AGENDA
Joint Meeting of the
COMMUNITY CORRECTIONS PARTNERSHIP/
COMMUNITY CORRECTIONS PARTNERSHIP
EXECUTIVE COMMITTEE

August 5, 2016
8:00 A.M. to 10:00 A.M.
50 Douglas Drive, 2nd Floor, Martinez
Probation Department

1. Welcome / Announcements

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

3. CONSIDER approving Record of Action from the May 6, 2016 meeting. (Page 3)

4. CONSIDER approving the carry-forward of AB 109 Community Program funds in the amount of $38,943 from FY 2015/16 to FY 2016/17 for use by the Reentry Success Center and forward recommendation to the Public Protection Committee for action. (Lara DeLaney, County Administrator's Office) (Executive Committee vote) (Page 7)

5. CONSIDER receiving a report on a reorganization of the Central/East Network Team and provide feedback to staff. (Lara DeLaney, County Administrator's Office) (Page 14)

6. CONSIDER receiving the Pre-Release Planning Pilot Proposal and provide direction to staff on the implementation of the proposal. (Lara DeLaney, County Administrator's Office) (Page 17)

7. CONSIDER the proposal to establish a County Office of Reentry and Justice in the County Administrator's Office and provide direction to staff. (Lara DeLaney, County Administrator's Office) (Executive Committee vote) (Page 37)

8. Next meeting - October 7, 2016 at 8:00 AM.

9. Adjourn
The Community Corrections Partnership (CCP) will provide reasonable accommodations for persons with disabilities planning to attend CCP Committee meetings. Contact the staff person listed below at least 48 hours before the meeting. Any disclosable public records related to an item on a regular meeting agenda and distributed by staff to a majority of members of the CCP Committee less than 96 hours prior to that meeting are available for public inspection at 50 Douglas Drive, Suite 201, Martinez, CA, during normal business hours, 8 am - 12 Noon and 1-5 pm. Materials are also available on line at

http://www.co.contra-costa.ca.us/3113/Community-Corrections-Partnership-CCP

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

For additional information, contact: Lara DeLaney, Committee Staff, Phone (925) 335-1097, lara.delaney@cao.cccounty.us
COMMUNITY CORRECTIONS PARTNERSHIP

Meeting Date: 08/05/2016

SUBJECT: RECORD OF ACTION - May 6, 2016

FROM: David Twa, County Administrator

DEPARTMENT: County Administrator

RECOMMENDATION:
APPROVE Record of Action from the May 6, 2016 meeting.

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

DISCUSSION:
Attached for the Partnership's consideration is the Record of Action for its May 6, 2016 meeting.

FISCAL IMPACT (if any):
No fiscal impart. This item is informational only.

Attachments

Record of Action - May 2016
AGENDA

Joint Meeting of the

COMMUNITY CORRECTIONS PARTNERSHIP/
COMMUNITY CORRECTIONS PARTNERSHIP
EXECUTIVE COMMITTEE

May 6, 2016

8:00 A.M. to 11:00 A.M.

50 Douglas Drive, 2nd Floor, Martinez
Probation Department

Present: Todd Billeci, Chair, Interim Probation Chief
        Mike Casten, Undersheriff
        David Twa, County Administrator
        Fatima Matal Sol
        Kathy Gallagher
        Lynn Mackey
        Stephen Nash, Court Executive Officer
        Mark Peterson, District Attorney
        Robin Lipetzky, Public Defender
        Stephen Baiter, Executive Director, WDB Contra Costa

Absent: Allan Cantando, Antioch Chief of Police
        Devorah Levine
        Cynthia Belon
        Roosevelt Terry

1. Welcome / Announcements

    Mr. Twa announced his two new Chief Assistant County
    Administrators in attendance this morning: Allison Picard and Eric
    Angstadt.

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

    No public comments were offered.
3. **APPROVE Record of Action from the March 4, 2016 meeting.**

**Kathy Gallagher made the motion to approve as presented. Lynn Mackey seconded the motion.**

AYE: Fatima Matal Sol, Kathy Gallagher, Lynn Mackey, County Administrator David Twa, District Attorney Mark Peterson, Executive Director, WDB Contra Costa Stephen Baiter, Public Defender Robin Lipetzky, Undersheriff Mike Casten

Other: Chair, Interim Probation Chief Todd Billeci (ABSTAIN), Court Executive Officer Stephen Nash (ABSTAIN)

Passed

4. **ACCEPT the FY 2015/16 Second Quarter Financial Report for the Community Corrections allocation of AB 109 Public Safety Realignment revenue.**

**David Twa made a motion to approve as presented. Robin Lipetzky seconded the motion.**

5. The CCP reviewed and considered the AB 109 Community Programs RFP/Q Contract Award Recommendations from the Public Protection Committee for FY 2016-17.

The item was information only.

6. **INITIATE discussion regarding the State Inmate Identification System Program. PROVIDE direction to staff.**

The Sheriff’s Office expressed concern about funding support for the program and questioned what the size of the eligible target population was--did the CAO have data related to the demand for these services. There was also a question about whether this would duplicate current efforts by community-based organizations to provide documentation support and driver’s license restoration services. Donte Blue indicated this program would supplement and compliment existing services. Additional information about the cost of the program based on the County’s projected need would be provided at a future meeting when this item would be further considered.

7. **INITIATE discussion on a proposal from the Community Advisory Board to establish an Office of Reentry and Justice. PROVIDE direction to staff.**
Mark Peterson made a motion to direct the CAO's office to do further study and evaluation of the proposal, with respect to housing the Office of Reentry and Justice in the CAO's office and providing greater detail on matters of staffing, budget, and outcome/deliverables. Kathy Gallagher seconded the motion.

District Attorney Mark Peterson, Kathy Gallagher This was a vote of the Executive Committee.

AYE: Chair, Interim Probation Chief Todd Billeci, Kathy Gallagher, Court Executive Officer Stephen Nash, District Attorney Mark Peterson, Public Defender Robin Lipetzky, Undersheriff Mike Casten

Passed

8. The next regular meeting of the Community Corrections Partnership will be held on Friday, August 5, 2016 at 8:00 AM.

9. Adjourn

The Community Corrections Partnership (CCP) will provide reasonable accommodations for persons with disabilities planning to attend CCP Committee meetings. Contact the staff person listed below at least 48 hours before the meeting. Any disclosable public records related to an item on a regular meeting agenda and distributed by staff to a majority of members of the CCP Committee less than 96 hours prior to that meeting are available for public inspection at 50 Douglas Drive, Suite 201, Martinez, CA, during normal business hours, 8 am - 12 Noon and 1-5 pm. Materials are also available on line at

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For additional information, contact: Cindy Nieman, Committee Staff, Phone (925) 313-4188  cindy.nieman@prob.cccounty.us
COMMUNITY CORRECTIONS PARTNERSHIP

Meeting Date: 08/05/2016
SUBJECT: REQUEST FOR FY 2015/16 CARRY-FORWARD: REENTRY SUCCESS CENTER
FROM: David Twa, County Administrator
DEPARTMENT: County Administrator

RECOMMENDATION:
1. APPROVE the carry-forward of AB 109 Community Program funds in the amount of $38,943 from FY 2015/16 to FY 2016/17 for use by the Reentry Success Center for continued database development and the development and implementation of a communications strategy and forward recommendations to the Public Protection Committee for action.

BACKGROUND:
The Reentry Success Center was initially funded with $400,000 of AB 109 Community Programs revenue in FY 13-14, with an assumption that this funding would continue on an annual basis unless otherwise determined by the Board of Supervisors. Due to the time involved in the Center planning, no funds were expended in FY 13-14; instead, the full $400k allocation was rolled into FY 14-15 to provide for the Center build-out. At the end of the 14-15 fiscal year, $33k was remaining in the total allocation of $800,000. A request was made by Rubicon Programs, the contractor providing the backbone staffing support for the Center, to the CCP on Aug. 7, 2015 to carry-forward the remaining balance into its FY 15-16 contract, for database development purposes. The CCP Executive Committee supported this request.

At this time, at the conclusion of the 15-16 fiscal year, the CCP Executive Committee is being asked to consider approving a request to carry-forward the remaining balance of $38,943 into the FY 16-17 year for continued database development and the development and implementation of a communications strategy. The approved FY 16-17 Budget for the Reentry Success Center is presently $465,000. Approval of this request would establish the budget at $503,943 and would require Board of Supervisors' authorization.

Note that that the Center has been awarded $150k over 24 months from The San Francisco Foundation. These are general operating funds providing substantial flexibility, which is excellent news for the Center. The Center has also been awarded a $50K grant over 12 months from the City of Richmond’s new Environmental and Community Investment Agreement fund (ECIA).

This funding will support the development of "Getting It Right: Skills, Supports, and Attitudes for Reentry Success," a new 10-week, 200 hour intensive curriculum of services and activities providing a supportive framework for people who are committed to “getting it right” but who need targeted, stable, structured and sustained reinforcement in order to develop a solid foundation and reduce their risks of recidivism. Operating in three, 10-week cycles annually, Getting It Right is intended to serve 30-36 people this year.

The success of the Center in leveraging the AB 109 funding in this fashion is a testament to its successful implementation.

See the attached request for the FY 16-17 carry-forward.
**DISCUSSION:**
See attached report.

**FISCAL IMPACT (if any):**
See attached report.

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**Attachments**

Attachment A
To: Community Corrections Partnership  
From: Nicholas Alexander, Director of Reentry Success Center  
Re: Request for carry-over of $38k in unspent FY15-16 funds to FY16-17 budget  
Date: July 27, 2016

Summary
The Reentry Success Center was allocated $433,000 for FY15-16 and has steadily spent down funds throughout the year for a total of $394,056 (91% of total budget) billed at the end of the fiscal year. The two budget areas that were significantly underspent were: a) Consultants and Subcontractors; and b) Transportation and Travel. The Reentry Success Center requests that the unspent funds ($38,943) from the budget be carried over from FY15-16 to be utilized in FY16-17.

Purpose
The Center intends to utilize the $38,943 in FY16-17 for two purposes:

1. continue database development ($23,943), and
2. develop a comprehensive communications strategy and begin implementation ($15,000)

As the Center has grown, its need for both excellent data management and continuous communication has also grown. In brief, the planned database improvements are:

- tracking specific participant goals and outcomes, along with existing referral system
- adding partner access and the related security access protocols
- embedding automatic notifications for security, privacy, and workflow purposes
- better participant key document storage and retrieval
- SMS text messaging capabilities

While the database development is already in progress, the communications plans have taken a back seat to more urgent priorities in FY15-16 such as program design and implementation. Now that there are dozens of opportunities for the reentry community to take advantage of at the Center, it is important that we communicate those opportunities directly to our members, their families, and our nonprofit, public safety and public social services partners. In brief, the planned scope of work for our identified communications consultant includes:

- Strategic planning session with staff and key stakeholders
- Constant Contact templates and content for various audiences
- Updates to the website, Facebook and to print media e.g. flyers
Justification
The Reentry Success Center’s FY15-16 budget for Consultants and Subcontractors was primarily earmarked for the development of a customized database. In fact, the Reentry Success Center has put the custom database in place, has been making improvements throughout the year, and used the database to report valuable data to the County. Since the Center opened its doors to the public in November, the Center staff and leadership has learned much about the database’s strengths, weaknesses, and gaps.

Ideally, the Center could have dynamically addressed each of the gaps and weaknesses in the database as they were discovered, but doing so was infeasible for a number of reasons: First, data quality depends on consistent reporting so changing the way data is collected frequently is undesirable. Second, as a new organization, the initial low number of participants didn’t provide a large enough sample size to discover problems associated with larger numbers. Third, the cost of executing frequent, small-sized projects with tech contractors would have been incredibly inefficient and expensive, contrasted with a few large projects that address multiple database issues.

