from the ORJ, this planning process considered an array of factors including the reentry population to be served; the County's jail and community supervision system; the reentry service provider network; and findings of previous evaluation efforts.

To guide the overall development of the Strategic Plan, a Local Planning Group was convened. This diverse body included membership from state corrections, multiple County agencies, local service providers and community representatives. The Local Planning Group used a collaborative process to identify key reentry system needs related to jail-to-community transitions, post-release program access and linkage, economic security, housing access, behavioral health, and the use and coordination of data. Informed by these key needs, the Local Planning Group set the following vision for the County's reentry system:

We envision a county where individuals involved with or impacted by the justice system are treated fairly; have the opportunity to make meaningful, positive contributions; and help build a safe and healthy community.

To achieve this vision, the Local Planning Group set forth six specific goals that frame the Strategic Plan:

- A. Implement structures, tools, and procedures necessary to help returning residents achieve successful transition from jail to community.
- B. Ensure timely and appropriate connections to effective services and resources that support reentry.
- C. Increase the likelihood of post-release success by enhancing opportunities for returning residents to attain economic security.
- D. Improve housing accessibility matched to the needs of clients.
- E. Improve timely access to behavioral and health care services.
- F. Enhance the use and coordination of data to ensure quality of services and inform decision-making.

The Local Planning Group has also identified key objectives and activities that will lead toward goal and vision realization. Furthermore, to steward the implementation of these strategies, the identification of a stakeholder body to oversee Strategic Plan implementation is recommended.

These key recommendations, alongside the results of the strategic planning process, are presented in this document, which serves as the completed Strategic Plan. The Strategic Plan is meant to serve as a living



Contra Costa County Reentry System

Strategic Plan for 2018–2023

document that provides high-level guidance on designing and implementing structural and programmatic improvements to the County’s reentry system over the next five years.



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Overview

In 2009, Contra Costa County began the development of a Reentry Strategic Plan that recommended the establishment of a Reentry and Reintegration Collaborative to improve coordination and collaboration among reentry stakeholders and, ultimately, improve outcomes for formerly incarcerated County residents. This plan was adopted by the Board of Supervisors (BOS) in 2011. Later in 2011, AB 109 took effect across the state, to which the County responded with an Operational Plan to develop a coordinated reentry infrastructure, emphasize the use of evidence-based practices in serving the AB 109 population, and respond to state mandates.

With the onset of AB 109, the County established formal partnerships through the Community Corrections Partnership (CCP). After conducting planning efforts to design reentry support systems in each region of the County, the Reentry Success Center in West County and the Central-East Reentry Network System of Services were created. The County is now updating its Reentry Strategic Plan to further improve upon the objectives of its AB 109 Operations Plan and to better align services for the broader reentry population. The Strategic Plan aims to develop a long-term reentry strategy with performance outcomes that can be measured on an annual basis, the goal of which is to increase public safety by reducing recidivism.

To accomplish these objectives, the County Administrator's Office of Reentry and Justice (ORJ) engaged Resource Development Associates (RDA) to facilitate and support a strategic planning process for the local reentry system. This planning process considered an array of factors including the reentry population to be served, the structure of the County's jail and probation systems and service provider network, findings of previous evaluation efforts, and input from various stakeholders. Key objectives that were considered include establishing greater continuity between in-custody and post-release supervision and services, continuing to build the County's data infrastructure, increasing the County's operational capacity for cross-departmental planning and implementation, and building provider competencies in developing and delivering services to justice-involved transitional age youth (TAY) in particular.

This document contains the results of the strategic planning process. This Strategic Plan is meant to serve as a living document that provides high-level guidance on designing and implementing structural and programmatic changes over five years.



Methodology/Stakeholder Engagement Process

To understand and appropriately address the local reentry system’s strengths and needs that emerge from its landscape of services, programs, and organizations, the strategic planning process was organized into five phases: Project Launch & Discovery, Needs Assessment, Direction Setting, Strategy Development, and Plan Development. The first two phases laid the groundwork for the Strategic Plan by engaging reentry system stakeholders and assessing Contra Costa County’s realm of reentry populations, services, and outcomes. Table 1 describes the key activities conducted during the Project Launch and Needs Assessment phases.

Table 1. Timeline and Description of Project Launch and Needs Assessment Activities

Activity	Tasks Performed	Results	Date
Project Kick-Off Meeting	<ul style="list-style-type: none">• Met with ORJ• Reviewed plan objectives and activities	<ul style="list-style-type: none">• Confirmed project vision, objectives, and work plan	August 7, 2017
Stakeholder Launch	<ul style="list-style-type: none">• Introduced strategic planning effort to reentry stakeholders• Reviewed progress made since previous Strategic Plan development• Discussed how stakeholders can be involved in planning	<ul style="list-style-type: none">• Gathered preliminary priorities for reentry system strategy	August 22, 2017
Needs Assessment	<ul style="list-style-type: none">• Conducted 3 community forums<ul style="list-style-type: none">○ Concord (16 attendees)○ Richmond (18 attendees)○ Antioch (15 attendees)• Conducted one supplemental focus group<ul style="list-style-type: none">○ Alpha Cohort at Reentry Success Center (9 participants)• Launched an online stakeholder survey (23 responses)• Reviewed relevant documentation<ul style="list-style-type: none">○ AB 109 Evaluation Reports○ ORJ initiatives and grants○ 2011 Strategic Plan	<ul style="list-style-type: none">• Analyzed data across all sources to identify reentry system needs	October 2017–November 2017

RDA analyzed the needs assessment data, including community input provided through public forums that were held in each of the County’s three regions, to identify strengths, challenges, and gaps within the current reentry system. RDA then convened and presented its findings to the Local Planning Group in the Direction Setting phase to ensure that the reentry planning effort was grounded in data. The Local Planning Group was composed of representatives from justice and safety net agencies across the County (see list of members in Appendix D). The Local Planning Group convened four times during the Direction Setting and Strategy Development phases to establish a vision, mission, and guiding principles for the



reentry system and develop five-year reentry system goals, objectives, and activities. In addition to meetings of the full group, Local Planning Group members formed a subcommittee to develop the guiding principles that are included as part of this Strategic Plan (see Reentry Framework in the following section). Table 2 outlines the activities performed in each meeting of the Local Planning Group.

Table 2. Timeline and Description of Strategic Planning Meetings

Activity	Tasks Performed	Results	Date
Local Planning Group Meeting #1	<ul style="list-style-type: none">Reviewed previous reentry system Strategic Plan mission, vision, and guiding principlesReviewed needs assessment results	<ul style="list-style-type: none">Received feedback on mission, vision, and guiding principlesPrioritized needs to address in next five years	January 11, 2018
Local Planning Group Meeting #2	<ul style="list-style-type: none">Discussed mission, vision, and guiding principles feedbackReviewed prioritized needsDrafted goals for each need	<ul style="list-style-type: none">Established a values and guiding principles subcommitteeConfirmed the five priority areas of need to include in the Strategic Plan	January 25, 2018
Local Planning Group Meeting #3	<ul style="list-style-type: none">Drafted measurable objectives for each goal area	<ul style="list-style-type: none">Finalized mission and vision statements	February 9, 2018
Local Planning Group Meeting #4	<ul style="list-style-type: none">Reviewed objectives, activities, and resources for each goal area	<ul style="list-style-type: none">Finalized guiding principlesRefined measurable objectives and implementation activities	March 1, 2018

The following sections provide a culmination of the Local Planning Group’s work, including an updated description of the County’s reentry framework, mission statement, vision statement, and guiding principles; a summary of the needs assessment; and the strategic goals and objectives that were developed.



Reentry Framework

This Strategic Plan is grounded in a comprehensive and coordinated reentry framework, which begins at the point of arrest and continues through successful reintegration in the community. The following mission, vision, and guiding principles are the core tenets that underlie the recommended goals, objectives, and activities presented in the Strategic Plan. These statements are meant to be long lasting and should inform the work in reentry, wherein all reentry system actors share a mutual responsibility for achieving the system’s mission, vision, and goals.

Mission Statement

The Contra Costa County reentry system serves as a collaborative partnership that aids individuals, families, and their support system, in achieving successful community reintegration by facilitating access to a continuum of quality services and improving systemic practices.

Vision Statement

We envision a County where individuals involved with or impacted by the justice system are treated fairly; have the opportunity to make meaningful, positive contributions; and help build a safe and healthy community.

Guiding Principles

The Local Planning Group developed the following guiding principles based on the key values underlying the desired state of the reentry system. They are presented alphabetically below.

Culturally Respectful and Responsive: Diverse perspectives that reflect the wide array of cultures, beliefs, and attitudes within our community should be reflected in the design and implementation of reentry system approaches.

Evidence-Based: Better reentry outcomes require a commitment to employing evidence-based practices and continuous quality improvement, while also leaving room for innovative approaches that will produce promising results.

Fairness and Equity: Procedural justice is important and must respect the dignity and experience of all justice-involved people, as well as demonstrate concern for communities experiencing criminal justice disparities that have been persistent and historical.

Holistic: Community reintegration is most easily achieved by continuous, appropriate delivery of quality services that are tailored to the holistic needs of individuals and families most impacted by incarceration.

Inclusive: Effective reentry strategies are best created through an inclusive approach that utilizes input from justice system professionals at all levels of government and in community and faith-based



organizations, those with histories of justice system involvement, and other interested stakeholders to develop appropriate interventions that encourage community reintegration and recidivism reduction.

Justice Reinvestment: Reinvesting in the communities most impacted by the criminal justice system supports public safety by addressing the root causes of crime and empowering communities.

Partnership: Collaboration, coordination, information and resource sharing, and communication are essential elements of productive partnerships and critical components of a high-functioning reentry system.

Public Safety: Effective implementation of reentry solutions will reduce recidivism, ensure victims' rights are protected, and ultimately result in an environment where all members of the community feel safe and secure.

Rehabilitation, Restoration, and Healing: To create a safe and healthy community, rehabilitation, restoration, and healing must inform the decisions, policies, and practices of all stakeholders in a reentry system that is client-centered, trauma-informed, and culturally sensitive.

Contra Costa County's Reentry Population Profile

To establish a snapshot of those being served in the reentry system, the population profile draws upon data from two point-in-time analyses: the known demographics of individuals under post-release community supervision and the known demographics of individuals in county jail. The demographic analysis of the post-release community supervision population from 2016 shows 2,262 individuals in reentry while the 2015 jail data shows 1,490 individuals in custody. Across these data, the gender distribution remains consistent while the racial/ethnic analysis shows Black/African American, Latino/Hispanic, and White/Caucasian make up the majority of the population, with some variance from time to time.

Reentry Population Profile

To gather a base understanding of those being served in the reentry system, this population profile provides an approximation of the returning resident population, based on the demographic, arrest, and sentencing information available of individuals in-custody and individuals under post-release community supervision at a point in time



1,490
in custody

across three facilities on July 9, 2015

Most in custody were not sentenced



■ Pre-Trial/Awaiting Sentencing (74%)

■ Serving Sentence (26%)

Even split of Latino/Hispanic, Black/African American, and White individuals



Men were more likely than women to be charged of a new offense while on parole or probation

MULTIPLE OFFENSES

Nearly everyone had been charged with multiple offenses, averaging 7-8 offenses each

36%

were on parole or probation

when they were returned to custody

181 days

AVERAGE
LENGTH OF STAY

30% of population had been in custody 30 days or fewer



26% TAY

Over a quarter of those in custody were transition age youth (ages 18-24) and 60% of the entire population were under 35 years old

over 15%

At least 199 individuals had an identified mental illness

This is likely an underestimate because, for a variety of reasons, many do not disclose their condition. In addition jail staff are unable to track need for substance use disorder treatment.

The 2015 Jail Needs Assessment Report provides a snapshot of the county's jail population as of a point-in-time count in 2015. HDR. (2015). *Jail needs assessment Contra Costa County Office of the Sheriff.*

in the community

2,262

in post-release community supervision,
January-July 2016

39% Black/African American
39% White individuals
19% Latino/Hispanic



AVERAGE AGE:
39

This year-to-date count conducted by the County Probation Department provides a snapshot of those under post-release community supervision in Jan-July 2016.



Reentry System Needs Assessment

This section presents key findings from the assessment of Contra Costa County’s reentry system areas of strength and need. The sections below discuss findings in the following areas: 1) Arrest through Sentencing, 2) Incarceration and Reentry Planning, and 3) Reentry and Reintegration. A final section then discusses system-wide supports and coordination.¹

Arrest through Sentencing: Strengths

Diversion and Pretrial Services

Contra Costa County serves a portion of the justice-involved population through programs and initiatives designed to divert individuals from jail and/or shorten pretrial stays after arrest and before sentencing. Though these programs do not serve everyone who could benefit from these services, County criminal justice partners have developed and implemented these programs using a collaborative approach with the goal of assessing defendants’ reentry needs and recidivism risk, and providing legal representation, as early as possible in the criminal justice process.

- The *Arraignment Court Early Representation (ACER)* program began in FY 12/13 as a joint project of the Public Defender and District Attorney, and provides attorneys at defendants’ initial court appearance to increase the likelihood that appropriate defendants will be released from custody on their own recognizance (“OR”) for the duration of the adjudication process, and to also allow for the expedited resolution of cases when appropriate. ACER has resulted in thousands of defendants receiving representation at arraignment and has helped foster the speedy resolution of many cases.
- The Public Defender’s *Misdemeanor Early Representation Program (MERP)* is designed to provide immediate representation for persons cited for misdemeanor offenses to reduce incarceration and other collateral consequences such as warrants, arrests, additional criminal charges stemming from failures to appear, and time spent in custody. The project assures that, at the time of citation, the officer making an arrest provides printed information (available in both English and Spanish) advising individuals of the availability of immediate legal consultations with the Public Defender’s Office, which provides pre-arraignment legal information, advice, and representation. MERP services are provided to individuals arrested on misdemeanors in the cities of Richmond, Antioch, and Concord.
- The County operates a *Pretrial Services program (PTS)*, which is a collaborative effort between the Office of the Public Defender, District Attorney’s Office, Sheriff’s Office, Probation Department, and Superior Court. The program is designed as an evidence based strategy to reduce the County’s custodial population and screens prospective participants with the Virginia Pretrial Risk

¹ These phases are presented here as linear in order to simplify the presentation of information, but we understand that some phases overlap (i.e., a person may be incarcerated prior to sentencing, in which case it is a best practice to begin pre-release planning as soon as possible during the person’s incarceration).



Assessment Instrument (VPRAI), a validated pretrial risk assessment tool that measures a person's likelihood of missing court and being involved in new criminal activity while on pretrial release. As currently designed, the program is not able to screen every person detained in jail pretrial. For those who are enrolled into the program, the Probation Department monitors the defendants while they are on pretrial release, except for those with electronic monitoring conditions (e.g., GPS monitoring) as they remain in the purview of the Sheriff's Office.

