



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

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

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

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I. INTRODUCTION

- A. Executive Summary
- B. Gratitude and Thanks

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EXECUTIVE SUMMARY

1. The Center's Design

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

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

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

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

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

2. The Process to Develop the Center's Design

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

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

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

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GRATITUDE AND THANKS

1. Project Partnership

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

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

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

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

2. Collective Leadership

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

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

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

3. Work Teams

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

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

4. Organizational Focus Group Participants

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

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

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

5. Community Advocates

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

6. Supporters

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

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

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

7. Technical Assistance

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

8. Source Documents

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

9. Interview Sites

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

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

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

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

"Imagine a circle of compassion.

Then imagine nobody's standing outside that circle."

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

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2. PRIMARY DOCUMENTS

2.1 Framework:

2.1.1. Principal Ideas that Guide our Work

2.1.2. Key Center Characteristics

2.1.3. Governance and Administration

2.2 Services

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2.9 Visual Illustrations of the Model

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PRINCIPAL IDEAS THAT GUIDE OUR WORK

1. VISION

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

2. MISSION

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

3. CORE VALUES

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

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

4. CLIENTS

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

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

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

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

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

5. KEY PREMISES

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

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

6. STATEMENT OF PURPOSE

The Center has three primary purposes:

- a. To support clients in their efforts to build self-sufficient, satisfying, and positive lives;
- b. To leverage and maximize the impact of individual organizations that are working to support formerly incarcerated individuals;
- c. To foster the collective impact of all those entities and stakeholders (public, private, services, businesses, faith community, and individual residents) who are committed to

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

7. THEORY OF CHANGE

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

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

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

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

8. COLLECTIVE IMPACT

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

Now a concept commonly recognized in multiple sectors, "collective impact hinges on the idea that in order for organizations to create lasting solutions to social problems on a large-scale, they need to coordinate their efforts and work together around a clearly defined goal. The approach of collective impact is placed in contrast to 'isolated impact,' where organizations primarily work alone to solve social problems. Collective impact moves away from this, arguing that organizations should form cross-sector coalitions in order to make meaningful and sustainable progress on social issues."³

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

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

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

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organizations who can plan, manage, and support the initiative through ongoing facilitation, technology and communications support, data collection and reporting, and handling the myriad logistical and administrative details needed for the initiative to function smoothly” (Kania and Kramer, Winter 2011).

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

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

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

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

9. OPERATING PRINCIPLES

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

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

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

10. SUSTAINABILITY

As an entity committed to fostering maximum collective impact to support our community’s healing and progress, the Center will build a strong, sustainable foundation as an anchor

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

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PRINCIPAL IDEAS THAT GUIDE OUR WORK

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

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

6. COMMITMENT TO RESTORATIVE JUSTICE

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

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

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

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

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

7. STATEMENT OF PURPOSE

The Center has three primary purposes:

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

8. THEORY OF CHANGE

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

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

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

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

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

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

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

9. COLLECTIVE IMPACT

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

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

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

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

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

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

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

10. OPERATING PRINCIPLES

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

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

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

11. SUSTAINABILITY

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

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KEY CENTER CHARACTERISTICS

1. KEY CHARACTERISTICS OF THE WEST COUNTY REENTRY RESOURCE CENTER

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

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

2. CENTER’S PRIMARY FUNCTIONS¹

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

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

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

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

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

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

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GOVERNANCE AND ADMINISTRATION

1. EXECUTIVE SUMMARY

a. Collective Impact

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

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

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

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

b. Governance

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

The Host should have demonstrated capacity in the following areas:

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

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

2. GOVERNANCE RESPONSIBILITIES: HOST

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

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

3. GOVERNANCE RESPONSIBILITIES: CENTER STEERING COMMITTEE

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

a. Composition of the Center Steering Committee:

The 11-member CSC will comprise the following members:

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

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

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

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

b. Center Steering Committee: Responsibilities

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

The CSC shall be responsible for the following:

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

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

c. **Center Steering Committee: Officers**

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

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

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

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

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

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

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

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

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

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

4. ADDITIONAL COMMITTEES

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

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

a. **Governance Subcommittee:**

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

b. **Resource Development Subcommittee:**

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

c. **Partnership & Service Committee:**

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

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

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

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

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

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

d. Technical Advisory Committee

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

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

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

Members of the TAC would:

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

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

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SERVICE MODEL AND PLAN

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

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

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

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

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

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

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

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

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

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

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

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

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

2. ADMINISTRATIVE MANAGEMENT

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

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

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

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

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

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

3. SERVICE APPROACH

a. Organizational Service Providers

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

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

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

b. Navigators

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

c. Multi-Disciplinary Teams

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

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

4. SERVICE ARRAY (PROPOSED)

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

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

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

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

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

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

5. Opportunities to Gather Information about Collective Client Needs

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

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

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

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

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

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

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

6. New Opportunities to Strengthen Partnership and Service Quality

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

a. Training and Capacity-Building

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

b. Partnership Development

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

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

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

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

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

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

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

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

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

West County Reentry Resource Center

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

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

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

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

Contact information:

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

West County Reentry Resource Center

BUILDING AND FACILITIES: SUMMARY CRITERIA FOR FUNCTIONS AND LOCATION

1. Physical Environment

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

2. Facilities-Related Safety and Behavioral Policies

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

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

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

3. Functional Considerations

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

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

West County Reentry Resource Center

a. **Public spaces:**

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

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

i. Private spaces for program services:

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

ii. Private spaces/work spaces for providers:

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

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

4. Location and Accessibility

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

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5. Potential Sites

a. Macdonald Corridor (downtown central Richmond)

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

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

b. 23rd Street (Richmond/San Pablo)

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

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

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

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

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c. 1711 Barrett Avenue (Richmond)

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

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

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

West County Reentry Resource Center

POPULATIONS AND ELIGIBILITY

1. OVERARCHING ISSUES RELATED TO POPULATIONS AND ELIGIBILITY

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

2. GENERAL ELIGIBILITY

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

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

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

3. CLIENT CATEGORIES

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

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

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

4. SPECIALIZED EXPERIENCES

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

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

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

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

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

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

5. LIMITED-ELIGIBILITY SERVICES

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

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

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

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

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SUPERVISED POPULATIONS: DEFINITIONS

1. STATEMENT OF INTENT

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

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

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

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

2. DEFINITIONS

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

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

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

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The primary objective of legislation is to change the place where many felony sentences are served in cases when the person is not granted probation. Instead of being sentenced to state prison, many people serve their term in county jail and, if they are subject to post-release supervision, will be supervised by county probation.

ii. AB 109 Individuals Released on Post Release Community Supervision (PRCS)

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

iii. AB 109 Individuals Released on 1170(h) Status

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

iv. AB 109 Individuals Released on 1170(h)(5) “Split Sentence” Status

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

v. Court-Ordered Probation

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

vi. State Parole

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

West County Reentry Resource Center

vii. Federal Probation

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

viii. Second Chance Probation (Grant-funded program)

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

ix. Smart Probation (Grant-funded program)

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

West County Reentry Resource Center

ASSESSMENT AND REFERRAL PROCESSES FOR SUPERVISED POPULATIONS

1. STATEMENT OF INTENT

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

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

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

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

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

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

West County Reentry Resource Center

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

3. PAROLEE/PROBATIONER MANDATED REGISTRATION WITH THE CENTER

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

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

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

West County Reentry Resource Center

STATEMENT OF INTENT: OUTREACH AND COMMUNICATION

1. SUMMARY

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

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

To that end:

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

West County Reentry Resource Center

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

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

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

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

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

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

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

West County Reentry Resource Center

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

4. PURPOSES OF OUTREACH: *CULTIVATE COMMUNITY ACCEPTANCE*

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

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

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

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

West County Reentry Resource Center

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

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

For example:

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

West County Reentry Resource Center

STATEMENT OF INTENT: COUNTYWIDE ALIGNMENTS

1. OVERARCHING INTENT

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

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

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

2. EVALUATING IMPACT

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

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

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

The Center will strive to evaluate impact in four realms:

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

West County Reentry Resource Center

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

3. CAPACITY AND LEARNING

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

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

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

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

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

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

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

Filing (open): 12 @ \$125 each		\$	1,500
Collateral Printing and Production		\$	7,500
Signage		\$	3,000
Total Nonrecurring Costs	\$	-	\$ 287,700
Operating and Nonrecurring Costs	\$	457,582	\$ 341,700
Total Uses			\$ 799,282
Net Income, FY 2013/14 and FY 2014/15		\$	718
Net Income, FY 2013/14 and FY 2014/15, as a percentage of total County contract			0.09%

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Net Income, FY 2014/15 and FY 2015/16, as a percentage of total County contract			0.09%