For the reasons above, the Reentry Success Center requests that $38,943 of unspent funds from the budget be carried over from FY15-16 to be utilized in FY16-17.
Reentry Success Center - FY2015-16
Carry Over Request & Year-to-Date Budget

<table>
<thead>
<tr>
<th>Budget Headings</th>
<th>Total budget allocated</th>
<th>Expenditure in Q4</th>
<th>Total expenditure YTD</th>
<th>Percent of budget billed YTD</th>
<th>Request for carry over</th>
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</thead>
<tbody>
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<td>Staff</td>
<td>204,265</td>
<td>41,514</td>
<td>183,709</td>
<td>89.9%</td>
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<td>Consultants and Subcontractors</td>
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<td>37,501</td>
<td>61.9%</td>
<td>38,943</td>
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<td>Occupancy</td>
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<td>106,406</td>
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<tr>
<td>Transportation &amp; Travel</td>
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<td>600</td>
<td>674.01</td>
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<tr>
<td>Indirect</td>
<td>41,438</td>
<td>11,008</td>
<td>36,919</td>
<td>89.1%</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>433,000</strong></td>
<td><strong>102,704</strong></td>
<td><strong>394,056</strong></td>
<td><strong>91.0%</strong></td>
<td></td>
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</tbody>
</table>

**Carry Over Request Detail**

- Consultants and Subcontractors
  - Database development & management $ 23,943
  - Communications strategy & implementation $ 15,000
July 27, 2016

Todd Billeci, Interim Chief Probation Officer, Contra Costa County
Chair, Executive Committee, Community Corrections Partnership
50 Douglas Drive
Martinez, CA 94553-8500

Dear Todd:

As Chair of the Steering Committee for the Reentry Success Center in Richmond, and at the Steering Committee’s direction, I respectfully request that the Community Corrections Partnership Executive Committee support the Center’s request for the use of $38,943.30 in unspent 2015/2015 funds for use in the 2016/2017 fiscal year.

These funds would be used to underwrite the development and implementation of a communications plan targeted to reach potential Members who do not engage with traditional media and who are considered both hard to reach and of central importance to the Center’s work.

These intended purposes are consistent with the Center’s Implementation Plan, as approved by the CCP, and with its 15/16 and 16/17 Service Plans, as contracted with the County.

- **Database development ($23,943.30):** Over the past year, the transformative potential of the customized and powerful salesforce database has become clear, providing robust information about the Center’s Members, internal programmatic operations, activities, and reporting. Given this proof of concept, we are now in the process of building out Phase 3, which will provide access and service tracking information for and from Partners; ability to assign goals to referrals; construction of HIPAA-compliant security protocols; ability to provide push notifications on mandatory elements such as Releases of Information; ability to register/schedule Members into services; and provide Member reminders through automated text notifications. We had anticipated undertaking Phase 3 activities in the 15/16 fiscal year, but given the imperatives of building and adequately testing Phases 1 and 2, we felt it important not to rush this roll-out.

- **Communications ($15,000):** Over the past months, the Center’s staff have conducted substantial due diligence to identify a communications consultant to help design a communications and outreach plan. While we had hoped to complete this research and enter into contract before the conclusion of the 15/16 fiscal year, the due diligence necessary for this project carried us into the new fiscal year, which began earlier this month. Now, however, having completed the due diligence, the Center has identified an appropriate vendor and is prepared to execute a contract for communications services, pending approval of this request by the CCP Executive Committee.
Therefore, we ask you to consider approving the Center’s request to allocate $38,943.30 in unspent funds from 15/16 to underwrite these necessary expenses.

With respect,

Chair, Steering Committee, Reentry Success Center
COMMUNITY CORRECTIONS PARTNERSHIP

Meeting Date: 08/05/2016
SUBJECT: CENTRAL/EAST NETWORK REORGANIZATION
FROM: David Twa, County Administrator
DEPARTMENT: County Administrator

RECOMMENDATION:

1. ACCEPT the report on the reorganization of the Central/East Network Team and provide feedback to staff.

2. ACCEPT the CAO recommendation to provide time-limited contract extensions for the services of two Field Operations Coordinators and the Network Manager.

3. APPROVE the imminent release of an RFP to secure a single community-based contractor to provide Network services, commencing on October 3, 2016, for the management and operational functions of the East & Central Networked System of Services.

BACKGROUND:

In March 2014 the Public Protection Committee accepted and the Board of Supervisors adopted the “Proposed Plan for an East & Central Networked System of Services for Returning Citizens” (Network Plan). Consistent with the Network Plan, an RFQ process (#1403-078) was initiated for the procurement of Network Manager and Field Operations Coordinator services for the Network Management Team. This process identified three independent contractors to perform Field Operations Coordinator services and a fourth independent contractor to provide Network Manager services. These contractors began providing services in May 2014. Also consistent with the Network Plan, the County Administrator (CAO) developed and managed the contracts, while the Chief Probation Officer (Probation) was tasked with providing oversight of the services provided by the four contractors. This contractual structure with the decentralization of management and oversight functions has proven to be ineffective and unwieldy.

Because contract law prohibits one independent contractor from providing direct supervision and direction of the work being done by another independent contractor, the Network Manager function has not had the latitude to give instructions or implement processes and ideas that are integral during the implementation phase of a new project. In addition, it has been difficult to implement the Network Plan in a consistent and coordinated manner across the East and Central regions of the County with three different independent contractors with different abilities and methods of providing the services outlined in each their contracts. Challenges with the current contracting configuration seem to be impeding the ability of the Network Plan to be fully and consistently implemented.

Moving into the third full year of implementation of the Network Plan, the issues created by this contractual arrangement have made it difficult to negotiate contracts for FY 2016-17 that meet the needs and expectations each have expressed, while simultaneously allowing for effective contract management and project oversight. Because of this, no contracts for Field Operations Coordinator or Network Manager services have been entered into for the current fiscal year. Therefore, the CAO is recommending that contract extensions be offered to two Field Operations Coordinators and the Network Manager for a period of time sufficient to initiate and conclude an RFP process to procure an organization to provide Network Team functions.
DISCUSSION:
To address the issues created by having four independent contractors providing the Network Manager and Field Operations Coordinator services described the Network Plan, the CAO is proposing that authorization be given for the release an RFP to identify a single contractor to provide Network Team services as of October 3, 2016.

Transition Plan
The CAO has offered to extend the FY 2015-16 contracts through September 30, 2016 for three contractors currently providing Field Operations Coordinator and Network Manager services. The CAO, in consultation with the Reentry Coordinator and input from the CAB, will develop and release an RFP for these services, utilizing the timeline below. The Reentry Coordinator and CAO will work with the current independent contractors and the organization procured through the RFP process to ensure the transfer of operational work product, continuity of core functions and service delivery, and integration of the provider in the larger reentry service delivery system. We would expect the months of October to December will be used to hire staff, connect with the various stakeholders in the region, and begin the negotiations of MOU’s that may be needed. We would expect that actual operational functions would begin no later than January 2, 2017.

Proposed RFP Timeline

AB 109 RFP Timeline: Network Team Services

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
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<tbody>
<tr>
<td>RFP Issued</td>
<td>August 15, 2016</td>
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<tr>
<td>Mandatory Bidders Conference</td>
<td>week of August 22</td>
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<tr>
<td>Written Questions Due from bidders</td>
<td>Aug. 31</td>
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<td>Addendum Issued</td>
<td>Sept. 2</td>
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<tr>
<td><strong>Responses Due</strong></td>
<td><strong>Sept. 9, noon</strong></td>
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<tr>
<td>Evaluation Period</td>
<td>Sept. 12-16</td>
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<td>Vendor Interviews</td>
<td>Sept. 15-16</td>
</tr>
<tr>
<td>Results Letter Issued</td>
<td>Sept. 16</td>
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<tr>
<td>Appeal Period</td>
<td>Sept. 16-23</td>
</tr>
<tr>
<td>Public Protection Reviews</td>
<td>Sept. 26</td>
</tr>
<tr>
<td>Results CCP Reviews Results</td>
<td>Oct. 7</td>
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<tr>
<td>Board Award Date</td>
<td>Sept. 27</td>
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<tr>
<td><strong>Contract Start Date</strong></td>
<td><strong>Oct. 3</strong></td>
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</table>

The proposed timeline provides a 4-week response period for contractors. A Bidders Conference would be mandatory for interested proposers, so that greater detail could be provided about the Network Plan and its implementation, the County’s reentry system, and to answer questions.

RFP Contents

General Description

The RFP will seek a respondent to provide staff who would further develop, manage and operate the core components of the Network System of Services as described in the Network Plan and as built-out over the past two years. Essential staff would include a Network Manager to provide program and staff direction and oversight, as well as to act as a liaison for the partnership between the Network, the County’s reentry system, and the Reentry Success Center. Field Operations Coordinators would be expected to provide day-to-day coordination and implementation of the Network’s core components. These core components would include the reentry services funded through the Network’s budget, a mentor-navigator program, No Wrong Door sites, and outreach and engagement of the community and returning citizens. The contractor would be expected to develop a strategic plan for the implementation
of the Network Plan, as well as a system manual that would explain how the core components function and interact with other services being provided within the Network region as well as the County’s larger reentry system.

Network Services

A significant portion of the $820,000 allocated for the Networked System of Services annually are used to provide additional reentry services in the regions served by the Network. Because these services are considered to be a core component of the Network Plan, we would expect the selected contractor to monitor service delivery and make recommendations on service needs, though the conduct of a process for the award of funds to agencies to provide the services and the management of the delivery of these services would remain with the CAO. Currently several contractors have been identified to provide services for the Network for 2016-17. These include Men & Women of Purpose and Reach Fellowship International for employment and education liaison services; Fast Eddie's for auto repair training; and Mz Shirliz for SLE transitional housing. It is the County’s expectation to honor these contracts through the current fiscal year. Thus the amount awarded through the RFP process for 2016-17 Network Team services will not include money for other reentry services.

Data Management

To date, the Network has required the utilization of an HMIS database system (ServicePoint) by its service providers. We will continue the Network’s efforts to develop and deploy this system to current providers, though a transition to a similar database system, Clarity, is anticipated in January 2017. We expect current contractors using ServicePoint to continue utilizing the system until the transition to Clarity. However, bringing on a new contractor may change this direction in future years. While we would be open to allowing the contractor to utilize a data system of its choosing, given the fact that the County has invested significant resources in developing both an HMIS and Salesforce based system (for the Reentry Success Center and its partners), there would need to be a compelling reason to invest any revenue in an alternate data system. Indeed, we may consider a requirement that any alternate system be designed to be inter-operable with our current database systems.

**FISCAL IMPACT (if any):**

Up to $442,000 would be available in the Network Systems of Services budget for Network Team services.

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**Attachments**

No file(s) attached.
COMMUNITY CORRECTIONS PARTNERSHIP

Meeting Date: 08/05/2016

SUBJECT: UPDATE on the PRE-PRELEASE PILOT PROJECT

FROM: David Twa, County Administrator

DEPARTMENT: County Administrator

RECOMMENDATION:

RECEIVE the Pre-release Planning Pilot Proposal developed by Resource Development Associates (RDA) and provide direction to staff on its implementation.

BACKGROUND:

Contra Costa County’s 2011 Reentry Strategic Plan and 2012 AB 109 Operational Plan both identify the establishment of a formal pre-release planning process as a critical component of the County’s efforts to develop a coordinated countywide reentry system. Resource Development Associates (RDA), the County’s contractor for data collection and program evaluation efforts, recommended that the County engage in a planning process to develop a plan for pre-release planning for individuals incarcerated in Country Costa County’s detention facilities. The County’s Quality Assurance Committee (QAC) and Community Corrections Partnership (CCP) agreed with this recommendation and RDA, in coordination with the Senior Deputy County Administrator and Reentry Coordinator, convened a multidisciplinary workgroup to meet and develop a plan for pre-release planning.

The planning process resulted in a proposed pilot that will produce formal pre-release planning efforts in keeping with best practices, and in a manner that acknowledges existing capacity, is sustainable, and provides a foundation for expansion into the broader jail population. This pilot project is further described in Attachment A.

DISCUSSION:

See Attachment A.

FISCAL IMPACT (if any):

See attached report.