- The Office of the Public Defender has hired a social worker who conducts *pre-sentencing needs assessments and referrals* for clients needing additional supports and prepares social history reports for consideration during legal proceedings.
- The County Alcohol and Other Drugs Services (AODS) System of Care staffs a substance abuse counselor who provides *substance use disorder (SUD) screening onsite at the Court* in order to arrange same-day residential treatment placements, and staffs a treatment program pre-enrollment hotline that can be reached directly from phones located inside the jail's housing units. By accessing this hotline, incarcerated individuals can be screened for the appropriate level of SUD treatment to expedite and coordinate program enrollment with their release from custody.
- Through a state Proposition 47 grant, the County Health Services Department is in the early stages of implementing the *CoCo LEAD+* program to provide pre-arrest, at-arrest, and post-arrest pre-booking diversion opportunities and coordinated services for people with behavioral health issues who have been repeatedly arrested by the Antioch Police Department for a low-level, non-violent misdemeanor and "wobbler" charges. CoCo LEAD+ includes cognitive-behavioral groups and restorative justice circles in community settings; dedicated transitional housing residences; and Section 8 1-3 bedroom vouchers for CoCo LEAD+ participants.

Sentencing Practices

Contra Costa County makes extensive use of AB 109 split sentencing with the goal of supporting a person's reentry success. Contra Costa has one of the highest split sentencing rates in the state (92% of sentences) since public safety realignment legislation took effect in 2011. Sentencing individuals to serve a portion of their AB 109 sentence in custody and a portion under probation supervision is recognized as a best practice that gives counties the tools necessary to increase the likelihood that individuals participate in treatment programs and other supportive reentry services.^{2,3}

Arrest through Sentencing: Needs

Diversion and Pretrial Services

Pretrial detention makes up a high proportion of the County's jail population. As is the case in many counties, Contra Costa has a high pretrial detention population. A Sheriff's Office point in time count in

² Austin, J.; Allen, R.; & Ocker, R. (2014). *Contra Costa County: A Model for Managing Local Corrections*. JFA Institute.

³ Couzens, J. R. (2012). Realignment and evidence-based practice: A new era in sentencing California felonies. *Fed. Sent'g Rep.*, 25, 217.



2015 found that three-quarters (74%) of the population were not yet convicted and sentenced for the crime for which they were being detained. Depending on the availability of resources, the County has the opportunity to facilitate further pretrial releases by scaling up its capacity to conduct pretrial assessments and monitor appropriate defendants in the community. Research demonstrates that individuals are more likely to recidivate the longer they are held in pretrial detention.⁴ Therefore, maximizing appropriate pretrial release has the potential to greatly reduce the County's pretrial detention population and the demand for in-custody services, as well as potentially decrease recidivism rates.

Additionally, stakeholders recommended that the County continue to expand diversion opportunities for youth and adults, including tailored approaches for at-risk youth and transitional age youth (TAY) ages 18-25 as key interventions to better maintain residents' integration in, and connections to, their communities and enhance opportunities for recidivism reduction.

Sentencing Practices

Many individuals in custody who have been convicted and sentenced are not aware of their AB 109 status and their corresponding eligibility for programs and services. While the County aims to use split sentences to increase the likelihood of successful reentry, nearly all individuals who participated in in-custody focus groups conducted in 2014-2015 stated that they did not receive information about what their sentence meant for them. While a person's case works its way through the court process, the defense attorney should clearly communicate with individuals about the meaning of their sentence and its associated programs and services (e.g., 1170(h) sentences). If a person is incarcerated before sentencing, it is a best practice to begin pre-release planning and linkage to in-custody programs and services as soon as possible in their incarceration. Pre-release planning is discussed in detail in the following section.

Incarceration and Reentry Planning: Strengths

The assessment of incarceration and reentry planning should be taken in the context that the County has received approval for building the West Contra Costa County Reentry, Treatment, and Housing (WRTH) Facility, which will be a new building at the County's West County Detention Center. WRTH is intended to provide additional space for treatment and reentry services, including a room for contact family visitation.⁵ This facility, and additional programming, is expected to begin operation by 2022.

In-Custody Programs and Services

The Sheriff's Office has continued to expand the types of in-custody programs offered. The Sheriff's Office contracts with the Contra Costa County Office of Education (CCCOE) and two community-based

⁴ Lowenkamp, C.T.; VanNostrand, M.; & Holsinger, A. (2013). *The Hidden Costs of Pretrial Detention*. Laura and John Arnold Foundation.

⁵ Contra Costa County was awarded \$70 million from Board of State and Community Corrections (BSCC) to help finance WRTH; the County's application to the BSCC can be viewed online:



organizations (Men and Women of Purpose and Reach Fellowship International) to provide in-custody education, job readiness, reentry preparation, and mentoring services. In addition, the Sheriff's Office hosts other services, including chaplains, libraries, Alcoholics Anonymous, Narcotics Anonymous, and vocational programs. Many of the programs, particularly the peer mentoring services, are well received by clients in custody. The Sheriff's Office is actively working to expand the types of pre-release programs offered to include more correspondence programs, a behavioral health support group, and an arts program. The Sheriff's Office is also in the process of implementing a new Jail Management System (JMS), which should help improve the Sheriff's ability to share information with contracted service providers—for instance, the times and dates of a person's scheduled release from custody.

In-Custody Health and Behavioral Health Services

Detention Health Services is working to improve processes to facilitate access to health and mental health services from intake through pre-release planning. Contra Costa County's Detention Health Services (DHS) provides medical and mental health care to all incarcerated individuals in the County. Intake nurses conduct health screenings and provide information about how to access in-custody health and mental health services. Detention Health provides multidisciplinary healthcare teams including nurses, doctors, dentists, psychiatrists, and mental health clinicians. Before release, Detention Health aims to give a two-week supply of prescriptions, TB test results, Medi-Cal application assistance, medical records, and assistance scheduling outside appointments for inmates with chronic health conditions. Recognizing that the processes in place do not always function as intended, Detention Health and the Sheriff's Office are currently undergoing a "value stream mapping project" to improve the delivery of in-custody health services. As part of this process they have undergone several rapid improvement events, with some recent ones being related to intake and mental health screening, and reentry and discharge planning.

Pre-Release Planning

Stakeholders are optimistic about the pre-release planning pilot and seek to leverage lessons learned to improve and expand pre-release planning for returning residents. A best practice is to begin this process as early in a person's period of incarceration as possible. Recognizing that pre-release planning is essential to successful reentry, Contra Costa County has begun a pre-release planning pilot project in its West County Detention Facility. The pilot takes steps to connect clients with an in-custody transition planner to develop a reentry plan and create linkages between the incarcerated person and various needed services and community programs their release from custody. In addition, in-custody clients can benefit from in-custody services. Examples of the services a person can benefit from while incarcerated, in addition to those mentioned above, include the ability to meet with an AODS representative to help coordinate the person's enrollment into treatment options upon their release. As part of its AB 109 unit, the Probation Department has created a process for pre-release assessment of individuals serving a split

<http://www.bscc.ca.gov/downloads/Contra%20Costa%20FINAL%20App%20and%20Needs%20Assessment%20SB844%20%20REDACTED.pdf>



sentence using the Correctional Assessment and Intervention System (CAIS) with subsequent referrals to community providers if the person chooses to receive services that are offered. Recently, case managers with the County's Health, Housing, and Homeless Services have begun accessing the jails to assist with the coordinated entry of individuals into housing support services once they are released from custody.

Incarceration and Reentry Planning: Needs

In-Custody Programs and Services

In-custody educational, vocational, treatment, and enrichment programs are not adequately matched to client needs or to post-release opportunities. While the Sheriff's Office has made progress made in increasing the types of programs offered in the County facilities, the assessment found the following gaps:

- There is no utilization of a needs assessment tool to match clients to in-custody programs.
- In-custody trade skills programs (e.g., woodworking, engraving) have few career opportunities.
- Though there are some new education and vocational certificate programs, most in-custody programs are not designed to continue from custody into the community.
- There is a need for more evidence-based programs that are aimed at reducing a person's risk for recidivism. Some suggested implementing more cognitive behavioral interventions—an evidence-based approach that has been found to be effective in reducing recidivism, particularly among individuals with a high risk of recidivism.⁶ Clients expressed a desire for greater variety of in-custody programs (e.g., parenting support programs).
- Individuals incarcerated in Martinez Detention Facility (MDF) continue to have limited access to group programs and in-person services.

Barriers to program utilization include lack of awareness about in-custody programs, stigma around program participation, and limited provider access to jails due to space constraints. Individuals most commonly learn about available in-custody programs through word of mouth while in jail. There is a need to enhance the promotion of in-custody services, including efforts to motivate individuals to attend and to address the stigma that clients may face if they invest in self-improvement through in-custody programming. Due to space constraints in the facilities, community-based organization (CBO) providers continue to have limited access to jails to promote and provide in-custody services (this includes time of day and frequency limitations), which has hampered their ability to develop relationships with incarcerated individuals to educate them about available services and promote post-release engagement in services.

In-Custody Health and Behavioral Health Services

The availability of health and behavioral health services and post-release transition to community health providers can be improved to better meet individual needs. RDA's 2016 evaluation of the AB 109

⁶ Feucht, T. & Holt, T. (2016). Does Cognitive Behavioral Therapy Work in Criminal Justice? A New Analysis from CrimeSolutions.gov. *NIJ Journal*, 277, 10-17.



system of services found that many AB 109 individuals in custody reported that they have not received access to appropriate in-custody medical services. Many individuals expressed that they did not feel they were taken seriously when reporting medical issues to nursing staff and experienced long wait times for medical services. At that time, several clients reported that the Sheriff's Office transfers identified consumers of mental health care to the most restrictive wing of the MDF. Because of this concern, individuals with mental health needs noted not wanting to seek appropriate mental health care. In the current strategic planning process, stakeholders suggested that while connections to behavioral health services in and out of custody appear to be strong, there remains a need to improve the medical transition from custody to the community (i.e., Medi-Cal enrollment, adequate supply of medication, connection to health conductors).

The County's detention facilities currently do not provide clinical substance use disorder treatment in custody. While the County of Office of Education's DEUCE (Deciding, Educating, Understanding, Counseling, and Evaluation) program provides trauma-informed substance abuse education inside the West County Detention Facility, there is a need to begin clinical substance use disorder treatment services while an individual is in custody.

Pre-Release Planning

Clear processes to study, refine, and expand the pre-release planning pilot program to serve more individuals across the County's three detention facilities are needed. The County has taken an important step in approving and beginning the implementation of the pre-release planning pilot project. However, currently there is no direct funding allocated to the pilot. CCCOE leverages its Reentry Transition Specialist and limited support from other stakeholders to support the programs administration and operations. The County will need to continue to work toward providing pre-release planning and reentry service linkages to people incarcerated in each of its detention facilities, including those with shorter lengths of stay or who are have an immediate/unexpected release from custody. It is important to ensure that pre-release planning includes an assessment of a person's post-release needs, linkage to housing resources in the community, and support with obtaining needed documents (such as California driver's license/identification cards). Medi-Cal enrollment should begin while a person is still in custody, and application processes for all other public benefits for which a person may be eligible should be coordinated so that applications occurs as close to a person's release date as is reasonable.

Direct linkages from jail to community-based services rarely occur. Research shows that connection to services in the critical time immediately following a person's release from custody is a key indicator of their future reentry success.⁷ One barrier to facilitating a direct linkage from custody to another service, in which a provider from the jail ensures that the person being released is immediately connected to and received by a program, housing, or treatment facility (often referred to as a "warm handoff"), is that treatment and service providers may not be apprised of an individual's release date and time, especially

⁷ La Vigne, N.; Davies, E.; Palmer, T.; & Halberstadt, R. (2008). *Release Planning for Successful Reentry: A Guide for Corrections, Service Providers, and Community Groups*. Urban Institute.



if release dates and times continually shift. In addition, few agencies are equipped to provide for a person's immediate pick-up and transport to their program upon release.

Reentry and Reintegration: Strengths

Access to a Continuum of Services

AB 109 propelled the County to provide streamlined access to a continuum of services, particularly for AB 109 clients. All major service areas outlined in the County's original AB 109 operational plan are available through County agencies and contracted CBOs: mental health and substance abuse treatment, shelter and housing assistance, mentoring programs, employment, financial benefits assistance, family reunification programs, job training, and transitional employment programs. In FY 15/16, the County expanded the eligibility for participation in AB 109-funded reentry programs in the community to include all formerly incarcerated individuals in a tiered approach that continued to prioritize individuals on one of Probation's AB 109 caseloads. As reported in focus groups, many individuals under AB 109 supervision appreciated the County's implementation of AB 109 as a whole for providing a second chance and services to help them get back on their feet. AB 109 clients regularly noted that their probation officers have been supportive in linking them to services to support the person's reentry efforts.

The County commissioned the creation of the West County Reentry Success Center and the Central & East County Reentry Network, implementing "no wrong door" and one-stop approaches to reentry services. The Central & East Reentry Network System of Services was started in FY 14/15 and the Reentry Success Center in West County was established in FY 15/16. Both act as initial points of contact for individuals and family members engaged in the reentry process and link individuals to organizations that provide services to support a person's reintegration back into the community.

Housing Access and Attainment

The County provides returning residents access to shelters, transitional housing, and assistance with navigating the County's housing resources. The County has allocated funding for 10 beds across its two homeless shelters for the AB 109 population. There is also dedicated housing through AODS for AB 109 clients who have recently graduated from residential or outpatient substance abuse treatment programs for up to 24 months of sober living where participating consumers can receive a variety of self-sufficiency services and recovery oriented supports. The County also contracts with a housing provider to assist clients in overcoming barriers to obtaining and maintaining adequate housing; provide up to 28 beds of transitional housing; assist a client with the transition to permanent housing options; and provide direct financial assistance to cover costs related to housing applications, security deposits, and emergency rental support. The County also has a contract for ten beds in a clean and sober transitional housing program in Antioch that provides other additional supportive reentry services, and another contract for short-term housing for up to 12 women and their young children in Richmond. Each of these housing options are paid for with AB 109 funding, and prioritized for clients that are under a form of supervision in the community.