West County Reentry Center Work Plan FY 2014-2015

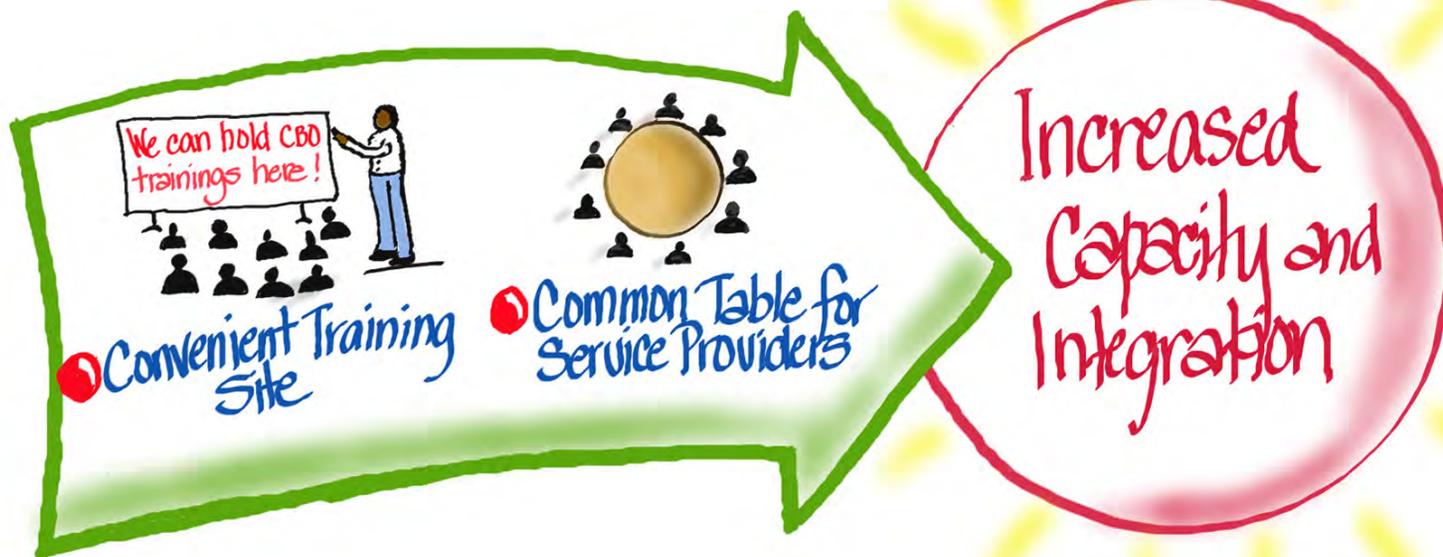
		YEAR ONE																				
		1st Quarter			2nd Quarter			3rd Quarter			4th Quarter											
		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12									
This work plan assumes that the County selects the Host and completes contracting by June 2014, with the activities detailed in this work plan beginning no later than July 1.																						
A. Staffing																						
Post for Executive Director, Operations and Services Manager, Registration & Intake Admin, and Assistant		x																				
Hire Executive Director, Operations and Services Manager, Registration & Intake Admin, and Assistant		x	x																			
Develop work plans for all Center staff			x	x																		
B. Fundraising, Communication, and Marketing																						
Identify and retain a communications/web design consultant			x	x																		
Identify and retain a graphic designer			x	x																		
Develop organizational print materials (collateral, logo)			x	x																		
Develop fundraising, communications & outreach plan and calendar					x		x															
Develop case documents to support fundraising, communications, and outreach					x		x															
Develop website and communications materials							x	x	x													
Implement ongoing fundraising and communications plan							x	x	x		x											
C. Site Selection and Planning																						
Identify, secure, equip, and furnish temporary site for administrative operations and planning		x	x																			
Develop facilities needs and specifications guidelines consistent with operations plan and service model			x	x																x		
Identify and retain a construction management firm/design-build contractor			x	x																		
Identify and retain real estate broker		x	x																			
Identify and secure a permanent site			x	x		x																
D. Site Preparation/Tenant Improvements																						
Begin construction (duration and scope to be determined based on site chosen and site design)				x		x																
Develop furnishings, equipment list for permanent site, begin placing orders				x		x	x	x														
Develop transition plan for move from temporary to permanent site								x				x										
E. Service and Partner Identification and Service Plan Development																						
Meet with appropriate public/private providers and agencies to develop scopes of work, per service model			x	x																		
Sign MOUs with On-Site Partners			x	x		x																
Identify and select an after-hours phone and referral resource					x		x															
Begin implementing services on start-up scale					x		x	x														
Conduct quarterly programs & partnership review/modifications								x					x									x