Attachments

Attachment A: Pre-Release Planning Pilot
Contra Costa County Pre-release Planning Pilot Proposal

Background

Contra Costa County’s 2011 Reentry Strategic Plan and 2012 AB 109 Operational Plan both identify the establishment of a formal pre-release planning process as a critical component of the County’s efforts to develop a coordinated countywide reentry system. Despite impressive progress toward achieving many of the County’s other stated reentry goals and objectives, however, there has thus far been only limited progress in establishing and formalizing this process. The Probation Department currently administers pre-release CAIS assessments to individuals sentenced to local custody under AB 109 (1170(h)) individuals, and several of the County’s AB 109-contracted service providers meet with clients both in custody and post-release. Nonetheless, over the past 3 years, evaluation interviews and focus groups with County staff, AB 109 service providers, and AB 109 clients in custody and in the community have indicated that these pre-release planning efforts remain relatively informal, with limited coordination across agencies and service providers. Based on this information, Resource Development Associates (RDA) recommended that the County engage in a planning process to develop a plan for pre-release planning for individuals incarcerated in Contra Costa County’s detention facilities. The County’s Quality Assurance Committee (QAC) and Community Corrections Partnership (CCP) agreed with this recommendation and RDA, in coordination with the Senior Deputy County Administrator and Reentry Coordinator, convened a multidisciplinary workgroup to meet and develop a plan for pre-release planning.

The planning process took place over 4 months and included 7 meetings, 5 with the full workgroup (see Appendix A) and two meetings with a smaller group of partners more closely involved in the day-to-day facility and post-release operations. Participants represented a range of pre-release stakeholders, including the County Administrator’s Office, the Probation Department, the Sheriff’s Office, Behavioral Health Services, the Contra Costa County Office of Education and more. A full list of participants is included at the end of this document.

The planning process resulted in a proposed pilot that will produce formal pre-release planning efforts in keeping with best practices, and in a manner that acknowledges existing capacity, is sustainable, and provides a foundation for expansion into the broader jail population.
Contra Costa County Pre-release Planning Pilot Plan

Vision

To begin the Pilot planning process RDA led a visioning exercise with participants who represented a range of Pre-release stakeholders, as indicated above. Because this is a cross-system initiative, it was important to ensure shared expectations as well as a common understanding of potential risks and opportunities. Together stakeholders identified and prioritized the critical components of the County’s pre-release planning program, ultimately identifying the following eight elements as critical to program success:

- Screening/Assessments
- Individual Service Planning
- Case Management
- Support Systems for Individuals who are Incarcerated
- Multidisciplinary Reentry Team
- Communication
- Resources
- Governance

Best Practices

An examination of best practices in reentry planning help to contextualize the workgroup’s vision while ensuring that the emerging program is informed by past learnings. Literature in reentry planning indicate that there are four key steps in the reentry planning process, with additional case management and follow up implemented on an as-needed basis (See Figure 1 below).

Figure 1: Key Steps in Pre-release Planning Process

<table>
<thead>
<tr>
<th>Intake Screening</th>
<th>Triage</th>
<th>Assessment</th>
<th>Planning</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Conduct initial screen</strong></td>
<td><strong>Determine level of planning based on screenings and level of triage</strong></td>
<td><strong>Determine assessments based on risks/needs and length of stay</strong></td>
<td><strong>Planning and follow-up based on and assessed needs and level of triage</strong></td>
</tr>
<tr>
<td>• Mental Health</td>
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<tr>
<td>• Substance use</td>
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<td>• Medical health</td>
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<td>• Homelessness</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Criminogenic risk</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Intake Screening

Intake screening is used to help determine the extent to which individuals who are incarcerated have needs such as medical, mental health, substance abuse, employment, and housing, among other needs and criminogenic risks. Initial screenings allow the jail staff and reentry team to see the big picture of the County’s incarcerated population’s needs and trends, in addition to helping identify each individual’s needs and necessary level of support so that they are triaged appropriately.

Triage

As noted above, intake screenings allow the reentry team to triage individuals who are incarcerated into specific tracks and determine the level of planning necessary for each individual based on their needs and criminogenic risks. By matching reentry strategies to individual needs and grouping individuals into various tracks, the reentry team can be as efficient and cost-effective as possible in their use of limited and valuable resources.

Assessment

Once each individual has been triaged, more in-depth assessments should be administered to individuals based upon the results of their initial screenings, if at all possible. For instance, individuals with identified mental health and/or substance use needs should be given proper assessments by qualified professionals so that they can develop treatment plans while they are in custody.

Planning

Finally, after individuals have been triaged and received necessary assessments, each individual should receive case management services whereby a case manager works with them to develop an individualized case plan to help meet their needs while they are in custody, reduce their criminogenic risks, and make smooth handoffs to out of custody services upon release.

Considerations/Limitations

There are a number of important considerations that the Reentry Planning Workgroup confronted through the course of the planning process and that will continue to limit the County’s ability to implement a comprehensive pre-release planning process for all individuals incarcerated in the county. The two primarily limitations for this process were limited data on the County’s custodial population and limited resources for this process.

In terms of data limitations, there are a number of limitations to the Sheriff’s Office’s Jail Management System (JMS), which have been noted in RDA evaluations and in other analyses of Contra Costa County’s criminal justice systems and partners. In particular, there is no reliable data on the weekly flow of individuals into or out of each County Detention Facility, nor the average lengths of stay for different segments of the custodial population. These limitations made it difficult to estimate the total number of potential pre-release planning participants on a weekly or monthly basis, or their likely length of stay.
This complicated the development of estimates of the number of individuals to be served over what period, and how to deploy the program across three facilities.

In addition to these data limitations, the primary limitation the workgroup grappled with was the absence of dedicated resources to support pre-release planning for individuals incarcerated in the County’s detention facilities. Implementing a number of new activities will undoubtedly require additional staffing, which has not been allocated to date; however because these activities have never previously been implemented, there is no data by which to estimate the total staffing that will be necessary to support a robust pre-release planning process.

Proposed Pilot

The workgroup developed a pilot pre-release planning program that can be implemented on a limited-duration basis that acknowledges capacity and data limitations yet enables measurement for future expansion. Key elements of the pilot include:

- Target population limited by size and facility;
- Process that reflects best practices, including outreach and engagement, screening, and planning that engages both the participant and
- Engagement of existing staff and resources to accomplish implementation, governance, and measurement.

Target Population

This pilot project will target individuals incarcerated at West County Detention Facility (WCDF) who have an anticipated length of stay of two weeks or more, but are not being held pending transfer to the California Department of Corrections and Rehabilitation (CDCR) or other location. This includes sentenced individuals who have at least two weeks until their projected release date and pre-trial individuals who self-report an expectation that they will spend at least two weeks in custody. Up to 36 individuals will be able to enroll in the project on a weekly basis, 24 men and 12 women.

The Reentry Planning Workgroup made this decision for several reasons. First, the workgroup was committed to developing a process that could be implemented during the upcoming (2016/17) fiscal year, and thus did not require the allocation of additional resources. For this reason, the number of individuals to be included in the processes needed to be limited to a number who could be served within the current capacity of involved departments, hence the limit of no more than 36 new participants per week. In addition, the Workgroup decided to include individuals who will likely be in custody for two weeks or longer to ensure that, given the project’s limited resources, participants will be in custody long enough to engage in meaningful pre-release planning. While the group recognized that there are a number of challenges experienced by individuals who are in custody for only short periods of time, workgroup members agreed that those challenges are better addressed through a different process that is more tailored to those needs.
Process

As described above, the proposed pilot involves a multi-stage approach. Initial outreach will be conducted across the WCDF facility in order to engage volunteer participants in pre-release planning. A screening tool will be used to identify needs and a Reentry Transition Specialist (RTS) will work with participants to complete a pre-release plan. (See Appendix C for proposed tool.) Key service-providing departments will participate in a needs conference to support for both in-custody and post-release service engagement. Formal processes will guide referrals and data collection in order to enable measurement at every stage of the process. Please see Appendix B for a process flow of the proposed pilot pre-release planning project.

Participant Outreach

In order to adequately inform the target population about the program, the pilot will recruit participants through two stages. WCDF has a pre-established Orientation for inmates who are brought to the facility. In the first stage of outreach, inmates learn about the services available in the facility via a flyer provided during Orientation; this process point was identified by the workgroup as an opportunity to provide inmates with basic information about the pilot. In the second stage of outreach, potential participants indicate interest in attending a screening session by signing up at a sheet located in their dormitory. The Reentry Transition Specialist (RTS) will collect the sign-up sheets on a regular basis and prioritize potential participants according to pilot capacity and length of stay, with a minimum self-reported projected stay length of two weeks.

Program Screening

The Reentry Transition Specialist will conduct twice-weekly men’s and once-weekly women’s pilot group screening sessions with a maximum of 12 participants per session, to allow for individualized attention if needed. During the screenings, the RTS will assist the attendees with completing the Inventory of Needs (Appendix C) over a period of 45 minutes to one hour. The RTS will facilitate completion of the form to the greatest extent possible; however, if additional time is needed for the participant to finish or if they require assistance, time is allotted for this in the post-screening individual meeting between the RTS and participant. If the RTS identifies during the program screening that the participant has an urgent need for an in-custody service, the PRP process will continue but the RTS will also make the appropriate immediate referral. (Detention Health Services currently screen all incoming individuals for immediate health and mental health needs, but this screening may catch individuals who were missed during that process or have since developed an urgent need that has not been reported to DHS.)

Case Planning and Review

As soon as possible after the Program Screening, the RTS will meet privately with participants to complete and confer regarding the participant’s completed Inventory of Needs. The RTS will present relevant findings at a Needs Conference, where a Pre-Release Plan will be created and tasks assigned. If the RTS identifies that the participant has an urgent need for an in-custody service during the individual meeting, the PRP process will continue but the RTS will also make the appropriate immediate referral.
Needs Conference

The Needs Conference will occur weekly, ideally on a day when there is no Group Screening. The Reentry Specialist will chair the Needs Conference with the following members also ideally attending:

- In-custody education
- County Probation
- Detention Health Services
- County Office of Education
- Peer Professionals (Success Center/Reentry Network/Men and Women of Purpose/Reach Fellowship)

Needs Conference participants will 1) develop and/or review Pre-Release Plans, 2) identify and/or confirm levels of need, 3) assign Primary and Secondary Case Managers, and 4) refer to in-custody services as needed. The Needs Conference assigns tasks on a new or existing Pre-Release Plan to appropriate entities; if in-custody referrals are needed and the appropriate staff member is not present to accept it, the Primary Case Manager will be responsible for subsequently completing the referral.

New Cases. The Reentry Transition Specialist will review all new completed Inventory of Needs forms with Needs Conference attendees and identify areas for Pre-Release Planning. All cases will have a Primary and Secondary worker assigned, for two reasons: 1) to provide the most appropriate services to the participant while they are in custody, and 2) to foster a strong relationship with a Peer Professional who will facilitate the participant’s transition back to the community upon release.

Primary and Secondary worker assignment will be made by the Needs Conference based on considerations such as the number, type, and complexity of identified needs in order to provide the most appropriate in-custody services. If the participant has a high level or a highly complex constellation of needs, the Reentry Specialist may retain the case for Primary Case Management with a Peer Professional as a Secondary Case Management support. However, in all other cases Primary Case Management will be provided by a Peer Professional with Secondary Case Management support assigned to the Reentry Specialist. For all cases, the Reentry Specialist will be responsible for applications for state benefits.

Ongoing Cases. The Needs Conference team will review ongoing cases as needed to adjust the Pre-Release Plan. The Primary Case Management worker will present the case to the team and discuss any progress or barriers toward goals; the team will decide collaboratively the course of action needed to resolve any issues. If new in-custody referrals are needed and the appropriate staff member is not present, the Primary Case Manager will be responsible for subsequently completing the referral.

In-Custody Case Management/Ongoing Case Review

The Reentry Transition Specialist and Peer Professional will work in partnership on an assigned case to:

- Collaborate with the inmate to establish clear roles and expectations for the Pre-Release Plan
- Complete referrals to custody and community services
• Address barriers to completing the Pre-Release Plan promptly
• Report significant barriers to Pre-Release Plan Success
• Ensure there is a concrete plan for post-release, including an appointment for the inmate to meet with their Peer Professional in the community

Ongoing case review serves to appraise and modify Pre-Release Plans, make referrals as needed, and to monitor participant progress on tasks. The Case Manager will meet with the participant as needed to complete the portions of the Plan that require work while they are in custody, as well as to strategize the approach to the end of the participant’s sentence and their transition to the community.