The County is aware that housing resources remain scarce and the housing market is inaccessible, and is increasing dedicated housing funding for justice-involved individuals. The County boosted AB 109 funding for housing in FY 16/17, more than doubling the amount allocated in FY 15/16. The County shifted from a “master leasing” housing model to a recovery model, leveraging sober living environments and joint housing to provide housing support for individuals with histories of substance use disorders and/or a desire to live a sober lifestyle. In addition, the County is in the early stages of implementing a Smart Reentry project for transitional youth aged 18 – 24 (federal Department of Justice grant) and CoCo LEAD+ (State Proposition 47 grant) to divert individuals with behavioral health needs that are arrested for an eligible crime. Each of these projects dedicates resources for the provision of a variety of housing options for the identified justice-involved populations, and the latter project specifically includes the opportunities for permanent linkages to Section 8 Housing Choice Vouchers. In addition, the Probation Department will begin providing revenue to the Housing Security Fund (described below) for its supervised population who are not on an AB 109 caseload, and the state’s Division of Adult Parole Operations has recently opened a day reporting center in West County where it provides parolees in the program with access to dedicated housing resources.

The County is also in the process of developing and implementing a number of new housing programs and resources. Pomona St. Apartments, a 24-month independent living program, provides supportive housing for TAY experiencing homelessness, with a maximum capacity of 10 youth. The Probation Department has contracted one of these beds for youth returning home from Division of Juvenile Justice (DJJ) facilities. As a part of the County’s Continuum of Care, a Housing Security Fund has been established that would soon start disbursing funds to support individuals at risk of homelessness who are ineligible for other funding streams. The County’s Health, Housing, and Homeless Services awarded a contract in March 2018 to divert individuals from entering the homelessness system of care through case management and financial support. The County is also developing 50 micro-housing units for the highest utilizers of the healthcare system.

Economic Security

The County provides returning residents access to job training, transitional employment, and resources for job searches. Community-based training, job search, and transitional employment programs that are contracted for using AB 109 funds—but available to any returning resident otherwise eligible to participate in the program—are well-received and well attended. In addition, through the County’s Workforce Development Board (WDB), America’s Job Centers of California (AJCC) act as employment and training one-stops where dedicated staff are available to help individuals address barriers to employment. The WDB has also established a local policy to prioritize the provision of services to the reentry population due to the number of barriers to employment these individuals are often forced to navigate. Consistent with this focus, the WDB has recently implemented a grant funded project under AB 2060 aimed at providing individuals on probation with marketable skills and credentials that are conducive to becoming employed in sectors that are in high demand locally. This project also led to the WDB holding a Fair Chance Employer’s Summit in each of the County’s three regions to encourage the local hiring of the reentry



population and the training of employers to help them overcome any trepidation they may harbor toward employing a returning resident.

Behavioral Health Services

Contra Costa County Behavioral Health Services has established linkages with the Probation Department to facilitate service provision for returning residents. The AODS program of the County's Health Services Department provides access to clinical and group counseling, residential detoxification, and both outpatient and inpatient treatment services in the community for individuals with a substance use disorder. This program receives direct referrals from Probation and also serves individuals that access their services through the Behavioral Health Access Line. The Health Services Department's Forensic Mental Health program collaborates with Probation to support successful community reintegration of individuals with serious mental health diagnoses that are on any form of community supervision, many of whom suffer from a condition that requires medication for proper management. The work of the Forensic team extends beyond the AB 109 population, and includes otherwise qualified individuals who may have a co-occurring substance use disorder. Forensic Mental Health clinicians assess clients to ensure that acuity of services match a client's needs, and are an important part of the care team for individuals with a qualifying mental health diagnosis. Forensic clinicians not only lead treatment focused support groups, but also provide patients with community case management. Forensic Mental Health also assists patients in their care with the application processes for public benefits that include Medi-Cal, General Assistance, CalFresh, and Social Security Disability Income/Supplemental Security Income (SSDI/SSI).

Other Supportive Services

In addition to housing and employment, the County contracts with community-based providers for a number of other supportive services. The County uses AB 109 funding to contract with community-based providers to provide a variety of reentry programs and services such as mentoring, legal assistance, family reunification, and reentry case management.

The Office of the Public Defender also provides post-conviction Clean Slate services. The County's Public Defender staffs a Clean Slate Unit that helps individuals who have previous justice system involvement with accessing a variety of legal remedies that are intended to offer relief from collateral consequences related to the person's criminal history. This unit also helps coordinate local Clean Slate Days where on-the-spot consultations inform individuals of their actual or potential eligibility for various forms of relief from the Superior Court, including traffic tickets, and sometimes provides them same-day access to a special court session where the relief is granted. Criminal record remedies are an essential element of the reentry barrier removal process, and are often necessary for individuals to be able to move beyond a previous criminal conviction and reintegrate into the community.



Reentry and Reintegration: Needs

Access to a Continuum of Services

While the County generally offers a comprehensive array of reentry services, there are a limited number of services for the following populations:

- *Families of returning residents* may benefit from expanded support groups for family members, services for children of incarcerated parents
- *Transition Age Youth* have little access to services designed for TAY in their development stage, including targeted services for foster youth and commercially sexually exploited children (CSEC) who are also involved in the justice system
- *Women* need additional gender-responsive services

Transportation remains a barrier to successfully engaging with reentry programs as well as with potential employers. While probation officers and some programs can disseminate transit cards to clients, many returning residents do not have sufficient transportation to meet their level of need. For example, many individuals must travel to report to their probation officer, to medical and/or behavioral health treatment appointments, to job interviews, and to social service agencies. The high amount of travel to locations means that even if individuals have access to free or reduced cost transit, those who do not have access to a vehicle may spend multiple hours on public transit. Time spent in transit, in turn, poses challenges to individuals' ability to get to appointments on time and can limit the amount of time they are able to spend working and earning income.

Housing Access and Attainment

Despite efforts to link returning residents to housing, many returning residents still do not have access to affordable, appropriate, and safe housing. For clients with felony convictions that have limited or poor rental/credit histories, the inability to secure stable housing and competitive employment that pays a living wage greatly reduces their ability to achieve long-term reentry success. Furthermore, the County does not have the necessary variety of reentry housing models to meet the needs of returning residents, who may benefit from different housing options depending on their level of need, functioning, or family situation (e.g., sober living for people in recovery, supportive housing for people with health or behavioral health needs, family housing for people with families). As a result, returning residents often end up living in places that are not conducive to their recovery, health, or successful reentry. The assessment identified the following barriers to housing access and attainment:

- Many of the existing housing resources are prioritized for AB 109 clients;
- Funded transitional housing usually has a maximum stay of six months (sometimes with an option to extend);
- There is a lack of supportive housing options for the population that provides supportive services onsite;



- Housing resources do not include housing for families; returning residents who cannot be housed with their families and/or children are unable to live with their support network;
- There is a lack of TAY-specific housing options;
- Homeless clients who complete a drug treatment program and/or leave jail sober have limited immediate housing options since the County's homeless shelters are wet shelters; and
- AB 109-funded housing programs only offer dedicated beds in sober living environments (SLEs) used interchangeably as a transitional housing option.

Stigma remains a barrier to securing housing. While services to link clients to housing exist, the stigma associated with incarceration remains a barrier to obtaining housing, as landlords and/or property managers are wary of allowing people with prior convictions to live in their buildings.

Economic Security

There are limited partnerships with Workforce Development Board, colleges, and employers. The Workforce Development Board, community colleges, and other employment service providers would like greater integration with the reentry system. The need for immediate income to cover basic needs and housing costs can make participation in job training workshops difficult and can lead to significant gaps of time between when a person is released from jail and when they are able to obtaining stable housing. Stakeholders also identified a need for improved coordination and support in helping returning residents attain safety net benefits that can be foundational to their economic security.

Stigma remains a barrier to securing employment. While services to link clients to employment exist, the stigma associated with incarceration remains a barrier to obtaining employment, as employers often do not hire people with prior convictions, even if they are not allowed to ask about them in the first round of applications.

Behavioral Health Services

While recent changes assist with linkage to residential substance use disorder treatment, clients still perceive a shortage of services. Through community forums and focus groups, stakeholders elevated several needs related to mental health and substance use disorder treatment services. In particular, several community members and criminal justice partner agencies perceived a shortage of residential substance use disorder treatment beds. However, conversations with AODS leadership elucidated that the department has made recent changes due to the Drug Medi-Cal Waiver that are intended to improve triage and referral to residential substance abuse treatment, thereby reducing time between referral and connection to SUD treatment. In addition, clients who are not entering services directly from jail, or who have completed community supervision, reported lag times in being linked to desired mental health services. Some clients described calling the Mental Health Access Line and being placed on hold, and/or being told they must wait for an appointment with a psychiatrist, during which time they may lose the patience or motivation to continue pursuing treatment. As the Behavioral Health Services department



continues to make changes to their processes, Contra Costa County should continue to understand and address clients' perceived barriers to treatment.

Clients who are not on formal supervision report challenges in accessing mental health services. Clients who are not entering services directly from jail, or who have completed community supervision, reported lag times in being linked to desired mental health services. Some clients described calling the Mental Health Access Line and being placed on hold, and/or being told they must wait for an appointment with a psychiatrist, during which time they may lose the patience or motivation to continue pursuing treatment.

System Supports and Coordination: Strengths

Collaboration and Coordination

Representatives of public agencies and community-based reentry partners were unanimous that collaboration among partners has improved as a result of planning and implementing the County's AB 109 supervision and service delivery system. CCP members as well as other County partners observed that since the creation of the CCP in 2011, County criminal justice partners have greatly improved their level of communication and collaboration. CCP members observed that the CCP has created a process for making and communicating decisions about AB 109 funding amounts. The CCP has allocated funding for several collaborative efforts, including the ACER program described earlier, as well as the Reentry Success Center and the Network, which represent evidence-based models for coordinated service delivery. The CCP also designated the creation of the Community Advisory Board (CAB) with the goal of fostering community input in decision-making. Following a recommendation by the CAB, the County Administrator's Office (CAO) created the ORJ, which demonstrates that the County has prioritized resources to build an effective reentry system.

Reentry partners hold monthly case conferencing meetings for select AB 109 cases that include Probation, Behavioral Health Services, and CBO partners. The County has made efforts to coordinate and integrate Probation and County Mental Health services by creating a Mental Health Forensic Team with clinicians that have regular office hours in the Probation Department offices across the County. For cases supervised by Probation's AB 109 unit, Probation officers, members of the Forensic Team, and representatives from the contracted AB 109 service providers participate in case conferences to collectively solve problems and better support challenging clients. Agencies that participate in these case coordination meetings noted that they found them valuable for the effective facilitation and coordination of clients' case plans.

Data Collection and Sharing

Data collection and sharing have improved since AB 109 came into effect. Data capacity accomplishments include:



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- The County has invested in a Salesforce database (“SAFE”), which has greatly improved client information sharing for contracted providers, and hopes to further improve the ability of contractors to use data to understand the value of their programs;
- ORJ leveraged AB 109 funding to create data dashboards with key indicators about the number, type, and demographic trends of the AB 109 population;
- AB 109-funded partners implemented universal Release of Information (ROI) to facilitate information sharing and case conferencing;
- ORJ has received funding to hire a Research and Evaluation Manager, with a prospective start date of July 2018;
- Probation has set aside funding to hire a data analyst in fiscal year 2018-19;
- Both Probation and the Sheriff’s Office are implementing new data management systems to enable collection of accurate and timely data to support real-time decision-making; and
- The County is actively looking into ways to integrate and evaluate criminal justice and service provision data that has historically been stored in unconnected databases.

System Supports and Coordination: Needs

Collaboration and Coordination

While coordination of services has undoubtedly improved, some gaps remain.

- Non-AB 109 individuals and individuals not on supervision do not receive the same level of service linkage as do AB 109 individuals on community supervision;
- Communication and coordination between County agencies and DAPO (state parole) is limited;
- There is limited ability for non-contracted CBOs to coordinate with the County reentry system; and
- Mechanisms for systematic and streamlined communication among CBOs and between CBOs and Probation are still evolving.

There is a need to increase awareness of reentry services among returning residents and providers.

Many individuals on AB 109 probation supervision who participated in focus groups did not have a sense of the range of services available in the County. Many reported learning about available services through other individuals under supervision rather than their probation officers. Furthermore, probation officers and service providers may not all be aware of the available services. These findings speak to a need for consistent messaging about available services among returning residents, family members, probation officers, and service providers.

Data Collection and Sharing

Areas for continued improvement include maximizing the use of SAFE, identifying and addressing data sharing needs, and increasing capacity for ongoing evaluation. There is still work needed to maximize the utility of SAFE, and programs may need technical assistance to improve their capacity to collect and



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report accurate data on their referrals, clients, and/or service delivery. There is a need to identify and address needs for data sharing among CBOs and between County and CBOs. Confidentiality concerns inhibit data sharing, which impedes service coordination. The County also needs to continue to increase its capacity for ongoing program evaluation and continuous quality improvement. With adequate capacity for quality assurance, the County will be better situated to support a wider utilization of evidence-based practices with confidence that the interventions are being implemented with a high level of fidelity.



Prioritization of Needs

Based on the Local Planning Group’s prioritization process, the following six areas were selected for inclusion in the Strategic Plan.

A. Jail to Community Transition	Research on effective reentry practices show that timely and well-coordinated services that target specific criminogenic risks maximize recidivism reduction. Such a coordinated practice starts prior to release, continues once a person reenters the community, and is responsive to a person’s individual needs. While many of these practices and approaches are operative in Contra Costa County, the Local Planning Group prioritized the need to bolster and expand upon what currently exists, increase consistency, improve the system’s effectiveness, and positively impact a larger proportion of the County’s reentry population.
B. Post-Release Program Access and Linkage	For successful reentry to occur, it is not only important to fund a continuum of services; it is essential to facilitate access and multiple linkages to these services. The Local Planning Group prioritized this goal area to encompass strategies for reducing barriers to access and supporting streamlined connections to services for returning residents and their loved ones.
C. Economic Security	Through stable employment and/or public benefits, a secure economic foundation acts as a prerequisite to establishing and maintaining self-sufficiency and pro-social behavior. The Local Planning Group prioritized this goal area acknowledging a need to build on existing supports the County has in place, including strengthening pre-release connections to applications for public benefits and enhancing partnerships with workforce development agencies and community colleges.
D. Housing Access and Attainment	As with employment, the stability of a safe and affordable place to live is necessary for returning residents to be successful in their attempts to benefit from treatment or services that support their successful reintegration back into the community. The cost and inventory of local housing options makes accessing these resources a substantial challenge for returning residents in Contra Costa County. Because of this, the Local Planning Group prioritized this goal area to explore creative solutions.
E. Behavioral Health Access	Contra Costa County offers mental health and substance use disorder treatment services for returning residents and has processes for promoting continuity of care from custody to the community. At the same time, some gaps remain in providing substance abuse treatment in custody and in providing access to services for individuals who are not on formal supervision. The Local Planning Group prioritized Behavioral Health Access to improve timely access to needed behavioral health services.
F. Use and Coordination of Data	Data collection, sharing, and review are at the foundation of a data-informed reentry system. Data allow providers and system leaders to make decisions about improving programs and processes to best promote the reduction of recidivism. While the County has made important progress in instituting data collection and sharing tools, there is still work to be done. The Local Planning Group prioritized this area to continue to work toward effective use of data for planning and evaluation.