Pre-Release Planning & Release Plan/Appointments

Appropriate assignment of Case Management roles by the Needs Conference is a critical component of the Pre-Release Plan. The Needs Conference should (whenever possible) make assignments with the intention of allowing for a continuous relationship between the assigned Peer Professional and the participant post-release. If this is not possible, ensuring a warm-handoff from the assigned Case Manager to the community-based resource is strongly encouraged, as the custody-to-community transition is a time of extreme vulnerability. The Pre-Release Plan will be created during the Needs Conference in a manner that will allow the plan components to be easily transferred to the community case manager upon the participant’s release, whether or not this is the same Peer Professional the participant was working with while incarcerated.

The Primary Case Manager will make the necessary appointments with community based services (including behavioral and physical health services) for each participant returning to the community. In addition, transportation arrangements for each appointment and/or referral will be clearly laid out in the Release Plan/Appointments portion of the Pre-Release Plan (Appendix D).

Oversight

Pilot governance is imperative and provides a framework within which day-to-day decisions are made, linkages to out of custody services are built, pilot structures are determined, and evaluation measurements are established. There will be two governing bodies that comprise Contra Costa County’s Pre-release Planning governing structure—a Steering Committee and smaller Operations Workgroup.

Steering Committee

The Pre-release Planning Pilot Steering Committee will be comprised of representatives from each the following agencies:

• Sheriff’s Office
• County Administrator’s Office
• County Office of Education
• Probation Department
• Office of the Public Defender
• Mental Health Services
• Alcohol and Other Drug Services
• Homeless Program
• Detention Health Services
• West County Reentry Success Center
• Central/East Networked System of Services
• Reentry Coordinator

The Steering Committee will help to define responsibilities for Reentry team members and help ensure accountability among team members as well as the sustainability of the Pilot. Ultimately, the Steering Committee will maintain the following governance responsibilities:

• Identify involved stakeholders, their roles and responsibilities, and communication method(s)
• Build linkages to out of custody services
• Identify a process for recording/communicating day-to-day implementation learnings
• Identify the stakeholders involved in measuring the pilot’s fulfillment of its stated objectives
• Define an escalation/resolution process for issues that arise during the pilot
• Report to QAC quarterly, and to CCP as needed

Operations Workgroup

In addition to the larger Steering Committee, a smaller Operations Workgroup will meet regularly to monitor Pilot implementation and program processes, particularly during the implementation phase. The Operations Workgroup will be comprised of representatives from each of the following agencies/positions:

• Sheriff’s Office (Chair)
• Reentry Transition Specialist
• County Administrator’s Office
• County Office of Education
• Reentry Coordinator
• West County Reentry Success Center
• Central/East Networked System of Services

Operations Workgroup meetings will focus on Pilot activities and learnings. This meeting will provide a venue for program-related communication between Reentry team members and will allow programmatic shortcomings to be identified and adaptations to be implemented in real time on as needed basis. The Operations workgroup will provide quarterly reports to the Steering Committee and escalate to the Steering Committee on an as needed basis as well.
Reentry Transition Specialist Responsibilities

In addition to the Essential Duties described in the Contra Costa County Office of Education Reentry Transition Specialist Job Description/Essential Elements, The Reentry Transition Specialist is the day-to-day manager of the Pre-Release Planning Pilot program. RTS responsibilities to the Pilot include:

- Ensuring that fliers are available for all Booking Orientations
- Ensuring that dormitory sign-up sheets are available and collected in a timely manner
- Monitoring the sign-ups for attendance at Screenings
- Conducting the Screening sessions and assist participants with the Inventory of Needs
- Conducting the individual meetings with Participants to complete/review the Inventory of Needs
- Chairing the Needs Conference
- Acting as Primary or Secondary assigned Case Manager on each case
- Completing all referrals for benefits
- Participating in ongoing Case Review with participants when assigned as Primary Case Manager
- Ensuring the identified data required to track Pilot measures is gathered

Outstanding Questions

Implementation Questions

The following questions should be addressed as part of implementation planning, prior to initiating the pre-release planning pilot:

A. Roles & Responsibilities
   1. What is the capacity of the RTS to conduct screenings and 1-on-1 follow up meetings in the context of other responsibilities?
   2. Will representatives from County Departments and/or CBOs be expected to meet with participants in custody? If so, how will the County ensure buy-in from these agencies?
   3. Which entities will participates in Needs Conference? Suggested entities include RTS, Sheriff, DHS, Probation, West County Reentry Success Center and Central/East Networked System of Services.
   4. Who will the MOU for RTS services include? CCCOE and SO?

B. Pre-Release Planning Activities, Process and Logistics
   1. What is the mechanism for the RTS to find out what is happening with participants?
   2. Where will needs conference be located?
   3. How will the County measure the effectiveness of the pilot program? What data elements will be used? Who will collect these? Who will report these? To whom?
   4. What should be the frequency of the Needs Conference at pilot start?

---

5. How will DHS hand off participants to BH in order not to lose them from services upon release?
6. What resources are available to address language barriers during the pilot? (Recommendation: Meeting to include CCCOE, DHS, SO)
7. Will the pilot include the ICE population? If so, how will release needs be addressed? If not, how will outreach efforts clearly articulate this limitation?
8. What data system will the RTS use to track Pilot participants and referrals, through Service Point or Salesforce? How will access be enabled?
9. Which public agencies are willing to commit to enrolling participants in services prior to release? How can capacity be identified?
10. How long will the pilot operate? What is the reporting frequency?

Measurement of Pilot Success

In order to measure implementation and Pilot success, RDA suggests tracking the following measures as part of Pilot implementation:

- Total number of individuals who sign up each week
- Total number of who attend each PRP Overview and Screening
- Participant attrition
- Total number of 1-on-1 follow ups with RTS each week
- Average time spent for each 1-on-1 follow up with RTS
- Attendance at Needs Conference
- Number of cases reviewed at each Needs Conference
- Number of Plans developed
- MWP/REACH contact with participant
- Referrals, pre- and post-release linkages
- Participant experience (potentially through Probation or Network/Center contact)
### Appendix A

#### Table 1: Reentry Planning Workgroup Participants

<table>
<thead>
<tr>
<th>Name</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mark Messerer</td>
<td>Behavioral Health Services, AODS</td>
</tr>
<tr>
<td>Stephanie Van Houten</td>
<td>Behavioral Health Services, AODS</td>
</tr>
<tr>
<td>David Seidner</td>
<td>Behavioral Health Services, Forensic Mental Health</td>
</tr>
<tr>
<td>Jill Ray</td>
<td>Board of Supervisors District 2</td>
</tr>
<tr>
<td>Stephanie Medley</td>
<td>Community Advisory Board</td>
</tr>
<tr>
<td>Julie Kelley</td>
<td>Contra Costa Health Services</td>
</tr>
<tr>
<td>Lara De Laney</td>
<td>County Administrators Office</td>
</tr>
<tr>
<td>Rachelle Buckner</td>
<td>CCCOE/Jail Education</td>
</tr>
<tr>
<td>Lindy Khan</td>
<td>CCCOE/Jail Education</td>
</tr>
<tr>
<td>Candace Tao</td>
<td>Detention Health Services</td>
</tr>
<tr>
<td>Sam Rosales</td>
<td>Detention Health Services</td>
</tr>
<tr>
<td>Jenny Robbins</td>
<td>Behavioral Health Services, Homeless Program</td>
</tr>
<tr>
<td>Vic Montoya</td>
<td>Adult Mental Health Services</td>
</tr>
<tr>
<td>Kathy Narasaki</td>
<td>Reentry Network for Returning Citizens</td>
</tr>
<tr>
<td>Nic Alexander</td>
<td>Reentry Success Center</td>
</tr>
<tr>
<td>Melvin Russell</td>
<td>Probation Department</td>
</tr>
<tr>
<td>Ted Martell</td>
<td>Probation Department</td>
</tr>
<tr>
<td>Robin Lipetzky</td>
<td>Public Defender’s Office</td>
</tr>
<tr>
<td>Ellen McDonnell</td>
<td>Public Defender Office</td>
</tr>
<tr>
<td>Donte Blue</td>
<td>Reentry Coordinator</td>
</tr>
<tr>
<td>Matthew Schuler</td>
<td>Sheriff’s Office</td>
</tr>
<tr>
<td>Chris Simmons</td>
<td>Sheriff’s Office</td>
</tr>
<tr>
<td>Robyn Hanson</td>
<td>Sheriff’s Office</td>
</tr>
<tr>
<td>Chrystine Robbins</td>
<td>Sheriff’s Office</td>
</tr>
<tr>
<td>Patty Grant</td>
<td>Sheriff’s Office</td>
</tr>
<tr>
<td>Tiombe Mashama</td>
<td>Transitions Clinic</td>
</tr>
<tr>
<td>Charles Brown</td>
<td>Workforce Development Board</td>
</tr>
</tbody>
</table>
Appendix C

Contra Costa County Pre-Release Planning: Inventory of Needs

Purpose and Introduction to Participant

The Inventory of Needs tool primarily consists of questions to be completed in an individual interview with the participant, but should also include a signed acknowledgement that participants:

- Have been advised of the purpose of the assessment
- That information gathered may need to be shared in order to coordinate release planning services
- That completion of an ROI is optional, but that not consenting to sharing information may impact the level of assistance that can be provided
- That the Reentry Specialist is required to report any suspected child or elder abuse/neglect

Some measures are scaled, as follows:

<table>
<thead>
<tr>
<th>Rating Number</th>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>No concern</td>
<td>I am not worried about this at all.</td>
</tr>
<tr>
<td>2</td>
<td>Minor</td>
<td>I have had some problems with this before, but I am not that worried about it right now.</td>
</tr>
<tr>
<td>3</td>
<td>Stable</td>
<td>I am having a problem with this right now but I have a plan to work on it. I am not worried that this is a threat to my life or safety.</td>
</tr>
<tr>
<td>4</td>
<td>Serious</td>
<td>I am having a problem with this right now and I do not know how I am going to fix it. And/or: I am worried that this issue is a threat to my life or safety.</td>
</tr>
<tr>
<td>5</td>
<td>Crisis</td>
<td>I am very concerned about this. It is one of my biggest worries. And/or: This is definitely a threat to my life or safety.</td>
</tr>
</tbody>
</table>
Tool

Basic Information

- Assessment completion date:
- Staff member assisting with assessment, if applicable:
- Participant Name (including any aliases):
- DOC number:
- SSN:
  - Do you have a SS card?
  - Do you have access to your SS card?
- Do you have a Birth Certificate?
  - Do you have access to your Birth Certificate?
- Are you a veteran?
  - If you are a veteran, what type of discharge did you receive?
- Are you an American Indian or Alaska Native?
  - If yes, what is your tribal affiliation?
  - What is your tribal membership status? (Enrolled/Not Enrolled)

Physical Health (brief screen)

- Do you have any current medical needs?
  - Please rate the severity of these conditions (scale)
- Do you have any ongoing/chronic medical conditions?
  - Please rate the severity of these conditions (scale)
- Do you take any medications?
  - Do you have a supply of these?
  - How critical are these medications to your health? (scale)
- When was the last time you saw a doctor?
- Has your health changed since you last saw a doctor?
  - If yes, explain.
- In the community do you have a regular doctor or clinic you visit for care?
- What level of concern do you have about your physical health? (scale)

Mental, Behavioral and Emotional Health (brief screen)

- Have you ever been diagnosed with a mental health condition?
- Has your mental health changed recently?
- Do you have any current mental health needs?
  - Please rate the severity of these conditions (scale)
- Do you have any chronic/ongoing mental health conditions?
  - Please rate the severity of these conditions (scale)
- Do you take any medications for your mental health?
  - Do you have a supply of these?
Contra Costa County
AB 109 Pre-release Planning

- How critical are these medications to your health? (scale)
  - Suicide Screen (SBQ-R)²
  - When was the last time you saw a professional about your mental health needs?
  - What level of concern do you have about your mental, behavioral or emotional health? (scale)

Alcohol and Other Drugs (brief screen)
- Do you currently or have you in the past struggled with alcohol or other drugs? (scale)
  - Are you currently using and to what degree? (scale)
  - What happens when you are withdrawing?
  - Have you ever been to treatment?
    - When?
    - Did you complete it?
      - If not, why not?
  - Do you currently need treatment?
  - Have you ever relapsed?
    - If yes, what contributes to relapse?
    - What helps you prevent relapse?
- What level of concern do you have about your alcohol or other drugs? (scale)

Education (brief screen)
- What level of education have you completed?
  - If you haven’t completed high school, are you interested in completing it or obtaining a GED?
  - Are you interested in completing any vocational programs?
- Are you able to read and write?
- What level of concern do you have about education? (scale)

Housing
- Do you have an established rental history?
  - Any evictions?
- Where did you live before you were incarcerated?
- Where will you live when you are released?
- If housing is identified, who else lives there and how are you related to them?
  - Do they agree to have you live there?
    - Does the landlord?
    - How long can you stay?
- What level of concern do you have about housing?

² Cannot be self-administered.
Modified Scale:

<table>
<thead>
<tr>
<th>Rating Number</th>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>No concern</td>
<td>I have a place to stay upon release with no restrictions</td>
</tr>
<tr>
<td>2</td>
<td>Minor</td>
<td>I have several possible options for housing, but no definite plan</td>
</tr>
<tr>
<td>3</td>
<td>Uncertain</td>
<td>I have one or two possible options for housing, but I am not sure whether I can go there</td>
</tr>
<tr>
<td>4</td>
<td>Serious</td>
<td>My only housing option upon release would violate release conditions OR my only housing option poses a threat to my health or safety</td>
</tr>
<tr>
<td>5</td>
<td>Crisis</td>
<td>I will be homeless upon release</td>
</tr>
</tbody>
</table>

Benefits and Eligibility

- Before being incarcerated, were you receiving any benefits?
- What level of concern do you have about benefits? (scale)

Civil/Legal Services

- Other than the current case, are you a party to any other legal actions, including child welfare?
  - Do you have an attorney?
- Are you a legal resident of the US?
  - If not, do you know of any pending immigration actions against you or your family?
- What level of concern do you have about your legal status? (scale)

Employment & Financial

- Before you were incarcerated, were you employed?
  - Can you return to this job after release?
  - Was this your main source of income?
- What type of work have you done previously?
- Do you possess any special work skills?
  - Do you have any current or past certifications (CDL, forklift?)
- Do you have any savings?
- Do you have any debt?
  - How much?
- Do you know your credit rating?
- What level of concern do you have about your employment or financial status?

Family Reunification

- Do you have any family locally?
  - Who and where?
- Do you have any children?
  - How old are they?
  - Do they have any special needs?
  - Where and with whom do they live?
Are your children attending school regularly? If not of school age, are their childcare needs adequately met?

Do you have any concerns about their care and well-being?

Do you get along well with the person caring for your child(ren)?

If they do not live with you, how much contact did you have with them before you were incarcerated?

How much contact do you have with them now?

What level of concern do you have about your family? (scale)

Community Support

Do you have many, some, few or no law-abiding social supports?

Are you affiliated with a gang?

Do you plan to return to the gang after release?

No: How do you plan to separate from the gang?

What is your religious affiliation/church membership

What level of concern do you have about your community supports? (scale)

Transportation

What types of transportation do you use?

If you have a car, is the registration current and do you have insurance?

What type of transportation will you use to get home when you are released?

What level of concern do you have about transportation?

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3 Answers to this question may require that the assessing individual complete a mandated report. The participant should be reminded of requirement to report suspected child abuse/neglect prior to asking the question.
Appendix D

The RTS, who will chair the needs conference, will complete the first portion of the Pre-Release Plan Template for each program participant during the Needs Conference. The Chair will complete each column fully by:

- Filling out the basic information (Name, Inmate Number, etc.) completely
- Checking the box for each “Area of Need” indicated by the completed Inventory of Needs, and writing a brief “Description” of the need in collaboration with the participant
- Conferring with the Conference attendees over appropriate referrals and indicating those for follow-up with a checkbox
- Completing/maintaining the Action Plan, Person Responsible and Timeframe column

In preparation for imminent release, the Primary Case Manager will complete the Release Plan/Appointments section, ensuring that date, time, agency name, address, phone number, contact person, and transportation plan are addressed for each entry. At minimum, each Release Plan/Appointments section will establish a linkage with Men and Women of Purpose and/or Reach Fellowship.

**Contra Costa County PRP: Pre-Release Plan Template**

<table>
<thead>
<tr>
<th>Name: Inmate number:</th>
<th>Date of L-FIN: Date of Plan:</th>
<th>Primary Assigned Worker: Secondary Assigned Worker:</th>
<th>Next Court Date: Anticipated release:</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Area of Need and Description</th>
<th>Resource/Referral</th>
<th>Action Plan, Person Responsible and Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>□Documents and Identification</td>
<td>□Insert appropriate referral options into template here</td>
<td></td>
</tr>
<tr>
<td>□Physical Health</td>
<td>□Insert appropriate referral options into template here</td>
<td></td>
</tr>
<tr>
<td>□Mental, Behavioral and Emotional Health</td>
<td>□Insert appropriate referral options into template here</td>
<td></td>
</tr>
<tr>
<td>□AOD</td>
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July 2016 | 18
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<td>Community Support</td>
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</tr>
<tr>
<td>Transportation</td>
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</tr>
</tbody>
</table>

**Release Plan/Appointments**

Appointments have been made for you as part of your Pre-Release Plan, as follows (date, time, agency name, address, phone number, contact person, transportation plan):

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July 2016 | 19
COMMUNITY CORRECTIONS PARTNERSHIP

Meeting Date: 08/05/2016
SUBJECT: Proposal to Establish a County Office of Reentry and Justice (ORJ)
FROM: David Twa, County Administrator
DEPARTMENT: County Administrator

RECOMMENDATION:
1. RECOMMEND establishing a County Office of Reentry and Justice (ORJ) within the County Administrator's Office, as a pilot project to commence January 1, 2017.

2. PROVIDE direction to staff.

BACKGROUND:
At its May 6, 2016 meeting, the CCP received a proposal from its Community Advisory Board (CAB) to establish a County Office of Reentry and Justice (ORJ) in the Probation Department. The CAO indicated that the proposal for an ORJ was under consideration for establishment in the County Administrator's Office. Over the past two months, the CAO's office has consulted with the CAB in the development of this proposal, which builds on the work of the CAB and provides for a 2.5 year pilot project during which the ORJ will be established and implemented.

DISCUSSION:
See attached report.

FISCAL IMPACT (if any):
See attached report which includes a Budget for the ORJ.

Attachments
ORJ Pilot Proposal from CAO
Objective

Consistent with the CAB recommendation, establish an Office of Reentry and Justice (ORJ) in the County Administrator’s Office (CAO) as a 2.5 year pilot project, located in the former Crime Lab building, formally commencing on January 1, 2017. At the conclusion of the pilot, the CAO will evaluate the ORJ functional performance, achievements, and utility as well as resource availability and utilization, and make a recommendation to the Board of Supervisors on its future operations.

Scope and Responsibilities

The mission of the ORJ will be to build on, align and formalize a cohesive structure for the work currently being provided by the CAO and the contracted Reentry Coordinator in advancement of public safety realignment and justice initiatives. The scope and responsibilities are broadly defined as:

- coordinating a broad array of reentry, public safety realignment, and justice-related services;
- facilitating collaborative efforts around policy development, operational practices and supportive services;
- advancing knowledge of relevant issues, research and best-practices in the fields of reentry and justice;
- fostering capacity-building and partnership development;
- leading the procurement process and contract management for community-based reentry and justice service providers;
- identifying and developing new initiatives and funding opportunities;
- supporting legislative advocacy;
- managing data and evaluation of funded services; and
- conducting public outreach, information sharing and community engagement.

Budget

The Budget for the ORJ will include AB 109 funding allocated to the CAO and Probation Office (for the contracted Reentry Coordinator), in-kind administrative and clerical support services of the CAO, a portion of the County’s allocation of AB 109 “Planning and Implementation” funding\(^1\), as well as funding from the Local Innovation Subaccount\(^2\). AB 109 funding for the District Attorney’s Ceasefire Program Coordinator allocation may also be included. This

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\(^1\) $663,716 is the fund balance in the Planning & Implementation fund, pending ServicePoint database funding.

\(^2\) The Local Innovation Subaccount exists only at the local level. The subaccount—funded by taking a ten percent share of public safety-related growth accounts—is intended to promote local innovation and County decision making at the Board of Supervisors level.
proposal does not draw down any of the AB 109 fund balance, but rather reallocates existing expenditures already budgeted.

**Staffing**

To launch the pilot project, the CAO will recruit and hire an ORJ Program Manager (starting Jan. 1, 2017) at the salary level commensurate with the ADDF classification. The ORJ will be staffed by a Senior Deputy County Administrator (in the role of the Director of ORJ), a Program Manager, a Senior Management Analyst, and clerical support services. The ORJ may also host the AB 109-funded Ceasefire Coordinator. The ORJ will develop a fellowship program with UC Berkeley and/or Stanford to provide internship opportunities to graduate students for special projects. In the third year, the ORJ would recruit and hire a Research and Evaluation Manager at the VQHA classification.

1. ORJ Director (0.9 FTE, *Senior Deputy County Administrator*; 0.5 FTE in year 3)
2. Program Manager (1.0 FTE, *ADDF classification*)
3. Senior Management Analyst (0.3 FTE, *in-kind* FY 16-17; 1.0 FTE FYs 17-19)
4. Data Systems Analyst contractor in FY 17-18; 1.0 FTE Research & Evaluation Manager FY 18-19)
5. Advanced Level Secretary (0.2 FTE, *in-kind* FY 16-17; 0.5 FTE FY 17-19)
6. Intern/Fellow from UC Berkeley (*stipend*)
7. Ceasefire Program Coordinator (1.0 FTE, *to be determined*)

**Functions**

1. **Program Management**
   a. Work Plan development and oversight for 2016, FYs 17-19
   b. Staff support to Community Corrections Partnership (CCP), Quality Assurance Committee (QAC), and the Community Advisory Board (CAB)
   c. CBO Procurement Process and Contract Management
      i. 17 CBO contracts: contract development, billings, over-sight of implementation
   d. Reentry Network and Reentry Success Center Coordination
      i. RFP Process for Network Team contract
   e. Policy and initiative development
      i. Innovation Fund Program development and implementation
      ii. Capacity Building Program development and implementation
   f. Inter-agency, countywide program development, coordination
   g. Public outreach, information, and engagement
   h. Grant development/management
   i. Intern/Fellow Program Development and Management

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3 The District Attorney and CAO’s office are currently in discussions about this concept.
2. **Program Evaluation, Data Collection, Systems Planning**

   a. Update Reentry Strategic Plan
   b. Update AB 109 Operations Plan
   c. Racial Justice Taskforce Facilitation
   d. AB 109 Annual Report
   e. AB 109 Quarterly and Monthly Reporting analysis
   f. ServicePoint and Salesforce information integration *(or transition)*
   g. Case management system integration with evaluation and service delivery data
   h. AB 109 Dashboard maintenance and analysis
   i. Referral feedback loop with Probation
   j. Periodic performance evaluation, needs analysis

3. **Capacity and Resource development**

   a. CBO and County Department capacity building
      i. Capacity Assessments
      ii. Development of Grant Program
   b. Staff training/professional development
   c. Grant writing/resource development
      i. Identification of funding opportunities
      ii. Technical assistance for applications
      iii. Grant writer resources

The CAO acknowledges the valuable input of the CAB in the development of this Proposal and appreciates the collaborative spirit the CAB has demonstrated in our discussions. The “Deliverables and Outcomes” put forward in the CAB Proposal of 5/6/16 are consistent with the intentions of the CAO in the establishment of the ORJ. The CAO will provide an ORJ Work Plan to the CCP at its October meeting for further consideration.