Goals and Objectives

The Local Planning Group developed objectives to operationalize each goal into specific and measurable outcomes. Each goal is described below along with its associated objectives. A more detailed work plan with recommended activities, estimated resource requirements, anticipated Agencies involved, and specific measures of success are included in Appendix A. An implementation timeline outlining the recommended activities by year is in Appendix B.

A. Jail to Community Transition



Goal: Implement structures, tools, and procedures necessary to help returning residents achieve successful transitions from jail to community.

Objectives

1. Refine the pre-release planning pilot and expand its access to all individuals throughout the County's three jail facilities.
2. Expand the types of in-custody programs and services offered based on jail population needs and best practices.
3. Use in-custody risk/needs assessments to match individuals to appropriate in-custody programs.
4. Increase and expand methods for sharing information about available programs with individuals in custody, their family members, and service providers.
5. Develop policies and procedures to facilitate warm handoffs directly from custody to a place of residence, a treatment program, or another community program.

B. Post-Release Program Access and Linkage



Goal: Facilitate timely and appropriate connections to services and resources that effectively support the reentry of returning residents.

Objectives

1. Implement resource meetings for people on probation (similar to the Parole and Community Team orientation for County parolees) to learn about available programs and services.
2. Identify and develop reentry resources for services targeting specific populations, including women, transition age youth (TAY), families, and people unable to work due to disability.
3. Understand and meet the needs of returning residents who are not on formal supervision, including their families' needs.
4. Develop and implement a reentry system communication plan to disseminate information regarding available resources, success stories, reducing stigma, and other messaging.
5. Increase the participation of the local parole office in County reentry planning and services.

⁸ Icons created by ProSymbols, Vectors Market, and Gabriel Valdivia from Noun Project



C. Economic Security



Goal: Increase the likelihood of post-release success by enhancing opportunities for returning residents to attain economic security.

Objectives

1. Improve community college, Workforce Development Board (WDB)/America's Job Center of California (AJCC), and local employer engagement in reentry planning and service coordination.
2. Support returning residents in securing stable employment.
3. Support returning residents in advancing their education to improve career development.
4. Increase the number of returning residents who are linked to public benefits.

D. Housing Access and Attainment



Goal: Improve access to housing matched to the needs of clients.

Objectives

1. Develop a data-informed understanding of housing needs for justice-involved individuals.
2. Identify resources to increase housing options—based on the housing needs survey—for populations with the most unmet needs (e.g., families, TAY, individuals with substance use disorders).
3. Implement an integrated plan for conducting and deploying the Vulnerability Index-Service Prioritization Decision Assistance Tool (VI-SPDAT) during pre-release planning and post-release service delivery.
4. Educate community members and landlords about fair housing practices.

E. Behavioral Health Access



Goal: Improve timely access to appropriate behavioral health care services.

Objectives

1. Reduce the use of the criminal justice system for individuals whose primary need is behavioral health treatment.
2. Identify resources to begin substance abuse treatment in jail with a warm handoff to community based treatment options upon release.
3. Increase the number of detoxification beds available to returning residents.
4. Improve linkage to behavioral health services for justice-involved individuals who are not on any form of supervision.



F. Use and Coordination of Data



Goal: Enhance the use and coordination of data to ensure quality of services and inform decision-making.

Objectives:

1. Establish a data committee that leads data use, systemic needs, and policy discussions specific to the adult reentry system.
2. Develop and implement a monitoring and evaluation plan that identifies the specific measures that ORJ will use to assess program and system effectiveness.
3. Increase County agencies' and contracted service providers' access to data needed for decision-making and evaluation within a framework that protects the privacy of personal data.
4. Provide training and technical assistance so that ORJ, County agencies, and contracted providers have sufficient skills for data collection, reporting, and use of data for decision-making.

Implementation Strategy

What. The above goals and objectives build upon existing structures and processes in Contra Costa's reentry system, but call for additional collaboration and resources be marshaled to ensure an ability to support strategy implementation. As current structures and resources do not exist to guide strategy implementation, facilitate partnerships, measure progress, and make timely and necessary course corrections, the County should develop a Reentry Council or reform existing bodies, such as the CCP to oversee this work. Such an entity might leverage existing venues and resources to oversee the implementation of the Strategic Plan so that it builds upon existing work; aligns with similar, concurrent efforts; and serves as a venue for making continued improvements to the coordination and delivery of reentry services. For ease of reviewing this plan, this entity will be referred to as the "Reentry Council."

Why. As it relates to the implementation of the Reentry Strategic Plan, the purpose of the Council would be to develop an annual workplan for strategy implementation, mobilize necessary stakeholders to carry out key activities outlined in this plan, support troubleshooting, and monitor progress made in strategy implementation. Such a council would not only provide coordination, guidance, and progress monitoring of the Reentry Strategic Plan, but would serve as a venue for establishing systems-level approaches to reentry issues, reducing duplication of meetings and work. Currently, there are several similar initiatives and convenings underway that discuss reentry practices and bring together many of the same stakeholder groups and leadership, though dissemination of decisions and information is not always well coordinated between these efforts. A Reentry Council would streamline these similar efforts and build efficiency in arranging and implementing shared initiatives.




Who. The Council should be representative of the agencies involved in creating this strategic plan. The Council may be led by the ORJ with representation or partnership from CCP, the CAB, Reentry Success Center, Reentry Network, Health Services, returning residents and/or their loved ones, local judicial offices, and local law enforcement agencies. Because the CCP already gathers the same stakeholders to review and implement AB 109-specific work, it may be prudent for the County to revise the CCP workplan so that its purview extends beyond AB 109 and can provide oversight of the Reentry Strategic Plan implementation.

How. To initiate work, the Council should solidify its role and responsibilities, develop a workplan to implement Year 1 activities, including the identification of activity leads and methods for measuring progress. The Council should also establish expectations for communication between itself, those implementing activities (agencies are identified for each activity in Appendix A), and other bodies that may share objectives (e.g., the Racial Justice Task Force).

When. The Council will likely meet frequently to start up and establish its governance structure, reducing to a cadence determined appropriate by the group. At minimum, the Council should lead an annual review of the Strategic Plan to report progress and challenges, solicit recommendations, and make adjustments to the Plan. To facilitate this, monitor implementing progress, and escalate challenges in a timely manner, the Council may require workgroups to submit progress data/reports on a quarterly basis.



Appendix A: Detailed Strategy

 A. Jail to Community Transition Goal: Implement structures, tools, and procedures necessary to help returning residents achieve successful transitions from jail to community.	
Identified Needs <ul style="list-style-type: none">• In-custody programs are not adequately matched to client needs or post-release opportunities<ul style="list-style-type: none">○ There is currently no recidivism risk assessment instrument used to match clients to in-custody programs○ In-custody trade skills programs (e.g., woodworking, engraving) have few realistic career opportunities available in the community○ Most in-custody programs are not designed to continue for participants if they return to the community prior to completing the program○ There is a need for more variety and more evidence-based programs, including cognitive based therapy, in the jails. Clients also expressed a desire for greater variety of in-custody programs (e.g., parenting support and substance use treatment programs)○ MDF continues to have limited access to group programs• Clients in custody can face stigma for attending in-custody programs• CBOs have limited access to clients incarcerated in the jails, and as a result find it difficult to promote post-release programs, develop meaningful relationships with clients prior to their release, and provide effective services to clients while they are incarcerated• Pre-release planning does not reach all individuals incarcerated in the local jails<ul style="list-style-type: none">○ Currently, there are no funds allocated to this pilot and it is largely supported by the in-kind services of the Reentry Transition Specialists (RTS)• Warm handoff from jail to services rarely occurs<ul style="list-style-type: none">○ There is inconsistent information-sharing about an individual's release date and time, even when this information is known○ Few programs equipped to provide immediate transportation for individuals upon their release• Responsibilities such as making service referrals may be duplicated across providers (CCCOE, mentoring CBOs, pre-release PO)	Existing Resources <ul style="list-style-type: none">• A pre-release planning pilot has been developed and is in its initial implementation phase; the pilot will run through June 2019• The CCCOE Transition Specialist develops transition plans for some individuals before they are released from custody• An AOD Coordinator is able to meet with clients in custody to link them to treatment program the person can access upon their release• For individuals serving an AB109 sentence, there is a designated pre-release probation officer available to conduct risk and needs assessments that inform referrals to community based programs the person can access once they are released• Mentoring CBOs are well-received by clients• The Sheriff's Office will implement a new JMS• The African American Health Conductor Program understands health issues prevalent in the African American community and provides outreach to reentry population by assisting with health coverage benefits and SSI/SSA benefits.



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Objective 1				
Refine the pre-release planning pilot and expand its access to all individuals throughout the County's three jail facilities.				
Intended Outcome		All individuals incarcerated in Contra Costa County have the opportunity to leave custody with a plan to access resources in the community that will support their successful return to the community.		
Activities		Resources Needed to Implement	Agencies Involved⁹	Measures of Success
a. Research feasibility and implement in-custody linkage(s) to resources for individuals with different lengths of stay (e.g., less than 72 hours, less than 2 weeks, more than 2 weeks) and types of release from custody.		<ul style="list-style-type: none"> • Staff time • Production of new materials that can be provided to incarcerated individuals or their families to inform them of resources that may be available to the person • Staff/Consultants with relevant research expertise 	<ul style="list-style-type: none"> • CAB • CCCOE • Probation • Sheriff's Office 	<ul style="list-style-type: none"> • Research plan is developed • Research is conducted • Implementation plan is developed • New practices are implemented • Individuals in custody report awareness about community-based programs and how to access them post-release
b. Improve the process of connecting people to public benefits ¹⁰		<i>See Economic Security goal area</i>		
c. Determine modifications needed to scale the pre-release planning pilot to entire jail system, including clearly defining the role and responsibilities of Reentry Transition Specialist (RTS) as compared to in-custody program providers		<ul style="list-style-type: none"> • Staff time 	<ul style="list-style-type: none"> • ORJ Research and Evaluation Manager • Pre-Release Pilot Steering Committee (to convene a body for this purpose) 	<ul style="list-style-type: none"> • Regular occurrence of meetings of the Pre-Release Operations Workgroup • Job descriptions are written or modified • Development of monitoring plan • Number of members in attendance at Pre-Release Operations Workgroup meetings
d. Develop staffing plan for expanded pre-release planning program at WCDF		<ul style="list-style-type: none"> • Collaboration with the Sheriff's Office Human Resources • Resources with relevant planning expertise 	<ul style="list-style-type: none"> • CCCOE • Sheriff's Office 	<ul style="list-style-type: none"> • New staff hired or time allocated to existing staff

⁹ Agencies involved are listed alphabetically. When planning for implementation, the Reentry Council and partners should determine roles and responsibilities for each agency, including which agency will be the lead.

¹⁰ *Increase the number of returning residents who are linked to public benefits* is included as an objective in the Economic Security Goal Area.



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e. Develop and execute pre-release planning implementation plan for MDF and MCDF	<ul style="list-style-type: none"> • Staff time • Facility space to conduct meetings • Production of new resources materials • Resources with relevant planning expertise 	<ul style="list-style-type: none"> • CCCOE • ORJ Research and Evaluation Manager • Probation • Sheriff's Office 	<ul style="list-style-type: none"> • Research plan is developed • Research is conducted • Implementation plan is developed and executed • New practices are implemented • Returning residents report awareness about community-based programs
Objective 2	Expand the types of in-custody programs and services offered based on jail population needs and best practices.		
Intended Outcome	All individuals incarcerated in Contra Costa County have the opportunity to access education, skill development, emotional support, and other evidence-based recidivism reduction programs to prepare them for successful reentry.		
Activities	Resources Needed to Implement	Agencies Involved	Measures of Success
a. Align in-custody job training and education services to meaningful career opportunities ¹¹	<i>See Economic Security goal area</i>		
b. Examine how in-custody programming is differentiated based on length of stay in order to provide programming for different lengths of stay	<ul style="list-style-type: none"> • Staff time 	<ul style="list-style-type: none"> • CCCOE • Pre-Release Operations Workgroup • Sheriff's Office 	<ul style="list-style-type: none"> • Program curricula reflect lengths of stay • There are in-custody programs for a variety of lengths of stay
c. Incorporate additional in-custody programs based on an assessment of need, research on reducing recidivism, and best practices (e.g., arts program pilot, behavioral health support groups, cognitive behavioral interventions)	<ul style="list-style-type: none"> • Staff time • Staff training in new program approaches • Community input 	<ul style="list-style-type: none"> • Behavioral Health/AODS • CAB • CCCOE • New or existing program providers • Sheriff's Office 	<ul style="list-style-type: none"> • Strategic Plan needs assessment • Plan for new in-custody programs is developed • New in-custody programs are implemented • Existing programs modified to increase evidence-based practices
d. Engage with contracted providers to identify ways to increase access given the existing time and space challenges	<ul style="list-style-type: none"> • Staff time 	<ul style="list-style-type: none"> • Contracted service providers • Sheriff's Office 	<ul style="list-style-type: none"> • Number of meetings held • Meeting minutes

¹¹ Provide in-custody education and training to support returning residents in securing stable employment is included as an objective in the Economic Security Goal Area.