**Attachments:**

Attachment A: CAO Budget for Pilot ORJ

Attachment B: CAB Proposal to Establish a Contra Costa County Office of Reentry & Justice

Attachment C: District Attorney’s “Ceasefire, Community and Restorative Justice Project”

Attachment D: Local Innovation Fund letter from Dept. of Finance
### ORJ Pilot Project: Year 1

<table>
<thead>
<tr>
<th>FTE</th>
<th>Jan. 1, 2017</th>
<th>Assumptions</th>
<th>Cost to CAO's Office Budget</th>
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<tbody>
<tr>
<td><strong>Expenditures</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Director of ORJ</td>
<td>0.9 $78,326</td>
<td>Senior Deputy County Administrator, fully-loaded</td>
<td>$2,078</td>
</tr>
<tr>
<td>Program Manager</td>
<td>1.0 $84,887</td>
<td>ORJ Program Mgr., half year at ADDF classification</td>
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<td>Senior Management Analyst</td>
<td>0.3 $-</td>
<td>- dedicated portion of Vana Tran's time</td>
<td>$15,199</td>
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<tr>
<td>Ceasefire Coordinator</td>
<td>1.0 $83,000</td>
<td>to be determined</td>
<td>$254,261</td>
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<tr>
<td>Intern/Fellow</td>
<td>$8,000</td>
<td>Beginning Jan. 2017</td>
<td>$49,211</td>
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<td>Administrative Support</td>
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<td>- dedicated portion of Adv. Sect./Exec. Assist. CAO</td>
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<td><strong>Sub-total</strong></td>
<td>3.4 $254,261</td>
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<td>$49,211</td>
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<tr>
<td><strong>Data, Evaluation &amp; Systems Planning</strong></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Annual Report Update</td>
<td>$-</td>
<td>- On-going: to be performed by CAO staff</td>
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<tr>
<td>Ceasefire Program Facilitation</td>
<td>$27,000 RFP</td>
<td>FY 16-17 AB 109 budget for District Attorney</td>
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<tr>
<td>AB 109 Operations Plan Update</td>
<td>$27,000 RFP</td>
<td>One-time: cost proposals to be solicited from contractors</td>
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<td>Racial Justice Taskforce Facilitation</td>
<td>$27,000 RFP</td>
<td>One-time: cost proposals to be solicited from contractors</td>
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<td><strong>Operating Costs</strong></td>
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<td>Office establishment</td>
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<td>Local transportation</td>
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<tr>
<td>Communications</td>
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<td>Office Supplies</td>
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<td>Printing</td>
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<td>Conferences and travel</td>
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<td><strong>Capacity Building</strong></td>
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<tr>
<td><strong>Innovation Fund Program</strong></td>
<td>$239,000</td>
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<td></td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$902,261</strong></td>
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<tr>
<td><strong>Revenues</strong></td>
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<td>CAO AB 109 Budget: half year</td>
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<td>CAO AB 109 Budget: Data Analyst</td>
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<td>CAO AB 109 Budget: Data-Program Evaluation</td>
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<tr>
<td>Probation AB 109 Budget: 50% of Reentry Coordinator contract</td>
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<td><strong>Total Revenues</strong></td>
<td><strong>$902,261</strong></td>
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## ORJ Pilot Project: Year 2

### FY 2017-18 FTE Assumptions

#### Expenditures

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<tr>
<td>Director of ORJ</td>
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<tr>
<td>ORJ Program Manager</td>
<td>$178,016</td>
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<tr>
<td>Senior Management Analyst</td>
<td>$108,502</td>
<td>1.0 fully loaded, TBH</td>
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<td>Ceasefire Coordinator</td>
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**Subtotal** $608,388 4.4

**Data, Evaluation & Systems Planning**

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<th>Item</th>
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<tbody>
<tr>
<td>Annual Report Update</td>
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<td>On-going, performed in-house</td>
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<tr>
<td>Evaluation</td>
<td>$30,000</td>
<td>Periodic performance measurement reports, analysis</td>
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<tr>
<td>Data Systems Administrator, Analyst</td>
<td>$54,612</td>
<td>Contractor for database development, training, maintenance; dashboard maint.</td>
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**Total Expenditures** $1,087,500

**Revenues**

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<tr>
<th>Item</th>
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<tr>
<td>CAO AB 109 Budget</td>
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<td>CAO AB 109 Budget</td>
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<td>CAO AB 109 Budget</td>
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<tr>
<td>Probation AB 109 Budget</td>
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<tr>
<td>AB 109 Planning &amp; Implementation Funding</td>
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<tr>
<td>Local Innovation Fund Subaccount</td>
<td>$239,000</td>
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<tr>
<td>DA AB 109 Budget for Ceasefire Program Coordinator</td>
<td>$110,000</td>
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**Total Revenues** $1,087,500
## ORJ Pilot Project: Year 3

### FY 2018-19 FTE

#### Assumptions

### Expenditures

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<th>Personnel</th>
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<th>FTE</th>
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<tr>
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<td>Administrative Support</td>
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**Subtotal**: $684,500 (5.0 FTE)

- **Capacity Building**: $145,000
  - Prof development, convenings, specialized contracted services
- **Innovation Fund**: $239,000
  - Unknown estimate
- **Operating Costs**: $19,000
  - Conferences, travel, office supplies, printing, communications

**Total Expenditures**: $1,087,500

### Revenues

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<tr>
<th>Revenues</th>
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<td>CAO AB 109 Budget</td>
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<tr>
<td>Probation AB 109 Budget</td>
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<td>AB 109 Planning &amp; Implementation Funding</td>
<td>$150,000</td>
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<tr>
<td>Local Innovation Fund Subaccount</td>
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</tr>
<tr>
<td>DA AB 109 Budget for Ceasefire Program Coordinator</td>
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</table>

**Total Revenues**: $1,087,500
Proposal to Establish a Contra Costa County Office of Reentry & Justice (ORJ)
Presented by the Contra Costa County Community Advisory Board
Submitted to the Community Corrections Partnership
July 6, 2016

1. Executive Summary

Consistent with the recommendations developed by the Contra Costa County Community Advisory Board (CAB) and submitted to the Community Corrections Partnership (CCP) and the Public Protection Committee (PPC) from December 2015 through February 2016, the CAB proposes that Contra Costa County establish a County Office of Reentry and Justice (ORJ), expanding on and formalizing the role and responsibilities currently under the management of the County’s Reentry Coordinator, a single contracted position.

The CAB proposes that the ORJ be established as a three-year pilot project, administratively housed in the County Administrator Office and operating concurrently with the upcoming three-year cycle of AB109-funded contracts and budget allocations. With a staff of 4.25 FTE, the ORJ will further Contra Costa County’s collective efforts to advance the County’s reputation as a national leader in smart justice.

The annual budget for the proposed ORJ is estimated at $682,758. However, it is important to note that more than half of this budget could be funded through reallocations of existing line items, with an incremental cost to the County of only $312,958 annually for each of three years. Thus, over the course of the three-year pilot, the total incremental cost would be $938,874. See Section, Staffing and Budget, below.

The massive resources and operational changes ushered in by Federal and statewide forces – such as justice reinvestment, prison realignment, Prop 47 sentencing reform, and the deep shifts signaled by California’s Bureau of State and Community Corrections – provide singular opportunities to improve both efficiencies and outcomes in the justice landscape in Contra Costa County.

Establishing an expanded and formalized structure to coordinate and align the complex array of local justice initiatives is both necessary and appropriate if the County is to maximize the benefits – operational, fiscal, and social – of these unprecedented investments and shifts in the national, statewide and local criminal justice environment.

While Assembly Bill 109 (AB109, or prison realignment) requires that each County establish a Community Corrections Partnership (CCP) as an advisory body to the Board of Supervisors, to supervise efforts related specifically to prison realignment, AB109 represents just one element of the tremendously complex operations related to criminal justice in any given County. Further, even within the purview of AB109, the role of the CCP is to provide policy and budget recommendations; it is not intended or equipped to undertake the day-to-day efforts of cross-sector, inter-agency program development, coordination, implementation, evaluation, and modification.
Reflecting and advancing Contra Costa’s reputation as a leader in justice reform and improvement, the ORJ will provide enhanced resources to a very wide array of stakeholders – the Board of Supervisors, the Public Protection Committee, the CCP, the Quality Assurance Committee, and both public and private agencies – serving as a ready source of project management; research capacity, including ready knowledge of best practices; expertise in both law and social service; deep knowledge of local resources, efforts, and challenges; proven subject matter expertise; communications development and management; and in-house, ongoing evaluation services. Furthermore, this reconfiguration will enhance the County’s capacity to identify and effectively compete for prestigious funding opportunities, while also creating the necessary infrastructure to document and communicate successful efforts countywide.

2. Consistency with Existing County Strategies and Policies
   
a. Countywide Reentry Strategic Plan: This proposal is consistent with the Contra Costa County Reentry Strategic Plan, adopted by the Board of Supervisors in March 2011. Contra Costa has long been recognized for its prescient leadership in criminal justice reform and improvement; the Reentry Strategic Plan, adopted by the Board of Supervisors in March 2011 anticipated prison realignment and the concomitant formation of the CCP, foreshadowing the nation’s increasing commitment to new ways of approaching both justice and public safety. Indeed, the creation of the contracted position of Reentry Coordinator stemmed from that plan’s call for staffing responsible for “establishing a more cohesive and centralized system for providing services, removing policy barriers, increasing community awareness and public safety.”

b. AB109 Realignment Implementation Plan: This proposal is consistent with the Contra Costa County 2011/12 Public Safety Realignment Implementation Plan (adopted September 2011), which writes, “The CCP supports the implementation of County Re-Entry Strategic Plan and will participate in meetings to implement the strategic plan while gathering input on strategies to integrate realignment with broader reentry policies and programs.” The authors of the AB109 Realignment Implementation Plan “recognize that there is an ongoing need to secure funding for the County’s Strategic Reentry Plan separate and apart from the funding allocated for criminal justice realignment.”

c. AB109 Operational Plan: This proposal is consistent with the AB109 Operational Plan (November 2012), which includes strategies and activities to “regularly convene county-wide stakeholders for information sharing and professional development,”1 “provide resources, such as a reentry coordinator, to support inter-organizational coordination,”2 “maximize timely and regular analysis to identify areas of strength and/or concern such that early intervention and correction is possible,”3 and “Provide resources, such as a countywide data analyst, to support data collection and analysis.”4

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1 AB 109 Operations Plan, November 9, 2012, Objective 6.1.a.i
2 Ibid, 6.1.d.i
3 Ibid, 6.3.e.i
4 Ibid, 6.3.e.ii

Proposal to Establish a Contra Costa County Office of Reentry and Justice, developed by CAB, submitted to CCP 5/6/16, p. 2 of 10
3. Justification of Need and Benefit

Since AB109 was implemented over four years ago, Contra Costa has had a great shift in how it addresses criminal justice issues in the county. While all of the Contra Costa’s criminal justice stakeholders, both county and community, have strived to cultivate a more collaborative system, there are still challenges and it is important to continue to build and strengthen the system.

In Research Development Associates (RDA) report in January of this year, they found that the County is experiencing gaps between in-custody and post-release supervision and services and the County’s data infrastructure is in need of being more thoroughly developed to increase stakeholders’ capacity to communicate, collect and evaluate data. Additionally, RDA stated an importance to, “Increase the County’s operational capacity for cross-department planning and implementation efforts by adding additional staffing to support this work.”

Institutionalizing the ORJ and its functions will be essential for enhancing the coordination, integration, and development of the above recommendations to improve the diverse components of the County’s justice and reentry system. With a serious investment in this central and vital role, the County would be able to substantiate any stated intent to pursue an actual integrated strategic approach to its justice and reentry efforts.

4. Scope and Responsibilities

As described in greater detail in the accompanying budget narrative, the ORJ would be responsible for supporting individual agencies and countywide initiatives to advance effective and efficient operations while protecting public safety.

Within the context of justice and reentry, in service to the Board of Supervisors, and in partnership with CAO, the CCP, the CAB, and public and private stakeholders, the ORJ will hold primary responsibility for the following: advancing knowledge on relevant issues, research, and best practices; developing and stewarding policy recommendations; fostering capacity-building and partnership development; leading Requests for Proposals/Qualifications/Interest processes for justice-related initiatives; managing direct service contracts; identifying and supporting implementation of new initiatives and funding opportunities; managing data and evaluation of AB109-funded services; holding responsibility for public outreach, information, and engagement related to reentry and justice.

5. Deliverables and Outcomes

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5 Report submitted by the Public Protection Committee to the Board of Supervisors, entitled “Adoption of the Proposed Plan for an East & Central County Networked System of Services for Returning Citizens,” March 25, 2014.

Proposal to Establish a Contra Costa County Office of Reentry and Justice, developed by CAB, submitted to CCP 5/6/16, p. 3 of 10
<table>
<thead>
<tr>
<th>ORJ Functions</th>
<th>Deliverables</th>
<th>Outcomes</th>
</tr>
</thead>
</table>
| **ORJ Planning and Management** | ● Annual ORJ Work Plan  
● Annual ORJ Budget  
● ORJ Annual Report  
● Other County / Agency Required Reports for County Offices | ● Increase in number of persons diverted  
● Increase in number of persons enrolled  
● Increase in number who complete services/programs  
● Reduction in recidivism rates  
● Increase in innovative pilot projects implemented in the County  
● Reduction in waiting times |

**Supporting individual agencies and countywide initiatives to advance effective and efficient operations while protecting public safety**

- Establish system-wide performance outcomes, develop outcome tracking mechanisms, and conduct periodic performance measurement reports
- Gap/needs analysis reports (e.g., analytical reports on agency and countywide initiatives and operations to identify gaps, needs, areas for improvement or new programs)
- Design and support data-driven pilot projects with agencies / task forces / CBOs
- Assist in drafting/updating tools and templates e.g., pre-release planning template and guidelines
- Organize technical inputs for ad hoc requests from agencies and task forces e.g., assessments of administrative policies and procedures, IT expertise, systems design, process reengineering, training

**Advancing knowledge on relevant issues, research, and best practices**

- Annual Report on State of Reentry and Justice in Contra Costa County (with reentry/AB 109 performance outcomes)
- Reports documenting effective practices for replication
- Best practice clearinghouse web page (website links)
- Policy recommendations on special issues / innovations
- Report outs from participation in multi-country research initiatives
- Respond to information requests from agencies / CBOs

**Developing and stewarding policy recommendations**

- Implementation plans for policy directives (developed through stakeholder engagement, working groups, etc.)
- Policy directive implementation status reports

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Proposal to Establish a Contra Costa County Office of Reentry and Justice, developed by CAB, submitted to CCP 5/6/16, p. 4 of 10
<table>
<thead>
<tr>
<th><strong>Fostering capacity-building and partnership development</strong></th>
<th><strong>Leading Requests for Proposals processes for justice-related initiatives</strong></th>
<th><strong>Outcome</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>● Agendas, research papers, draft outlines, and related secretarial support inputs to working groups tasked with updating County Reentry Strategic Plans, AB 109 plan</td>
<td>● Community needs assessment reports (prior to each RFP cycle)</td>
<td>rate of implementation of approved policy and operational recommendations</td>
</tr>
<tr>
<td>● Secretariat and facilitation support to multi-stakeholder working groups for large scale initiatives (e.g., data management system)</td>
<td>● Assessment reports for current contractors</td>
<td>● Increase in innovations adopted resulting from analytical reports</td>
</tr>
<tr>
<td>● Analytical reports identifying cross-County gaps and inefficiencies (with proposed solutions)</td>
<td>● Proposal of timing, composition of RFPs to be issued</td>
<td>● Reduction in mentally ill jail population</td>
</tr>
<tr>
<td>● Written report outs from best practice conferences and other events attended</td>
<td>● RFPs drafted and announced</td>
<td>● Increase in referrals among agencies and CBOs</td>
</tr>
<tr>
<td>● Ad hoc analytical reports upon request from agencies (cost/benefit, cost avoidance, trend, legislative/policy analyses)</td>
<td>● RFP Q&amp;A sessions</td>
<td>● Increase in placements</td>
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<tr>
<td></td>
<td>● RFP evaluation panels formed, evaluation results documented, and award recommendations submitted to CCP, PPC, etc.</td>
<td>● Increase in number of partnerships in support of effective reentry service delivery</td>
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<td>● Increase in private resources applied to reentry</td>
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<td></td>
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<td>● Increase in # of participants that benefit from pre-release planning</td>
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<td>● Improved access to reentry services</td>
</tr>
</tbody>
</table>

Proposal to Establish a Contra Costa County Office of Reentry and Justice, developed by CAB, submitted to CCP 5/6/16, p. 5 of 10
| **Managing direct service contracts** | • Contractor performance evaluation reports with recommendations / improvement plans  
• Training and coaching sessions for contractors in targeted areas (e.g., data collection and reporting)  
• Authorizations for payment submitted to applicable finance/payment unit based on review/verification of program reports  
• Performance improvement plans for contractors issued  
• Maintain database of contracts, budget documents, program and financial reports, etc.  
• Contractor capacity and service utilization analyses (with solutions e.g., strengthening referral processes, right-sizing programs) | • Improved quality and timeliness of contractor reporting  
• Reduction in contracts terminated for cause  
• Improved cost-effectiveness of contracted services  
• Improved outcomes of contracted services |
| **Identifying and supporting implementation of new initiatives and funding opportunities** | • Prepare memos of federal, state, foundation funding opportunities and circulate them to appropriate departments  
• Technical assistance to grants applications  
• Lead grant writing for key multi-stakeholder opportunities  
• Proposals for new initiatives within or across agencies, based on data analysis  
• Analysis of funding sources to address gaps, e.g., Medicaid | • Increased funding levels from state, federal, and private foundation grants  
• Improved success rates on grant proposals  
• Increase in cost saving opportunities identified and realized |
| **Managing data and evaluation of AB109-funded services** | • Data gap analysis reports (identifying where data collection is lacking)  
• Database/recordkeeping systems developed and maintained (e.g., Diversion Database to track diversion participants in support of quick referrals)  
• Research reports on best practices  
• Policy briefs  
• Program evaluations (governmental and CBO programs)  
• Stakeholder and public survey reports  
• Create GIS maps e.g., Prop 47 clients and existing services  
• Prepare required reports for SB 678, grants awarded to the county, etc. | • Increase in data collected  
• Increase in quality of outcome evaluations  
• Increase in number of programs that have been evaluated as effective  
• Increase in grants received as a result of improved data included in grants applications  
• Increase in stakeholder and public perceptions of transparency/accountability within the reentry system |
Holding responsibility for public outreach, information, and engagement related to reentry and justice

- FAQs, fact sheets, and other outreach materials
- Regular information sessions in jails
- Success stories
- Educational / Training Videos
- Website news updates (at least monthly)
- Data dashboard for website
- Report outs from community/stakeholder outreach events (e.g., town halls, listening sessions)
- Media outreach / public relations events

- Increased stakeholder and public awareness of the reentry system
- Improved perceptions of the reentry system
- Increased media coverage of the reentry system

6. Staffing

The 4.25 FTE staff will include the following positions. Note that each of these positions is consistent with Contra Costa County’s established positions and classifications. The complete project budget, including all line items and additional detail on staff responsibilities and duties, is detailed in the attached budget narrative.

<table>
<thead>
<tr>
<th>Title</th>
<th>Salary</th>
<th>Benefits@ 70%</th>
<th>FTE</th>
<th>Class. Code</th>
<th>Primary responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director</td>
<td>$106,897</td>
<td>$74,827.90</td>
<td>1.0</td>
<td>ADDF</td>
<td>Provide project management, coordination, policy analysis, technical assistance, development and evaluation related to reentry and justice in Contra Costa</td>
</tr>
<tr>
<td>Program Manager</td>
<td>$82,516</td>
<td>$57,761.20</td>
<td>1.0</td>
<td>X4SH</td>
<td>Support implementation, analysis, policy development, and outreach under direction of Director. Point of contact for service providers.</td>
</tr>
<tr>
<td>Data Analyst</td>
<td>$79,539</td>
<td>$55,677.30</td>
<td>1.0</td>
<td>VCXD</td>
<td>Manage ongoing data gathering, synthesis, and analysis, provide specific data and evaluation assistance to agencies as requested</td>
</tr>
<tr>
<td>Administrative Assistant</td>
<td>$53,411</td>
<td>$37,408.70</td>
<td>1.0</td>
<td>JWXD</td>
<td>Provide administrative services to ensure efficient operation of the Office</td>
</tr>
<tr>
<td>Admin Svcs Asst III</td>
<td>$20,406</td>
<td>$14,284.2</td>
<td>.25</td>
<td>APTA</td>
<td>Manage fiscal responsibilities for contracted services (including service provider contracts)</td>
</tr>
</tbody>
</table>

7. Budget Sources

The total budget for the proposed ORJ is estimated at $682,758. However, it is important to note that more than half of this budget could be funded through reallocations of existing line items, with an incremental cost to the County of only $312,958 annually for three years. Over the course of the three-year pilot, the total incremental cost would be $938,874.

The proposed funding sources are as follows:

Proposal to Establish a Contra Costa County Office of Reentry and Justice, developed by CAB, submitted to CCP 5/6/16, p. 7 of 10
• $130,000: The current contracted Reentry Coordinator position, along with its associated budget allocation, would be subsumed into this new Office.

• $225,000: Evaluation funds currently housed within the budget of the County Administrator’s Office would be reallocated to this new Office. 7

• $14,800: Approximately $14,800 of indirect costs would be absorbed by the CAO’s existing infrastructure.

• $312,958: Incremental annual cost to the County for each of the three years of the Pilot phase.

8. Statewide Examples

Similar Offices or Divisions of Reentry have been established in other California counties. Counties such as Santa Clara, San Francisco, and Los Angeles created county positions that serve as experts. These Division are comprised of individuals with the expertise and knowledge to provide structure related to the implementation of realignment efforts. The counties that have created county office of reentry have streamlined communication and oversight of reentry service delivery, promote sound policy, contract oversight and assist with data collection and program evaluation. Below are three California Counties and one out of state county that have created divisions of Reentry.

• Santa Clara County’s current Office of Reentry Services (ORS) model is slightly different than the ORJ, but holds similar responsibilities. The Santa Clara County’s ORS employs six full time employees funded primarily through AB109 funds. This model differs only in that the ORS also maintains the county’s AB 109 resource center. The ORJ would not have this responsibility as Contra Costa County currently utilizes contracts (The Network) and the Reentry Success center as a hub for reentry services. However, the ORJ would be similar to the ORS in that, the ORJ would streamline efforts by coordinating and performing follow-up in all aspects of future programs and plan, which include budget and fiscal oversight; policy and legislative oversight; departmental coordination and participation on various working groups as well as data and evaluation oversight.

7 To clarify the historical origin of the AB109 funds managed by the County Administrator’s budget, including a total of $696,000 over three years for contracted evaluation services from fiscal years 12/13 through 15/16, we note that AB109 funds were first allocated to the CAO’s budget in fiscal 13/14, in the amount of $252,000. This allocation was explicitly intended to underwrite the costs of “one FTE Senior Management Analyst to provide fiscal and technical support managing the Realignment fund budget and financial transactions, contract administration for CBO contracts, and website development and maintenance [and] one FTE Senior Business Systems Analyst to assist with purchase and implementation of the case management system for the Probation, District Attorney, and Public Defender departments that include an AB109 tracking component. Following implementation, Systems Analyst will convert to programmer/analyst skill set for ongoing support and development.” Still within the 12/13 fiscal year, this amount was increased to $300,000; a public document on the County website, entitled “Dec 7 CCP Approved Budgets,” explains that “Original CAO proposal was $252,000 for 2 FTEs, this motion included an additional $48,000 that is to provide for additional research and analysis of data.”

In the three fiscal years since then (13/14 through 15/16), the CAO’s budget allocation was increased from $300,000 to $450,000 annually, specifically to include the costs of evaluation services to be provided by an external evaluator. For 13/14, the contract to the County’s selected contractor, Resource Development Associates (RDA) was $246,000; for 14/15, the contract to RDA was extended at an incremental cost of $225,000; for 15/16, the contract to RDA was once again extended at an incremental cost of $225,000, for a total cost of $696,000 to RDA over its three-year contract. In upcoming fiscal 16/17, the CAO’s budget has again been $450,000. However, the $225,000 allocated to RDA in previous years has not yet been encumbered.

Proposal to Establish a Contra Costa County Office of Reentry and Justice, developed by CAB, submitted to CCP 5/6/16, p. 8 of 10
San Francisco County has also established a Division Reentry that also operates similar to the ORJ as presented in this proposal. The Division is comprised of five full-time county employees that have expertise in policy, criminal justice and data analyst. According to the Overview of the Reentry Division by San Francisco City and County, the Reentry Division will direct collaborative efforts to promote policy and work to effectively to implement Realignment efforts. The Division much like that of the ORS, works to ensure that county agencies, community-based agencies and other stakeholders work to provide services to those returning to the community.