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Objective 3	Use in-custody risk/needs assessments to match individuals to appropriate in-custody programs.			
Intended Outcome	Individuals incarcerated in Contra Costa County are linked to in-custody services that respond to their specific needs and interests.			
Activities	Resources Needed to Implement	Agencies Involved	Measures of Success	
a. Determine appropriate screening and assessment tools needed to match individuals to in-custody programs	<ul style="list-style-type: none">• Staff time• Research on tools	<ul style="list-style-type: none">• CCCOE• Sheriff/Probation	<ul style="list-style-type: none">• Appropriate risk/needs assessment is identified	
b. Identify the appropriate time point and staff assigned to conduct risk/needs assessments and implement	<ul style="list-style-type: none">• Staff time• Staff training to conduct assessment	<ul style="list-style-type: none">• CCCOE• Sheriff/Probation	<ul style="list-style-type: none">• Staff identified and time allocated to conduct risk/needs assessments• A referral process is in place for staff to refer individuals to in-custody programs and services• Process is developed for a time and place where risk/needs assessments will be conducted• Staff use the assessment	



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Objective 4	Increase and expand methods for sharing information about available programs with individuals in custody, their family members, and service providers.			
Intended Outcome	There is improved awareness about the available in-custody and community-based programs.			
Activities	Resources Needed to Implement	Agencies Involved	Measures of Success	
a. Based on best practices and input from individuals in custody, determine strategies for publicizing information about available in-custody programs at all facilities (e.g., orientation video, closed circuit television, use of peer outreach, expanded and more accessible information for families on Sheriff's Office website)	<ul style="list-style-type: none">• Staff time• Development of new resource materials• Funding allocation	<ul style="list-style-type: none">• CAB• CCCOE• Sheriff's Office	<ul style="list-style-type: none">• Outreach strategies are designed and implemented• Increase in attendance for in-custody programs	
b. Explore barriers to utilization of existing programs and develop strategies to address these barriers	<ul style="list-style-type: none">• Staff time	<ul style="list-style-type: none">• CCCOE• Sheriff's Office	<ul style="list-style-type: none">• Barriers and strategies are documented• Changes are implemented• Increased participation in in-custody programs and services	
c. Educate Sheriff's staff on program opportunities in custody and in the community to become an information source for individuals in custody	<ul style="list-style-type: none">• Staff time• Staff training on programs and motivational interviewing	<ul style="list-style-type: none">• Sheriff's Office• In-Custody Service Providers• Reentry Network and Reentry Success Center	<ul style="list-style-type: none">• Staff report knowledge of programs• Staff report they provide information about programs to individuals in custody	



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Objective 5	Develop policies and procedures to facilitate warm handoffs directly from custody to a place of residence, a treatment program, or another community program.			
Intended Outcome	Linkage to services/treatment during the critical time immediately following release results in reduced recidivism.			
Activities	Resources Needed to Implement	Agencies Involved	Measures of Success	
a. Provide partner agencies with incarceration release dates to assist with reentry pre-release planning, service coordination and service delivery	<ul style="list-style-type: none">• Staff time• Information-sharing protocol	<ul style="list-style-type: none">• Sheriff's Office	<ul style="list-style-type: none">• Community providers report having access to release dates and time	
b. Explore how other counties have used in-custody peer recovery coaches to provide transportation directly from jail to treatment or other programs	<ul style="list-style-type: none">• Staff time	<ul style="list-style-type: none">• CAB• Sheriff's Office	<ul style="list-style-type: none">• Development of plan to provide transportation upon release	
c. Implement solutions to provide transportation directly from jail to treatment or other programs	<ul style="list-style-type: none">• Staff time (new or existing hires)• Funding for transportation and/or vehicles	<ul style="list-style-type: none">• AODS• CCCOE• CCP• Office of Health, Housing, and Homeless Services• Sheriff's Office	<ul style="list-style-type: none">• Number and percent of returning residents with a transportation need who receive direct transportation	



B. Post-Release Program Access and Linkage

Goal: Facilitate timely and appropriate connections to services and resources that effectively support the reentry of returning residents.

Identified Needs

- There are a limited number of services for women (gender-responsive programs), families of returning residents (e.g., support groups for family members, services for children of incarcerated parents), and transition age youth (e.g., services designed for TAY in their stage of development, targeted services for foster and CSEC TAY).
- There are gaps in coordination of services for non-AB 109 individuals and individuals not on formal supervision.
- There are gaps in coordination and communication between the County and Parole.
- There are non-contracted CBOs that wish to coordinate with the County reentry system.
- Transportation challenges prevent access to programs and services.
- There is a need for consistent messaging about available services for CBOs, probation officers, and clients.

Existing Resources

- The West County Reentry Success Center and the East and Central County Reentry Network have been impactful in developing “no wrong door” and one-stop approaches to reentry
- Monthly case conferencing among reentry partners promotes coordination
- AB 109 probation officers have been especially supportive in linking clients to services
- *Smart Reentry* grant offers services to reduce recidivism for young adults age 18-24
- The County funds some family reunification services
- The County funds women’s housing and pre/post release case management for reentry women

Objective 1	Implement resource meetings for people on probation (similar to the Parole and Community Team orientation for County parolees) to learn about available programs and services.			
Intended Outcome	All individuals on probation in Contra Costa County are aware of and know how to access the different resources available to them.			
Activities	Resources Needed to Implement	Agencies Involved¹²	Measures of Success	
a. Identify a regular time, place(s) and frequency for the resource meetings and hold meetings.	<ul style="list-style-type: none"> • Meeting space 	<ul style="list-style-type: none"> • CBOs • County agencies • Probation 	<ul style="list-style-type: none"> • Meeting schedule • Number of resource meetings 	
b. Invite local providers (CBOs and County agencies) to the resource meetings through emails and/or other communication mechanisms (e.g., website).	<ul style="list-style-type: none"> • Communication plan • Staff time • List of local providers 	<ul style="list-style-type: none"> • Probation 	<ul style="list-style-type: none"> • Number of emails to providers • Number of providers that attend resource meetings 	

¹² Agencies involved are listed alphabetically. When planning for implementation, the County and partners should determine roles and responsibilities for each agency, including which agency will be the lead.



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c. Develop and implement a system to notify individuals on probation about upcoming resource meetings, post-assignment to probation.		<ul style="list-style-type: none"> • Communication plan • List of individuals recently placed on Probation • Texting system 	<ul style="list-style-type: none"> • Probation 	<ul style="list-style-type: none"> • Attendance at resource meetings
Objective 2	Identify and develop reentry resources for services targeting specific populations, including women, transition age youth (TAY), families, and people unable to work due to disability.			
Intended Outcome	Contra Costa County offers a variety of population-specific resources to address the needs of returning residents and their families.			
Activities	Resources Needed to Implement	Agencies Involved	Measures of Success	
a. Engage relevant County and community-based agencies and specific populations listed above to define the needs for population-specific services.	<ul style="list-style-type: none"> • Staff time 	<ul style="list-style-type: none"> • CBOs • County agencies • EHSD (foster care, ILP) • Reentry Council 	<ul style="list-style-type: none"> • Number of meetings • Written brief or presentation identifying population-specific needs 	
b. Explore options for financial sustainability of any effective services for TAY provided as part of the <i>Smart Reentry</i> grant.	<ul style="list-style-type: none"> • Staff time • <i>Smart Reentry</i> grant 	<ul style="list-style-type: none"> • Reentry Council 	<ul style="list-style-type: none"> • Additional funding source(s) allocated to TAY services 	
c. Explore allocation of AB 109 community program funding for population-specific services.	<ul style="list-style-type: none"> • Staff time • AB 109 funding 	<ul style="list-style-type: none"> • CAB • CCP 	<ul style="list-style-type: none"> • Documentation of population served by AB 109 funding 	



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Objective 3	Understand and meet the needs of returning residents who are not on formal supervision, including their families’ needs.			
Intended Outcome	All returning residents and their families, regardless of where they are in the reentry process, can access reentry resources.			
Activities		Resources Needed to Implement	Agencies Involved	Measures of Success
a. Review in-custody needs assessments for individuals that will not be released on supervision and their families.		<ul style="list-style-type: none">In-custody needs assessmentsAssigned staff/consultant to conduct analysis	<ul style="list-style-type: none">Sheriff’s Office	<ul style="list-style-type: none">Number of needs assessments reviewedList of most common needs
b. Gather input from individuals who have been incarcerated but are not currently on supervision about their needs. Also gather information from family members and loved ones of this population about their needs.		<ul style="list-style-type: none">Assigned staff/consultant to conduct analysisAccess to individuals no longer on Probation	<ul style="list-style-type: none">CBOsCounty AgenciesORJProbation	<ul style="list-style-type: none">Number of individuals who share needsList of most common needs
c. Present information about the scope of needs of individuals not on probation, and their families, to the County’s reentry stakeholder body (e.g., Reentry Council that may be established) and/or CCP and use that data to inform reentry funding allocations and reentry program designs.		<ul style="list-style-type: none">Reentry Council (or other reentry Stakeholder Body)List of common needs for individuals not on supervision	<ul style="list-style-type: none">ORJProbationSheriff’s Office	<ul style="list-style-type: none">Presentation to reentry bodyReallocation of reentry fundingPrograms designed to address common needs
Objective 4	Develop and implement a reentry system communication plan to disseminate information regarding available resources, success stories, reducing stigma, and other messaging.			
Intended Outcome	The Contra Costa County reentry systems effectively communicates both internally and externally about its work and available resources.			
Activities		Resources Needed to Implement	Agencies Involved	Measures of Success
a. Create/update an inventory of reentry programs and services, with eligibility criteria (<i>which will help clarify which services are prioritized for AB 109</i>), enrollment process, and contact information.		<ul style="list-style-type: none">Staff time	<ul style="list-style-type: none">ORJ	<ul style="list-style-type: none">Development of program inventoryNumber of programs in inventory



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b. Determine and implement method(s) for sharing inventory with agencies that serve the reentry population and with returning residents and their families (e.g., website, Voice newsletter, exit packet upon release, at family visiting hours)	<ul style="list-style-type: none"> Funding Technology Staff time Translation services 	<ul style="list-style-type: none"> CBOs County Agencies ORJ Probation County Public Information Officer Sheriff's Office 	<ul style="list-style-type: none"> Communication plan Number of agencies that receive the inventory Number of returning residents and their family members that receive the inventory
c. Develop and execute a process to update the inventory and regularly disseminate updates.	<ul style="list-style-type: none"> Staff time 	<ul style="list-style-type: none"> ORJ County Public Information Officer 	<ul style="list-style-type: none"> Number of updates to the inventory
d. Explore the use of text message alerts to inform returning residents and their family members of community resources	<ul style="list-style-type: none"> Staff time Subscription to text messaging service 	<ul style="list-style-type: none"> ORJ Reentry Network and Reentry Success Center Sheriff's Office 	<ul style="list-style-type: none"> Text alerts programmed Text alerts rolled out Community programs report increased inquiries about their services
e. Create and implement mechanisms for external communication to share reentry success stories and other messaging, such as an anti-bias campaign.	<ul style="list-style-type: none"> Staff time Funding Translation services 	<ul style="list-style-type: none"> CBOs County Agencies ORJ Probation Public Information Officer Sheriff's Office 	<ul style="list-style-type: none"> Communication plan Number of success stories shared
Objective 5	Increase the participation of the local parole office in County reentry planning and services.		
Intended Outcome	Parole is an active member of the Contra Costa County reentry system.		
Activities	Resources Needed to Implement	Agencies Involved	Measures of Success
a. Include Parole representative on the County's reentry stakeholder body (e.g., Reentry Council that may be established)	<ul style="list-style-type: none"> Reentry stakeholder body 	<ul style="list-style-type: none"> Reentry Council Parole 	<ul style="list-style-type: none"> Parole representative named to reentry stakeholder body Regular attendance of parole representative at meetings
b. Include Parole in quarterly AB 109 administrative meetings.	<ul style="list-style-type: none"> Staff time 	<ul style="list-style-type: none"> Parole Agencies attending AB 109 administrative meetings 	<ul style="list-style-type: none"> Parole representative invited to AB 109 quarterly meetings Regular attendance of parole representative at meetings



<div></div> <div>C. Economic Security</div> <div>Goal: Increase the likelihood of post-release success by enhancing opportunities for returning residents to attain economic security.</div>				
Identified Needs		Existing Resources		
<ul style="list-style-type: none">There are limited partnerships with Workforce Development Boards, colleges, and employers<ul style="list-style-type: none">Workforce development boards and community colleges would like stronger partnerships with the reentry systemIn-custody trade skills programs have few realistic career opportunities upon reentryWhile services to link clients to housing and employment exist, the stigma associated with incarceration remains a barrier to obtaining employment<ul style="list-style-type: none">Employers often do not hire people with prior convictionsOne provider suggested having a reentry temp service agencySome job training programs seem to have a fee, which most clients cannot affordBetter coordination/support in helping returning residents attain safety net benefits can be foundational to their economic security		<ul style="list-style-type: none">Contracted post-release job training and placement programs (e.g., Goodwill, Rubicon, Fast Eddy’s) are well-received and well attendedPost-release AJCC/Career Centers provide employment and training opportunitiesThe recently completed Fair Chance Employers Summits were well attended, hosted a panel of champion employers, and included employer trainings by Root and ReboundAdult Ed Schools and Reentry Transitional Specialist (CCCOE) are entry points to community colleges’ Career and Technical Education (CTEs) programs that offer career pathways to growth industries		
Objective 1	Improve community college, Workforce Development Board (WDB)/America’s Job Center of California (AJCC), and local employer engagement in reentry planning and service coordination.			
Intended Outcome	Contra Costa County’s reentry system leverages the resources and expertise of employers and agencies involved in workforce development and adult education.			
Activities	Resources Needed to Implement	Agencies Involved ¹³	Measures of Success	
a. Identify point people from WDB/AJCC and each local community	<ul style="list-style-type: none">Staff timeReentry planning bodies	<ul style="list-style-type: none">AJCCCCCCD	<ul style="list-style-type: none">List of WDB/AJCC and community college point people	

¹³ Agencies involved are listed alphabetically. When planning for implementation, the County and partners should determine roles and responsibilities for each agency, including which agency will be the lead.