November of 2015, Los Angeles County Board of Supervisors established the Office of Diversion and Reentry. The county’s Department of Health Services recently ended recruitment efforts for the Director of the Office of Diversion and Reentry. According to Supervisor Mark Ridley-Thomas, the Office of Reentry and Diversion will be mostly funded through Assembly Bill 109 and Senate Bill 678. The unclassified position will report directly to the Deputy Director of Community health and the Board of Supervisor. The Director will be responsible for overseeing the planning, development and implementation of jail diversion projects. The director will utilize subordinate managers to implement reentry efforts that will include development of IT systems, data collections, coordinate the analysis of legislation and policies, track services providers and perform cost/benefit analysis and outcomes. The director will also ensure that the Office of Diversion and Reentry disseminates data that is collected to various departments involved in diversion efforts and community stakeholders.

Other models Reentry Office or Divisions have been established prior to California's AB 109 went into effect in 2011. Cuyahoga County in Ohio established its Office of Reentry in January of 2009, four years after Cleveland developed its reentry strategy. Cuyahoga’s Office of Reentry operates similarly to the ORJ, stated in this proposal. The Office of Reentry is a Division of Cuyahoga County’s Executive Office of Health & Human Services. The Reentry Office is comprised of the Program Director, Social Program Administrator, two Program Officers, a fiscal operator and clerical staff. The Office of Reentry collaborates with policymakers, community leaders and service providers to identify reentry challenges and barriers, and work to target resources toward sound comprehensive solutions. The Office of Reentry is responsible for conducting and collection of research as it relates to reentry services and best practices.

9. Local Precedents

Contra Costa County has both proven and recent experience in developing successful pilot initiatives to develop and test potential new approaches to meet a recognized Community need. Such initiatives are typically conceived as time-limited, specifically-funded, cross-agency demonstration projects.

Local examples include the Zero Tolerance for Domestic Violence initiative, established at the direction of the County Board of Supervisors; the Youth Justice Initiative, a state-funded three-year project conceived in response to new policy directives by the BSCC; the Family Justice Center, initially a single, fiscally-sponsored location conceived and managed by a cross-sector Advisory Council; and the County’s Forensic Mental Health Services program, funded through AB109.
10. Conclusion

The Office of Reentry and Justice proposes a new structure that will better support ongoing reentry efforts Countywide, while simultaneously providing the technical capacity and resources necessary to ensure consistency, efficiency, and effectiveness across programs and sectors.
## Use

<table>
<thead>
<tr>
<th>Use</th>
<th>Personnel</th>
<th>FTE</th>
<th>Class code</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director: Leadership, policy analysis and development related to reentry and justice in Contra Costa County</td>
<td>1</td>
<td>ADDF</td>
<td>$108,897</td>
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<tr>
<td>1. Advance knowledge</td>
<td></td>
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<tr>
<td>Produce Annual State of Reentry + Justice in Contra Costa County</td>
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<td></td>
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<tr>
<td>Produce annual &quot;State of Reentry + Justice in Contra Costa County&quot;</td>
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<tr>
<td>2. Develop and steward policy recommendations</td>
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<tr>
<td>Maintain current and informed understanding of emerging trends, best practices, and justice development, both nationally and locally</td>
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<tr>
<td>Identify and propose solutions for cross-county gaps and inefficiencies</td>
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<tr>
<td>Ensure easy access to services and information for individuals and service providers</td>
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<tr>
<td>3. Steward implementation of reentry- and justice-related initiatives</td>
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<tr>
<td>Hold responsibility for implementation of policy directives, recommendations, and initiatives</td>
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<tr>
<td>Steward/guide/manage multi-stakeholder processes and contractors for large-scale initiatives (e.g. reentry strategic plan, AB109 plan, data management systems)</td>
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<tr>
<td>4. Foster capacity-building + partnership development</td>
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<tr>
<td>Identify and improve key multi-stakeholder processes (such as referrals) to improve efficiency and effectiveness</td>
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<tr>
<td>Convene and advance work groups as appropriate</td>
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<tr>
<td>Identify and shepherd capacity-building support opportunities for public and private entities</td>
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<tr>
<td>5. Manage Requests for Proposals processes</td>
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<tr>
<td>Assess current contractors, determine when and what type of RFPs to be issued</td>
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<tr>
<td>Develop RFPs, manage RFP review processes (including seating and serving on review panels)</td>
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<tr>
<td>6. Manage contracted services processes</td>
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<tr>
<td>Identify gaps and opportunities for contracted services</td>
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<tr>
<td>Manage implementation of contracted reentry + justice services</td>
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<tr>
<td>7. Identify and support implementation of new initiatives and funding opportunities</td>
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<tr>
<td>Identify opportunities for federal and state funding, supply technical assistance and information to appropriate departments</td>
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<tr>
<td>Spearhead development of new initiatives</td>
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<tr>
<td>8. Manage public communications</td>
<td></td>
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<tr>
<td>Foster ready access to relevant information for local stakeholders</td>
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<tr>
<td>Serve as primary contact on contracted consultants (periodic external research and evaluation, etc.)</td>
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<tr>
<td>Program Manager</td>
<td>1</td>
<td>AKSH</td>
<td>$82,516</td>
<td></td>
</tr>
<tr>
<td>Support implementation, analysis, policy development, and outreach under direction of Director</td>
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<tr>
<td>Convene, coordinate, manage efforts directly by the Office</td>
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<tr>
<td>Conduct research on best practices, write research and policy briefs</td>
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<tr>
<td>Convene and facilitate working groups and communities of practice to advance learning and collective efforts</td>
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<tr>
<td>Provide insight and analysis to assess ongoing implementation</td>
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<tr>
<td>Identify opportunities for system enhancement, develop recommendations for Director</td>
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<tr>
<td>Most responsibility for ensuring that relevant materials (contracts, budget documents and financial analysis, research briefs, reports) are available and readily accessible</td>
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<tr>
<td>Develop and implement outreach (e.g., town halls, listening sessions) to advance the work of the Office</td>
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</tr>
<tr>
<td>Data Analyst</td>
<td>1</td>
<td>VCXO</td>
<td>$79,539</td>
<td></td>
</tr>
<tr>
<td>Manage ongoing internal data gathering, synthesis, and analysis</td>
<td></td>
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<tr>
<td>Develop recommendations and mechanisms for periodic review of collective outcomes, including recidivism</td>
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<tr>
<td>Manage ongoing review of data and reporting from public and contracted agencies</td>
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<tr>
<td>End projects and opportunities to gather local data on specific issues</td>
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<tr>
<td>Serve as primary contact on contracted consultants (periodic external research and evaluation, etc.)</td>
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<tr>
<td>Administrative Assistant</td>
<td>1</td>
<td>AWHO</td>
<td>$53,441</td>
<td></td>
</tr>
<tr>
<td>Provide administrative services to ensure efficient operation of the Office</td>
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</tr>
<tr>
<td>Provide day to day administrative support to Office personnel</td>
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<tr>
<td>Serve as staff support for meetings, work groups managed by the Office</td>
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<tr>
<td>Provide logistical and administrative support to organize convenings, trainings, etc.</td>
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<tr>
<td>Answer phones, schedule meetings, direct callers to appropriate people and resources</td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>Admin Services Assistant III</td>
<td>2.5</td>
<td>AYFA</td>
<td>$20,406</td>
<td></td>
</tr>
<tr>
<td>Manage fiscal responsibilities for contracted services (including service provider contracts)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Total personnel salaries

| Benefits @ 70% | $239,959 |
| Total personnel FTE and costs | 4.25 |
| Total personnel costs | $583,758 |

### Non-personnel costs

<table>
<thead>
<tr>
<th>Direct costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Occupancy</td>
</tr>
<tr>
<td>Local transportation</td>
</tr>
<tr>
<td>Communications</td>
</tr>
<tr>
<td>Office supplies</td>
</tr>
<tr>
<td>Printing</td>
</tr>
<tr>
<td>Conferences and travel</td>
</tr>
<tr>
<td>Total direct costs</td>
</tr>
</tbody>
</table>

**Consultants**

- Professional development/communications and training services (e.g., leadership, program design, grantwriting, research)
- AB109 unspent funds
- Offset of direct costs with in-kind use of existing probation infrastructure

**Total consultant costs**

| Total non-personal costs | $100,000 |
| Total budget | $682,758 |

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Office of Reentry + Justice: Proposed scope and budget 3/17/16, page 1
Ceasefire, Community and Restorative Justice Project

Project Coordinator: $83,000.00
Facilitator: $27,000.00
Total: $110,000.00

Need:

While many gains have been made in recent years, our urban areas are still plagued by violence and mistrust. The city of Richmond has seen a dramatic drop in homicides in the last 7 years, but there are still pockets of violent crime. The Ceasefire Project, which is a form of Group Violence Intervention (GVI) has made a significant contribution to the drop, but needs support in terms of coordination with community members and service providers. In addition, it is time to begin working on a replication in East County. Currently, this burden is shouldered by the Richmond Police Department. In light of the goal of strengthening and expanding the program, this burden needs to shift to a countywide agency. The coordinator will work collaboratively with social service and community constituencies to leverage community resources.

Service provision also helps in mobilizing community figures who can influence the behavior of group members. Community members are more willing to deliver the needed moral messages against violence when they know that group members have a standing, genuine offer of help.

The coordinator will be responsible for the following steps:

1. Identify providers
2. Bring providers into the strategy. Social service agencies selected for this project must be able to work with law enforcement and have good standing in the community.
3. After identifying a social service the coordinator should get dedicated providers to deliver rapid, priority attention to group members. Upon contacting the social service providers, group members should receive a prompt response. Social services should provide an individualized assessment, backed with case management and follow-up, as soon as possible.
4. The coordinator, in partnership with any other social service agencies to which the Working Group refers group members, should collect and analyze data on all group members who make contact for services. The lead agency then reports information on clients’ progress, process adherence, and program outcomes to the Working Group that defines successful outcomes: e.g., no further involvement in violence.

Technical assistance:

The National Network for Safe Communities recommends the support of an experienced technical assistance team. During the initial planning period, the National Network recommends that the community interested in launching GVI work with a technical assistance team that can explain, guide, and ensure fidelity in basic implementation. Technical advisers can also provide guidance on a governing structure for the GVI effort and analytical and research capacity.
February 18, 2014

Matt Cate, Executive Director  
California State Association of Counties  
1100 K Street, Suite 101  
Sacramento, CA 95814

Supervisor Vito Chiesa, President  
California State Association of Counties  
1010 10th Street, Suite 6500  
Modesto, CA 95354

Dear Mr. Cate and Supervisor Chiesa:

This letter is intended to provide clarification on the purpose and establishment of the Local Innovation Subaccount. This subaccount is a feature of 2011 Public Safety Realignment and exists only at the local level. It was created to promote local innovation and county-decision making with respect to specified law enforcement activities realigned in 2011.

As directed in statute, the local subaccount is funded with 10 percent of four existing realignment-related growth special accounts (Trial Court Security, Community Corrections, District Attorney and Public Defender, and Juvenile Justice) beginning with growth attributed to 2015-16 revenues. Each county must calculate and transfer 10 percent of funds received in the specified growth accounts and place them in its local innovation account.

Each Board of Supervisors determines expenditure priorities for the Local Innovation Subaccount. Any activity that is otherwise consistent with the subaccounts or growth special accounts that fund the innovation subaccount may be funded through the Local Innovation Subaccount.

The requirement to transfer funds to support the Local Innovation Subaccount is established in Government Code section 30029.07. This section directs the transfer of growth revenues, which are the funds available after the base for each of the subaccounts within 2011 Public Safety Realignment is satisfied. Growth can only be calculated after the realignment fiscal year closes (August 15 of each year), meaning that final growth amounts are identified and distributed in the fiscal year following the one to which they are attributable. Therefore, it is the position of the Department of Finance that with respect to the Local Innovation Subaccount, counties would be able to make related spending decisions beginning with growth attributable to the 2015-16 year, which will be allocated in Fall 2016 (during the 2016-17 fiscal year).

The Local Innovation Subaccount can be established at any time, so long as it exists prior to the first funding of the account in 2016-17 from 2015-16 growth funds.

Please contact me at (916) 445-4141 if you have any questions.

Sincerely,

DIANE M. CUMMINS  
Special Advisor to the Governor

cc: On following page