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college to serve as members of or liaisons to the Reentry Council.		<ul style="list-style-type: none"> • CCCOE • Reentry Council • WDB 	<ul style="list-style-type: none"> • Attendance at Reentry Council meetings
b. Establish regular communication among WDB, AJCC, and community colleges via the AB 109 Administration Meetings.	<ul style="list-style-type: none"> • Staff time 	<ul style="list-style-type: none"> • AJCC • CCCCD • CCCOE • WDB 	<ul style="list-style-type: none"> • Number of meetings, calls, and emails • Number of community colleges with whom a relationship is developed
c. Expand relationships with local employers willing to employ reentry population.	<ul style="list-style-type: none"> • Collaboration to identify and share employer connections • Staff to connect with businesses 	<ul style="list-style-type: none"> • AB 109 Employment Contractors • AJCC • CCCOE • WDB • Reentry Success Center • The Reentry Network 	<ul style="list-style-type: none"> • Number of meetings with employers • Number of employers with whom a relationship is developed • Employers added to SAFE as resources
d. Collaborate with local workforce providers to identify job and career opportunities aligned to skills/experience of returning residents.	<ul style="list-style-type: none"> • Staff time 	<ul style="list-style-type: none"> • AJCC • CCCOE • Department of Rehabilitation • Eastbay Works • Local employers • WDB • Reentry Success Center • The Reentry Network 	<ul style="list-style-type: none"> • Meetings with local workforce providers • Number of job and career opportunities identified • Number of jobs and careers obtained by returning residents
Objective 2	Support returning residents in securing stable employment.		
Intended Outcome	Returning residents in Contra Costa County have access to effective vocational training and employment services that improve their employment prospects.		
Activities	Resources Needed to Implement	Agencies Involved	Measures of Success
a. Continue to conduct Job and Resource Fairs at both WCDF and MCDF on at least an annual basis.	<ul style="list-style-type: none"> • Reentry Transition Specialist • Space for fairs 	<ul style="list-style-type: none"> • CBOs • CCCOE • County agencies • Employers • Sheriff's Office 	<ul style="list-style-type: none"> • Number of fairs at each location • Attendance at fairs



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b. Inventory and assess alignment of in-custody job training and education programs with existing job or career opportunities and regional workforce needs.	<ul style="list-style-type: none"> Expert to do assessment 	<ul style="list-style-type: none"> AJCC CCCOE Sheriff's Office WDB 	<ul style="list-style-type: none"> Inventory of in-custody job training and education List of regional workforce needs
c. Offer introductory classes or training programs while in custody, i.e. food handlers certification, food service, business office professionals, math for the trades, construction, etc.	<ul style="list-style-type: none"> Collaboration with Adult Education Consortium work in progress Staff time Funding (may come from CCCCD) 	<ul style="list-style-type: none"> AJCC CCCOE Community Colleges 	<ul style="list-style-type: none"> Number of individuals enrolled in pre-employment programs Percent of individuals who complete programs Percent of individuals who obtain related employment
d. Enroll inmates with an established employment goal in the jail's Workforce Readiness class prior to release.	<ul style="list-style-type: none"> List of individuals in jail with employment goals Workforce Readiness Class 	<ul style="list-style-type: none"> CCCOE Sheriff's Office 	<ul style="list-style-type: none"> Number of individuals who complete Workforce Readiness Class prior to release Percent of individuals with employment goals who complete Workforce Readiness class
e. Explore the possibility of providing computers with a closed internet connection to facilitate in-custody job searches.	<ul style="list-style-type: none"> Funding Research 	<ul style="list-style-type: none"> CCCOE Sheriff's Office 	<ul style="list-style-type: none"> Documented decision about offering closed internet connection and the rationale for that decision
f. Explore the establishment of a Jail-Based Job Development Center (JBJDC) where inmates can address barriers prior to release; conduct job search and employment preparation; and access case management to support follow-up/"warm handoffs" post release.	<ul style="list-style-type: none"> Funding Space for JBJDC JBJDC Staff Collaboration with community agencies Secured Internet access for inmates to use Career Coach 	<ul style="list-style-type: none"> CBOs CCCOE County agencies Sheriff's Office 	<ul style="list-style-type: none"> Number of meetings to discuss JBJDC development Plan for JBJDC development
Objective 3	Support returning residents in advancing their education to improve career development.		
Intended Outcome	Returning residents in Contra Costa County have the opportunity to access education resources to develop more marketable skills and certifications.		
Activities	Resources Needed to Implement	Agencies Involved	Measures of Success



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a. Work with community colleges' transition specialists to provide in-custody enrollment services and post-custody course continuation.	<ul style="list-style-type: none"> • Faculty • Training • Funding (may come from CCCCD) 	<ul style="list-style-type: none"> • CCCCD • CCCOE • Sheriff's Office 	<ul style="list-style-type: none"> • Number of individuals receiving in-custody enrollment services • Number of individuals enrolled in classes
b. Solicit correspondence programs to supplement on-site educational programs in jail	<ul style="list-style-type: none"> • Staff time 	<ul style="list-style-type: none"> • CCCOE • Sheriff's Office 	<ul style="list-style-type: none"> • Number of correspondence programs utilized by individuals in jail
c. Increase the number of articulation agreements with the community colleges	<ul style="list-style-type: none"> • Collaboration with Adult Education Consortium work in progress • Staff time • Funding (may come from CCCD) 	<ul style="list-style-type: none"> • CCCOE • Community Colleges 	<ul style="list-style-type: none"> • Number of articulated classes and individuals earning college credit while in custody
Objective 4	Increase the number of returning residents who are linked to public benefits.		
Intended Outcome	All returning residents eligible for public benefits receive them.		
Activities	Resources Needed to Implement	Agencies Involved	Measures of Success
a. Define roles of EHSD staff, CBOs, and other in-custody staff to assist with applications for benefits prior to and post release.	<ul style="list-style-type: none"> • Training 	<ul style="list-style-type: none"> • Behavioral Health • CBOs • CCCOE • EHSD • Sheriff's Office 	<ul style="list-style-type: none"> • Documented roles/responsibilities for each agency in assisting individuals in jail with benefits enrollment • Number of individuals in custody who apply for benefits • Number of individuals in custody whose application is approved to receive benefits
b. Include application for safety net benefits as part of pre-release planning and provide information regarding benefits eligibility and application processes and support at release.	<ul style="list-style-type: none"> • Safety net benefits applications 	<ul style="list-style-type: none"> • Behavioral Health • CBOs • CCCOE • EHSD • Sheriff's Office 	<ul style="list-style-type: none"> • Number of individuals in custody who apply for benefits • Number of individuals in custody whose application is approved to receive benefits • Number of individuals who receive information about public benefits at release



D. Housing Access and Attainment

Goal: Improve access to housing matched to the needs of clients.

Identified Needs

- There is not enough affordable, stable housing in safe and supportive environments nor is there an array of housing options or models to meet the varying needs of the reentry population
 - Many of the existing housing resources are prioritized for AB 109 clients
 - Contracted transitional housing has a maximum six month stay (with some options to extend)
 - Some stakeholders voiced a need for supportive housing that provides supportive services onsite
 - AB 109 funded housing only offer sober living environments (SLEs) used interchangeably as a transitional housing option
- Housing resources do not include housing for families
 - Returning residents who cannot be housed with their families and/or children are unable to live with their support network
- There is a lack of TAY-specific housing
- While services to link clients to housing exist, the stigma associated with incarceration remains a barrier to obtaining housing.
 - Landlords and/or property managers are wary of allowing people with prior convictions to live in their buildings
- Housing linkage does not consistently begin prior to release

Existing Resources

- CoCo LEAD+ (Prop 47 grant) uses a housing first model with a graduated approach from transitional housing to permanent Section 8 Housing Choice Vouchers
- Linkage to housing is facilitated by the Reentry Success Center and the Network
- AB 109-funded housing is prioritized for AB 109 individuals and only offer SLEs
- Community Out-Reach and Engagement (CORE) team recently gained access to the jails to meet with clients pre-release to help navigate the County's homeless services continuum of care
- It is reported that GEO Group has opened a day reporting center for parole, and provide parolees enrolled into the program with access to housing
- New resources in the process of development and implementation include:
 - Supportive housing beds for TAY, including one bed dedicated to a youth returning home from DJJ facilities
 - The Housing Security Fund to support individuals at risk of homelessness who are ineligible for other funding streams
 - Case management and financial support services to divert individuals from entering the homelessness system of care
 - 50 micro-housing units for high utilizers of the healthcare system (Spring 2019)



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Objective 1	Develop a data-informed understanding of housing needs for justice-involved individuals.			
Intended Outcome	Contra Costa County understands the housing needs of justice-involved individuals.			
Activities		Resources Needed to Implement	Agencies Involved ¹⁴	Measures of Success
a. Conduct a housing needs survey of the reentry population to identify types of housing (e.g., independent, emergency, sober living, supportive housing) needed.		<ul style="list-style-type: none">Survey design, implementation, and analysis planFunding<ul style="list-style-type: none">Health Services’ Division of Health, Housing, and Homeless Services (H3) has funding from No Place Like Home for a housing needs assessment survey– they will add additional funds to assess the housing needs of justice-involved individuals	<ul style="list-style-type: none">Office of Health, Housing, and Homeless Services	<ul style="list-style-type: none">Survey to identify the needs of justice-involved individualsNumber of justice-involved individuals who complete the surveyVetted list of needs
b. Based on the needs identified in the survey, inventory the number and location of beds available (including shelter, residential treatment, transitional housing, supportive housing, and rental market housing) to identify gaps and prioritize resources		<ul style="list-style-type: none">Housing needs survey resultsStaff time	<ul style="list-style-type: none">Office of Health, Housing, and Homeless Services	<ul style="list-style-type: none">Inventory of number and location of housing/beds available that meet the needs of justice-involved individuals
Objective 2	Identify resources to increase housing options—based on the housing needs survey—for populations with the most unmet needs (e.g., families, TAY, individuals with substance use disorders).			
Intended Outcome	Contra Costa County’s housing resources are targeted and prioritized based on need.			
Activities		Resources Needed to Implement	Agencies Involved	Measures of Success
a. Create a plan for the allocation/prioritization of reentry housing funds for housing services for		<ul style="list-style-type: none">Reentry fundingHousing needs survey results	<ul style="list-style-type: none">Office of Health, Housing, and Homeless Services	<ul style="list-style-type: none">Plan for the allocation/prioritization of reentry housing funds

¹⁴ Agencies involved are listed alphabetically. When planning for implementation, the County and partners should determine roles and responsibilities for each agency, including which agency will be the lead.



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populations with unmet needs (e.g., families, TAY).			<ul style="list-style-type: none"> Funding allocated/prioritized
b. Explore the creation of new housing facilities/programs, based on the housing needs survey (e.g., recovery residences, family housing, TAY housing)	<ul style="list-style-type: none"> Staff time Housing needs survey results 	<ul style="list-style-type: none"> Office of Health, Housing, and Homeless Services 	<ul style="list-style-type: none"> Plan for creating of new facilities and programs Number of new facilities and housing programs
c. Identify and leverage other funding (e.g., MHSA, other state and federal funds) toward reentry-focused housing services for populations with the most needs, based on the housing needs survey (e.g., TAY)	<ul style="list-style-type: none"> Funding sources Housing needs survey results 	<ul style="list-style-type: none"> Office of Health, Housing, and Homeless Services 	<ul style="list-style-type: none"> Funding leveraged
d. Continue to collaborate with the Housing Authority of the County of Contra Costa to explore ways to increase access to housing for returning residents and their families	<ul style="list-style-type: none"> Staff time 	<ul style="list-style-type: none"> Housing Authority Office of Health, Housing, and Homeless Services 	<ul style="list-style-type: none">
Objective 3	Implement an integrated plan for conducting and deploying the Vulnerability Index–Service Prioritization Decision Assistance Tool (VI-SPDAT) during pre-release planning and post-release service delivery.		
Intended Outcome	Contra Costa County’s Coordinated Entry System engages returning residents and their families in housing and homeless services.		
Activities	Resources Needed to Implement	Agencies Involved	Measures of Success
a. Expand VI-SPDAT administration to all individuals pre-release, with follow-up post-release assessments while on community supervision, as appropriate.	<ul style="list-style-type: none"> Staff time VI-SPDAT and training on its use 	<ul style="list-style-type: none"> Coordinated outreach teams Probation Providers that currently administer VI-SPDAT Reentry Network and Reentry Success Center 	<ul style="list-style-type: none"> AB 109 case manager meeting Number of individuals who receive an in-custody VI-SPDAT Number of individuals on community supervision who receive a VI-SPDAT Data input into Clarity
b. Use VI-SPDAT results to connect individuals to appropriate housing.	<ul style="list-style-type: none"> Staff time 	<ul style="list-style-type: none"> Agencies and providers that administers VI-SPDAT 	<ul style="list-style-type: none"> Number of individuals provided a VI-SPDAT that are connected to housing



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			<ul style="list-style-type: none"> Number of individuals who maintain housing
Objective 4	Educate community members and landlords about fair housing practices.		
Intended Outcome	Returning residents and their families do not face illegal discrimination due to their justice system involvement.		
Activities	Resources Needed to Implement	Agencies Involved	Measures of Success
a. Develop new or modify existing informational materials that outline/define fair housing practices for justice-involved individuals.	<ul style="list-style-type: none"> HUD Block Grant Funding Existing informational materials about fair housing practices 	<ul style="list-style-type: none"> Agencies that receive HUD Block Grant Funding (e.g., Bay Area Legal Aid, Pacific Community Services) 	<ul style="list-style-type: none"> Number of pamphlets, posters, and other informational materials
b. Disseminate materials and trainings targeting justice-involved individuals about housing rights.	<ul style="list-style-type: none"> HUD Block Grant Funding 	<ul style="list-style-type: none"> Agencies that receive HUD Block Grant Funding (e.g., Bay Area Legal Aid, Pacific Community Services) 	<ul style="list-style-type: none"> Number of trainings with justice-involved individuals and family members Number of justice-involved individuals and family members who attend community trainings Number of pamphlets, posters, and other materials distributed to justice-involved individuals and family members
c. Disseminate informational materials around fair housing practices for justice-involved individuals to landlords and hold trainings.	<ul style="list-style-type: none"> HUD Block Grant Funding 	<ul style="list-style-type: none"> Agencies that receive HUD Block Grant Funding (e.g., Bay Area Legal Aid, Pacific Community Services) 	<ul style="list-style-type: none"> Number of trainings with landlords Number of landlords who attend trainings Number of pamphlets, posters, and other materials distributed to landlords



E. Behavioral Health Access

Goal: Improve timely access to appropriate behavioral health care services.

Identified Needs

- County leadership reported a need for more detoxification beds
- Clients have little choice in where they receive residential treatment
- For individuals who are not on probation or parole, screening and wait times to access behavioral health services can impede linkage to services (i.e., once clients do not have a direct linkage from custody or through a probation officer)
- There is a need for transportation for clients directly from jail to residential treatment as soon as they are released
- There is a need to begin substance abuse treatment in jail; DEUCE provides education, but treatment should be provided as well
- Clients who complete treatment and/or leave jail and are homeless have limited housing options as the only homeless shelters are wet shelters
- There is a need to begin substance abuse treatment in jail
- There is a need for seamless medical transition (i.e., Medi-Cal enrollment, adequate supply of medication, connection to health conductors, Transitions Medical Clinics)

Existing Resources

- The DEUCE program for substance abuse in custody is well-received
- Behavioral health service connections between custody and the community for AB 109 clients has been strong
 - Clients can meet with an AODS Coordinator in custody to be linked to treatment upon release
- The Behavioral Health Access line has a counselor assigned to the jail, and the phones at the jail can reach the access line for free
- A Behavioral Health substance abuse counselor conducts in-court screenings to make same-day placements
- AODS will be co-locating substance abuse counselors in mental health clinics
- The county has several health care providers that link returning residents to care, including African American health conductors, promotoras, and the Transitions Clinic

Objective 1	Reduce the use of the criminal justice system for individuals whose primary need is behavioral health treatment.			
Intended Outcome	Fewer individuals with behavioral health needs become justice-involved.			
Activities	Resources Needed to Implement	Agencies Involved ¹⁵	Measures of Success	
a. Establish a taskforce on behavioral health issues within the justice system.	<ul style="list-style-type: none"> • Communication plan • Collaboration tools • Staff time • Administrative support 	<ul style="list-style-type: none"> • DA • Public Defender • LEAs • CCHS • Reentry Council 	<ul style="list-style-type: none"> • Task force leader(s) established and invitation sent to potential members • Number of task force meetings • Task force attendance 	

¹⁵ Agencies involved are listed alphabetically. When planning for implementation, the County and partners should determine roles and responsibilities for each agency, including which agency will be the lead.



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b. Research best practice models statewide and nationally that address behavioral health issues within the justice system (e.g., integrated court system with criminal and civil matters, treatment court models) to identify proper interventions to implement locally.	<ul style="list-style-type: none"> National Reentry Resource Center SAMHSA Staff time Resources with relevant research expertise 	<ul style="list-style-type: none"> CAB DA CCHS Reentry Council 	<ul style="list-style-type: none"> Research plan developed Implementation plan developed for new efforts
c. Continue participation in the Stepping Up Initiative, and use sequential intercept mapping to identify opportunities to divert individuals at various points in the criminal justice system.	<ul style="list-style-type: none"> Financial commitment in 2018 	<ul style="list-style-type: none"> ORJ 	<ul style="list-style-type: none"> Document a sequential intercept map for the County Implementation plan or proposal for diversion opportunities
d. Leverage the CoCo LEAD+ initiative and monitor and improve the use of Behavioral Health staff in the field.	<ul style="list-style-type: none"> Evaluation data from CoCo LEAD+ 	<ul style="list-style-type: none"> ORJ 	<ul style="list-style-type: none"> Evaluation findings produced Improvement plan developed
Objective 2	Identify resources to begin substance abuse treatment in jail with a warm handoff to community treatment upon release.		
Intended Outcome	All individuals with substance abuse disorders who are incarcerated in Contra Costa County have the opportunity to receive substance abuse treatment in custody and to continue treatment after release.		
Activities	Resources Needed to Implement	Agencies Involved	Measures of Success
a. Identify or generate funds to employ an AOD counselor assigned to the jail to work collaboratively with DEUCE teachers to provide individual or group treatment, identify appropriate post-release treatment options, and provide transportation upon release.	<ul style="list-style-type: none"> Grantwriter or local revenue source Funding beyond Medi-Cal 	<ul style="list-style-type: none"> AODS CCCOE Detention Health Sheriff's Office 	<ul style="list-style-type: none"> Grant(s) submitted Funding awarded In-custody AOD counselor hired Number and percent of individuals with substance abuse disorders who receive substance abuse treatment in custody
b. Develop a process to coordinate pre-release AOD treatment and planning with mental health treatment and planning for individuals with a dual diagnosis.	<ul style="list-style-type: none"> Collaboration between Detention Health and AODS 	<ul style="list-style-type: none"> AODS Detention Health Sheriff 	<ul style="list-style-type: none"> Written procedure for in-custody dual diagnosis treatment Number of meetings between in-custody MH and AOD counselors



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c. Explore available models to implement a solution that use in-custody peer recovery coaches to provide transportation directly from jail to treatment or other programs.	<ul style="list-style-type: none"> • Staff time • Funding for transportation and/or vehicles 	<ul style="list-style-type: none"> • CAB • Reentry Council • Sheriff's Office • CCHS (AODS and H3 Divisions) 	<ul style="list-style-type: none"> • Plan is defined to provide transportation to programs in the community upon release from custody • Number and percent of returning residents with a transportation need who receive direct transportation services
d. Provide in-custody Medication Assisted Treatment (MAT) for individuals with opioid disorders, then establish linkages with MAT resources in the community prior to release to promote continuity of care.	<ul style="list-style-type: none"> • Staff time • Staff training 	<ul style="list-style-type: none"> • AODS • Detention Health • Sheriff 	<ul style="list-style-type: none"> • Number and percent of individuals with opioid disorders who receive MAT • Number and percent of individuals receiving MAT who receive linkage to post-release substance abuse treatment • Number and percent of individuals receiving MAT in-custody who continue with treatment after being released from custody.
Objective 3	Increase the number of detoxification beds available to returning residents.		
Intended Outcome	Returning residents in need of detox services have timely access to conveniently located treatment centers.		
Activities	Resources Needed to Implement	Agencies Involved	Measures of Success
a. Leverage AODS' ongoing efforts to expand detox availability so that returning residents have sufficient access to detox beds.	<ul style="list-style-type: none"> • Staff time 	<ul style="list-style-type: none"> • AODS • Detention Health 	<ul style="list-style-type: none"> • Documentation of AODS efforts
b. Establish and share criteria/scale for detox bed qualification across all consumer populations, including returning residents.	<ul style="list-style-type: none"> • Staff time 	<ul style="list-style-type: none"> • AODS 	<ul style="list-style-type: none"> • Criteria/scale developed and vetted with stakeholders
c. Include recent criminal justice system involvement in the	<ul style="list-style-type: none"> • Staff time 	<ul style="list-style-type: none"> • AODS • Reentry Council 	<ul style="list-style-type: none"> • Bed priority uses criteria that includes criminal justice system involvement



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assessment for detox and treatment bed priority.				
Objective 4	Improve linkage to behavioral health services for justice-involved individuals who are not on any form of supervision.			
Intended Outcome	Formerly incarcerated individuals have streamlined access to needed mental health and substance abuse treatment when no longer under criminal justice supervision.			
Activities	Resources Needed to Implement	Agencies Involved	Measures of Success	
a. Review the current level of access to Behavioral Healthcare Services.	<ul style="list-style-type: none"> • Staff Time 	<ul style="list-style-type: none"> • BHS • Reentry Council 	<ul style="list-style-type: none"> • Number of meetings held • Documentation of access needs 	
b. Review best practices in access to care for individuals who were formerly incarcerated.	<ul style="list-style-type: none"> • Staff time 	<ul style="list-style-type: none"> • BHS • Reentry Council 	<ul style="list-style-type: none"> • Documentation of best practice review 	
c. Assess the need for and accessibility of behavioral health services for returning residents who are not under supervision.	<ul style="list-style-type: none"> • Staff time 	<ul style="list-style-type: none"> • BHS • Reentry Council 	<ul style="list-style-type: none"> • Needs and recommendations are identified for improving returning residents' access to behavioral health services 	
d. Conduct improvement projects that address access to care for individuals who were formerly incarcerated.	<ul style="list-style-type: none"> • Staff time 	<ul style="list-style-type: none"> • BHS • Reentry Council 	<ul style="list-style-type: none"> • Implementation plan for modifications to client access protocols 	



F. Use and Coordination of Data

Goal: Enhance the use and coordination of data to ensure quality of services and inform decision-making.

Identified Needs <ul style="list-style-type: none">• The Salesforce (SAFE) database is still undergoing upgrades to maximize its potential usefulness among contracted community based organizations• There is a need to identify and address needs for data sharing among CBOs and between County agencies and CBOs• Confidentiality concerns inhibit data sharing, which impedes service coordination• The Probation department and Sheriff’s Office have antiquated data systems that are difficult to get information from		Existing Resources <ul style="list-style-type: none">• Data dashboards were created using AB 109 funding• The Salesforce (SAFE) database has greatly improved information sharing for contracted providers• AB 109-funded partners implemented a universal Release of Information (ROI) to facilitate information sharing• ORJ will be hiring a Research and Evaluation Manager and Probation will be hiring a research analyst• The Probation Department is developing a new Management Information System (MIS)• Sheriff’s Office will implement a new Jail Management System (JMS)• There is a study underway regarding needs for the integration of reentry partner data for better outcome analyses		
Objective 1	Establish a data committee that leads data use, systemic needs, and policy discussions specific to the adult reentry system.			
Intended Outcome	Data becomes a critical component of decision making for the County’s justice system partners.			
Activities		Resources Needed to Implement	Agencies Involved¹⁶	Measures of Success
a. Determine committee membership (e.g., Probation, Parole, Sheriff’s Office, District Attorney, Court, CBOs), roles and responsibilities, and purview.		<ul style="list-style-type: none">• Staff time	<ul style="list-style-type: none">• Reentry Council	<ul style="list-style-type: none">• Membership decision is made and invitation is sent
b. Determine lead agency responsible for scheduling and facilitating regular committee meetings.		<ul style="list-style-type: none">• None	<ul style="list-style-type: none">• Reentry Council	<ul style="list-style-type: none">• Lead agency is designated
c. Hold regular committee meetings to review data.		<ul style="list-style-type: none">• Staff time• Training in use and interpretation of data for decision-making	<ul style="list-style-type: none">• Data committee of Reentry Council	<ul style="list-style-type: none">• Number of meetings held• Percent of invited agencies in attendance

¹⁶ Agencies involved are listed alphabetically. When planning for implementation, the County and partners should determine roles and responsibilities for each agency, including which agency will be the lead.



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Objective 2	Develop and implement a monitoring and evaluation plan that identifies the specific measures that ORJ will use to assess program and system effectiveness.			
Intended Outcome	Contra Costa County decision-makers have necessary data to drive decisions about the county's adult reentry system.			
Activities	Resources Needed to Implement	Agencies Involved	Measures of Success	
a. Determine outcomes and measures that ORJ will regularly collect to monitor and evaluate the reentry system's capacity and effectiveness.	<ul style="list-style-type: none">• Staff time• Resources with relevant data expertise	<ul style="list-style-type: none">• Data Sub-Committee• ORJ Research and Evaluation Manager	<ul style="list-style-type: none">• Evaluation plan with identified metrics is developed	
b. Identify existing data as well as data that is not currently being collected, and work with county agencies and providers to develop plans to collect/track necessary data for evaluation and monitoring.	<ul style="list-style-type: none">• Staff time• Resources with relevant data expertise• IT infrastructure	<ul style="list-style-type: none">• ORJ Research and Evaluation Manager• Data Sub-Committee	<ul style="list-style-type: none">• Documentation of required data sources is complete• Plan is developed and responsible parties are assigned to track additional data	
c. Implement technical solutions for identified agencies to submit defined data on a consistent schedule to a secure ORJ data warehouse and define a plan for ORJ quality assurance.	<ul style="list-style-type: none">• Staff time• Staff training in data entry procedures• IT infrastructure	<ul style="list-style-type: none">• Contracted CBOs• Courts• DA• ORJ• Probation• Sheriff	<ul style="list-style-type: none">• Percent of reentry system agencies that submit requested data on time• Protocol in place for ORJ periodic review of data for quality	
d. Determine capacity needed and roles and responsibilities to conduct regular monitoring and evaluation, including regular recidivism measurement.	<ul style="list-style-type: none">• Staff time• Staff training in statistical methods	<ul style="list-style-type: none">• ORJ	<ul style="list-style-type: none">• Evaluation plan and timeline are developed	



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Objective 3	Increase County agencies' and contracted service providers' access to data needed for decision-making and evaluation within a framework that protects the privacy of personal data.			
Intended Outcome	County agencies and contracted providers have access to data to inform service design and provision.			
Activities		Resources Needed to Implement	Agencies Involved	Measures of Success
a. Collaborate with County agencies and service providers to identify current and desired data needs		<ul style="list-style-type: none">Staff time	<ul style="list-style-type: none">Data CommitteeORJ Research and Evaluation Manager	<ul style="list-style-type: none">Data needs are documented
b. Employ committee, legal research, and discussions with County Counsel to address personal data, privacy, data security, data breach protocols, and information sharing concerns.		<ul style="list-style-type: none">Staff timeLegal research	<ul style="list-style-type: none">County CounselData CommitteeORJ Research and Evaluation Manager	<ul style="list-style-type: none">Agreement is reached on data sharing permissions
c. Develop protocols for information sharing to inform decision making (e.g., budget allocation process).		<ul style="list-style-type: none">Staff time	<ul style="list-style-type: none">Data Committee Members	<ul style="list-style-type: none">Data and reporting dissemination plan is createdData review becomes a consistent part of decision making framework
d. Sign data sharing agreements among identified agencies.		<ul style="list-style-type: none">Staff timeResources with relevant data and legal expertise	<ul style="list-style-type: none">County and contracted agenciesCounty CounselData Committee	<ul style="list-style-type: none">Number of new data sharing agreements signed
e. Assess data systems capacity and research the ability to link data sources where possible (e.g., connect Pretrial Program risk assessment to the new JMS, once implemented).		<ul style="list-style-type: none">County or external IT/data expertsIT staff in each agency	<ul style="list-style-type: none">Data CommitteeORJ Research and Evaluation ManagerProbationSheriff's Office	<ul style="list-style-type: none">Data systems capacity recommendations madePlan for linkage of data sources is developedNew data are integrated into existing data sources
Objective 4	Provide training and technical assistance so that ORJ, County agencies, and contracted providers have sufficient skills for data collection, reporting, and use of data for decision-making.			
Intended Outcome	Staff use available data to inform reentry services.			
Activities		Resources Needed to Implement	Agencies Involved	Measures of Success



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a. Identify current and needed data leads in appropriate agencies.	<ul style="list-style-type: none">• Staff time	<ul style="list-style-type: none">• Contracted provider data leads• County agency data leads• Data Committee	<ul style="list-style-type: none">• Data leads are documented
b. Study how partners track and use data to inform decision-making and identify needs for process improvements and/or training needs.	<ul style="list-style-type: none">• Staff time• Research plan	<ul style="list-style-type: none">• Contracted providers• County agencies• Data Committee• ORJ	<ul style="list-style-type: none">• Findings from study are documented• A data use improvement plan is developed• County agencies and providers implement changes to their data use practices
c. Provide training and technical assistance on data sharing and data-driven decision-making, including training and technical assistance on the use of SAFE to maximize its utility, and the use of any new or updated data systems.	<ul style="list-style-type: none">• Staff time• Resources with relevant data and training expertise• Training plan	<ul style="list-style-type: none">• Contracted service providers• County agencies• Data Committee• ORJ	<ul style="list-style-type: none">• Number of county agencies/providers trained• Number of technical assistance meetings held• County agencies and providers reported improved knowledge and skills in data collection and use



Appendix B. Implementation Timeline

A. Jail to Community Transition	Y1	Y2	Y3	Y4	Y5
Objective 1: Refine the pre-release planning pilot and expand its access to all individuals throughout the County's three jail facilities.					
a. Research feasibility and implement in-custody linkage(s) to resources for individuals with different lengths of stay and types of release.					
b. Improve the process of connecting people to public benefits.	see Economic Security				
c. Determine modifications needed to scale the pre-release planning pilot to entire jail system, including clearly defining the role and responsibilities of Reentry Transition Specialist (RTS) as compared to in-custody program providers					
d. Develop staffing plan for expanded pre-release planning program at WCDF.					
e. Develop and execute pre-release planning implementation plan for MDF and MCDF.					
Objective 2: Expand types of in-custody programs and services offered based on jail population needs and best practices.					
a. Align in-custody job training and education services to meaningful career opportunities.	see Economic Security				
b. Examine how in-custody programming is differentiated based on length of stay in order to provide programming for different lengths of stay.					
c. Incorporate additional in-custody programs based on an assessment of need, research on reducing recidivism, and best practices.					
d. Engage with contracted providers to identify ways to increase access given the existing time and space challenges					
Objective 3: Use in-custody risk/needs assessments to match individuals to appropriate in-custody programs.					
a. Determine appropriate screening and assessment tools needed to match individuals to in-custody programs.					
b. Identify the appropriate time point and staff assigned to conduct risk/needs assessments and implement.					
Objective 4: Increase and expand methods for sharing information about available programs with individuals in custody, their family members, and service providers.					
a. Based on best practices and input from individuals in custody, determine strategies for publicizing information about available in-custody classes at all facilities.					
b. Explore barriers to utilization of existing programs and develop strategies to address these barriers.					
c. Educate Sheriff's staff on program opportunities in custody and in the community to become information source for individuals in custody.					



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Objective 5: Develop policies and procedures to facilitate warm handoff directly from custody to a place of residence, a treatment program, or another community program					
a. Provide partner agencies with incarceration release dates to assist with reentry pre-release planning, service coordination, and service delivery.					
b. Explore how other counties have used in-custody peer recovery coaches to provide transportation directly from jail to treatment or other programs.					
c. Implement solutions to provide transportation directly from jail to treatment or other programs.					
B. Post-Release Program Access and Linkage	Y1	Y2	Y3	Y4	Y5
Objective 1: Implement resource meetings for people on probation to learn about available programs and services.					
a. Identify a regular time, place(s), and frequency for the resource meetings and then hold meetings.					
b. Invite local providers (CBOs and County agencies) to the resource meetings through emails and/or other communication mechanisms.					
c. Develop and implement a system to notify individuals on probation about upcoming resource meetings) post-assignment to probation.					
Objective 2: Identify and develop reentry resources for services targeting specific populations, including women, transition age youth, families, and people unable to work due to disability.					
a. Engage relevant County and community-based agencies and specific populations to define the needs for population-specific services.					
b. Explore options for financial sustainability of any effective services for TAY provided as part of the <i>Smart Reentry</i> -grant.					
c. Explore allocation of AB 109 community program funding for population-specific services.					
Objective 3: Understand and meet the needs of returning residents and their families who are not on formal supervision, including their families' needs.					
a. Review in-custody needs assessments for individuals that will not be released on probation and their families.					
b. Gather input from individuals who have been incarcerated but are not currently on supervision about their needs. Also gather information from family members and loved ones of this population about their needs.					
c. Present information about the scope of needs of individuals not on probation and their families to the County's reentry stakeholder body and/or CCP and use that data to inform reentry funding allocations and reentry program designs.					
Objective 4: Develop and implement a reentry system communication plan to disseminate current information regarding available resources, success stories, reducing stigma, and other messaging.					
a. Create/update an inventory of available reentry programs and services, with eligibility criteria, enrollment process, and contact information.					



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b. Determine and implement method(s) for sharing inventory with agencies that serve the reentry population and with returning residents and their families.					
c. Develop and execute a process to update the inventory and regularly disseminate updates.					
d. Explore the use of text message alerts to inform returning residents and their family members of community resources.					
e. Create and implement mechanisms for external communication to share reentry success stories and other messaging, such as an anti-bias campaign.					
Objective 5: Increase the participation of the local parole office in County reentry planning.					
a. Include Parole representative on the County's reentry stakeholder body.					
b. Include Parole in quarterly AB 109 administrative meetings.					
C. Economic Security	Y1	Y2	Y3	Y4	Y5
Objective 1: Improve community college, Workforce Development Board (WDB)/America's Job Center of California (AJCC), and local employer engagement in reentry planning and service coordination.					
a. Identify point people from WDB/AJCC and each local community college to serve as members of or liaisons to the Reentry Council.					
b. Establish regular communication among WDB, AJCC, and community colleges via the AB 109 Administration Meetings.					
c. Establish relationships with local employers willing to employ reentry population.					
d. Collaborate with local workforce providers to identify job and career opportunities aligned to skills/experience of returning residents.					
Objective 2: Support returning residents in securing stable employment.					
a. Continue to conduct Job and Resource Fairs at both WCDF and MCDF on at least an annual basis.					
b. Inventory and assess alignment of in-custody job training and education with existing job or career opportunities and regional workforce needs.					
c. Offer introductory classes or training programs while in custody, i.e. food handlers certification, food service, business office professionals, math for the trades, construction, etc.					
d. Enroll inmates with an established employment goal in the jail's Workforce Readiness class prior to release.					
e. Explore the possibility of providing computers with a closed internet connection to facilitate in-custody job searches.					
f. Explore the establishment of a Jail-Based Job Development Center (JBIDC) where inmates can address barriers prior to release; conduct job search and employment preparation; and access case management to support follow-up/"warm handoffs" post release.					



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Objective 3: Support returning residents in advancing their education to improve career development.					
a. Work with community colleges' transition specialists to provide in-custody enrollment services and post-custody course continuation.					
b. Solicit correspondence programs to supplement on-site educational programs in jail.					
d. Increase the number of articulation agreements with the community colleges.					
Objective 4: Increase the number of returning residents who are linked to public benefits.					
a. Define roles of EHSD staff, CBOs, and other in-custody staff to assist with applications for benefits prior to and post release.					
b. Include application for safety net benefits as part of pre-release planning and provide information regarding benefits eligibility and application processes and support at release.					
D. Housing Access and Attainment	Y1	Y2	Y3	Y4	Y5
Objective 1: Develop a data-informed understanding of housing system needs for justice-involved individuals.					
a. Conduct a housing needs survey of the reentry population to identify types of housing needed.					
b. Based on the needs identified in the survey, inventory the number and location of beds available to identify gaps and prioritize resources					
Objective 2: Identify resources to increase housing options—based on the housing needs survey—for populations with the most unmet needs.					
a. Create a plan for the allocation/prioritization of reentry housing funds for housing services for populations with unmet needs.					
b. Explore the creation of new housing facilities/programs, based on the housing needs survey.					
c. Identify and leverage other funding toward reentry-focused housing services for populations with the most needs, based on the housing needs survey.					
d. Continue to collaborate with Housing Authority to explore ways to increase access to housing for returning residents and their families					
Objective 3: Implement an integrated plan for conducting and deploying the Vulnerability Index – Service Prioritization Decision Assistance Tool (VI-SPDAT) during pre-release planning and post-release service delivery.					
a. Expand VI-SPDAT administration to all individuals pre-release, with follow-up post-release assessments while on community supervision, as appropriate.					
b. Use VI-SPDAT results to connect individuals to appropriate housing.					
Objective 4: Educate community members and landlords about fair housing practices.					
a. Develop new or modify existing informational materials that outline/define fair housing practices for justice-involved individuals.					
b. Disseminate materials and trainings targeting justice-involved individuals about housing rights.					



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c. Disseminate informational materials about fair housing practices for justice-involved individuals to landlords and hold trainings.					
E. Behavioral Health Access	Y1	Y2	Y3	Y4	Y5
Objective 1: Reduce the use of the criminal justice system for individuals whose primary need is behavioral health treatment.					
a. Establish a taskforce on behavioral health issues within the justice system.					
b. Research best practice models statewide and nationally that address behavioral health issues within the justice system.					
c. Continue participation in the Stepping Up Initiative, and use sequential intercept mapping to identify opportunities to divert individuals at various points in the criminal justice system.					
d. Leverage the CoCo LEAD+ initiative and monitor and improve the use of Behavioral Health staff in the field.					
Objective 2: Identify resources to begin substance abuse treatment in jail with a warm handoff to community treatment upon release.					
a. Identify or generate funds to employ an AOD counselor assigned to the jail to work collaboratively with DEUCE teachers to provide individual or group treatment, identify appropriate post-release treatment options, and provide transportation upon release.					
b. Develop a process to coordinate pre-release AOD treatment and planning with mental health treatment and planning for individuals with a dual diagnosis.					
c. Explore available models to implement a solution that use in-custody peer recovery coaches to provide transportation directly from jail to treatment or other programs.					
d. Provide in-custody Medication Assisted Treatment (MAT) for individuals with opioid disorders, then establish linkages with MAT resources in the community prior to release to promote continuity of care.					
Objective 3: Increase the number of detoxification beds available to returning residents.					
a. Leverage AODS' ongoing efforts to expand detox availability so that returning residents have sufficient access to detox beds.					
b. Establish and share criteria/scale for detox bed qualification across all consumer populations, including returning residents.					
c. Include recent criminal justice system involvement in the assessment for detox and treatment bed priority.					
Objective 4: Improve linkage to behavioral health services for justice-involved individuals who are not on any form of supervision.					
a. Review the current level of access to Behavioral Healthcare Services.					
b. Review best practices in access to care for individuals who were formerly incarcerated.					
c. Assess the need for and accessibility of behavioral health services for returning residents who are not under supervision.					
d. Conduct improvement projects that address access to care for individuals who were formerly incarcerated.					



Contra Costa County Reentry System
Strategic Plan for 2018–2023

F. Use and Coordination of Data	Y1	Y2	Y3	Y4	Y5
Objective 1: Establish a data committee that leads data use, needs, and policy discussions specific to the adult reentry system.					
a. Determine committee membership, roles and responsibilities, and purview.					
b. Determine lead agency responsible for scheduling and facilitating regular committee meetings.					
c. Hold regular committee meetings to review data.					
Objective 2: Develop and implement a monitoring and evaluation plan that identifies the specific measures that ORJ will use to assess program and system effectiveness.					
a. Determine outcomes and measures that ORJ will regularly collect to monitor and evaluate the reentry system's capacity and effectiveness.					
b. Identify existing data as well as data that is not currently being collected, and work with County agencies and providers to develop plans to collect/track necessary data for evaluation and monitoring.					
c. Implement technical solutions for identified agencies to submit defined data on a consistent schedule to a secure ORJ data warehouse and define a plan for ORJ quality assurance.					
d. Determine capacity needed and roles and responsibilities to conduct regular monitoring and evaluation, including regular recidivism measurement.					
Objective 3: Increase County agencies' and contracted service providers' access to data needed for decision-making and evaluation within a framework that protects the privacy of personal data.					
a. Collaborate with County agencies and service providers to identify current and desired data access.					
b. Employ committee, legal research, and discussions with County Counsel to address personal data, privacy, and information sharing concerns.					
c. Develop protocols for information sharing to inform decision making (e.g., budget allocation process).					
d. Sign data sharing agreements among identified agencies.					
e. Assess data systems capacity and research the ability to link data sources where possible					
Objective 4: Provide training and technical assistance so that ORJ, County agencies, and contracted providers have sufficient skills for data collection, reporting, and use of data for decision-making.					
a. Identify current and needed data leads in appropriate agencies.					
b. Study how partners track and use data to inform decision-making and identify needs for process improvements and/or training needs.					
c. Provide training and technical assistance on data sharing and data-driven decision-making, including training and technical assistance on the use of SAFE to maximize its utility, and the use of any new or updated data systems.					



Appendix C. List of Acronyms

AB – Assembly Bill

ACER – Arraignment Court Early Representation

AJCC – America’s Job Center of California/EASTBAY Works

AODS – Alcohol and Other Drugs Services, a part of CCHS

BHS – Behavioral Healthcare Services, a part of CCHS

BOS – Board of Supervisors

CAB – Community Advisory Board

CAIS – Correctional Assessment Intervention System

CAO – County Administrator’s Office

CBO – Community-based organization

CCCCD – Contra Costa Community College District

CCCOE – Contra Costa County Office of Education

CCHS – Contra Costa Health Services

CCP – Community Corrections Partnership

CSEC – Commercially Sexually Exploited Children

DA – District Attorney

DEUCE – Deciding, Educating, Understanding, Counseling, and Evaluating

DJJ – Division of Juvenile Justice

EHSD – Employment and Human Services Department

H3 – Health, Housing, and Homelessness, a part of CCHS

HUD – United States Department of Housing and Urban Development

JBIDC – Jail-Based Job Development Center

JMS – Jail Management System



LEA – Law enforcement agency

MDF – Martinez Detention Facility

MERP – Misdemeanor Early Representation Program

ORJ – Contra Costa County Administrator’s Office of Reentry and Justice

PTS – Pretrial Services

RDA – Resource Development Associates

ROI – Release of Information

RTS – Reentry Transition Specialist

SAMHSA – Substance Abuse and Mental Health Services Administration, a branch of the US Department of Health and Human Services

SLE – Sober Living Environment

SSDI/SSI – Social Security Disability Insurance/Supplemental Security Income

SUD – Substance Use Disorder

TAY – Transition Age Youth

VI-SPDAT – Vulnerability Index – Service Prioritization Decision Assistance Tool

VPRAI – Virginia Pretrial Risk Assessment Instrument

WCDF – West County Detention Facility

WDB – Workforce Development Board of Contra Costa County

WRTH – West Contra Costa County Reentry, Treatment, and Housing Facility



Appendix D. Local Planning Group Members

California State Parole Board: Scott McLeod, Albert Lee

Concord Police Department: Chief Guy Swanger

Contra Costa County Alcohol and Other Drugs Services: Fatima Matal Sol

Contra Costa County Community Advisory Board: Jason Schwartz

Contra Costa County Detention Health: David Seidner

Contra Costa County District Attorney's Office: Tom Kensok, Diana Becton, Venus Johnson

Contra Costa County Employment and Human Services: Maura Connell

Contra Costa County Health Services: Erika Jensson

Contra Costa County Health, Housing, and Homeless Services: Lavonna Martin

Contra Costa County Mental Health Services: Jan Cobaleda-Kegler

Contra Costa County Office of Education, Adult Correctional Education: Lindy Khan

Contra Costa County Office of Reentry and Justice: Lara DeLaney, Donté Blue

Contra Costa County Office of the Public Defender: Robin Lipetzky and Ellen McDonnell

Contra Costa County Office of the Sheriff: Undersheriff Matthew Schuler, Captain Kristi Butterfield, Chrystine Robbins

Contra Costa County Probation Department: Chief Todd Billecci, Malkia Crowder, Yuri Secoquian

Contra Costa Reentry Network for Returning Citizens: Patrice Guillory

Reentry Success Center: Nicolas Alexander, John Douglass

Workforce Development Board of Contra Costa County: Charles Brown III