West County Reentry Center Work Plan FY 2014-2015

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

West County Reentry Resource Center
The Community's Vision

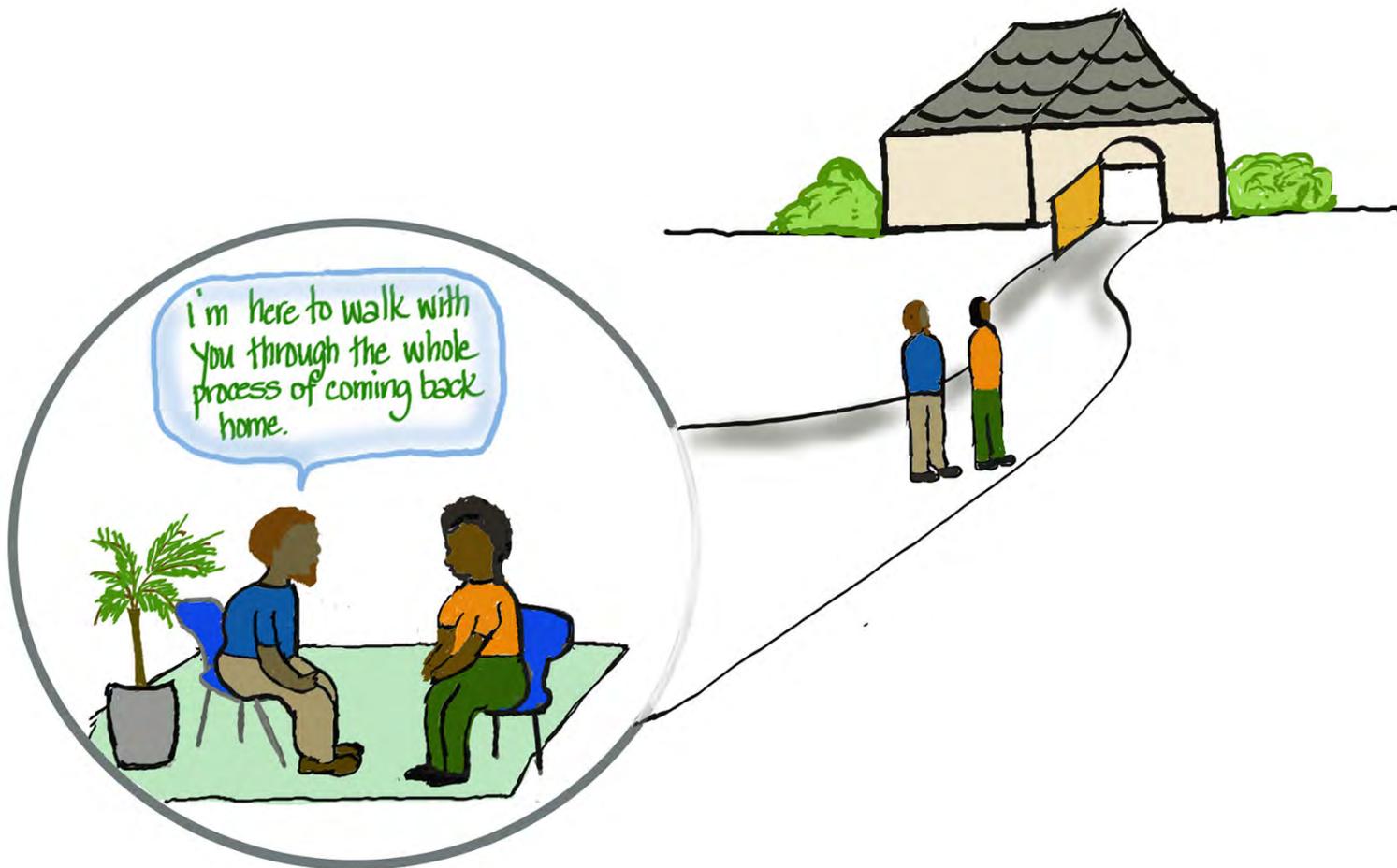
**Advance the Capacity and Integration of the
Service Sector Stakeholders**



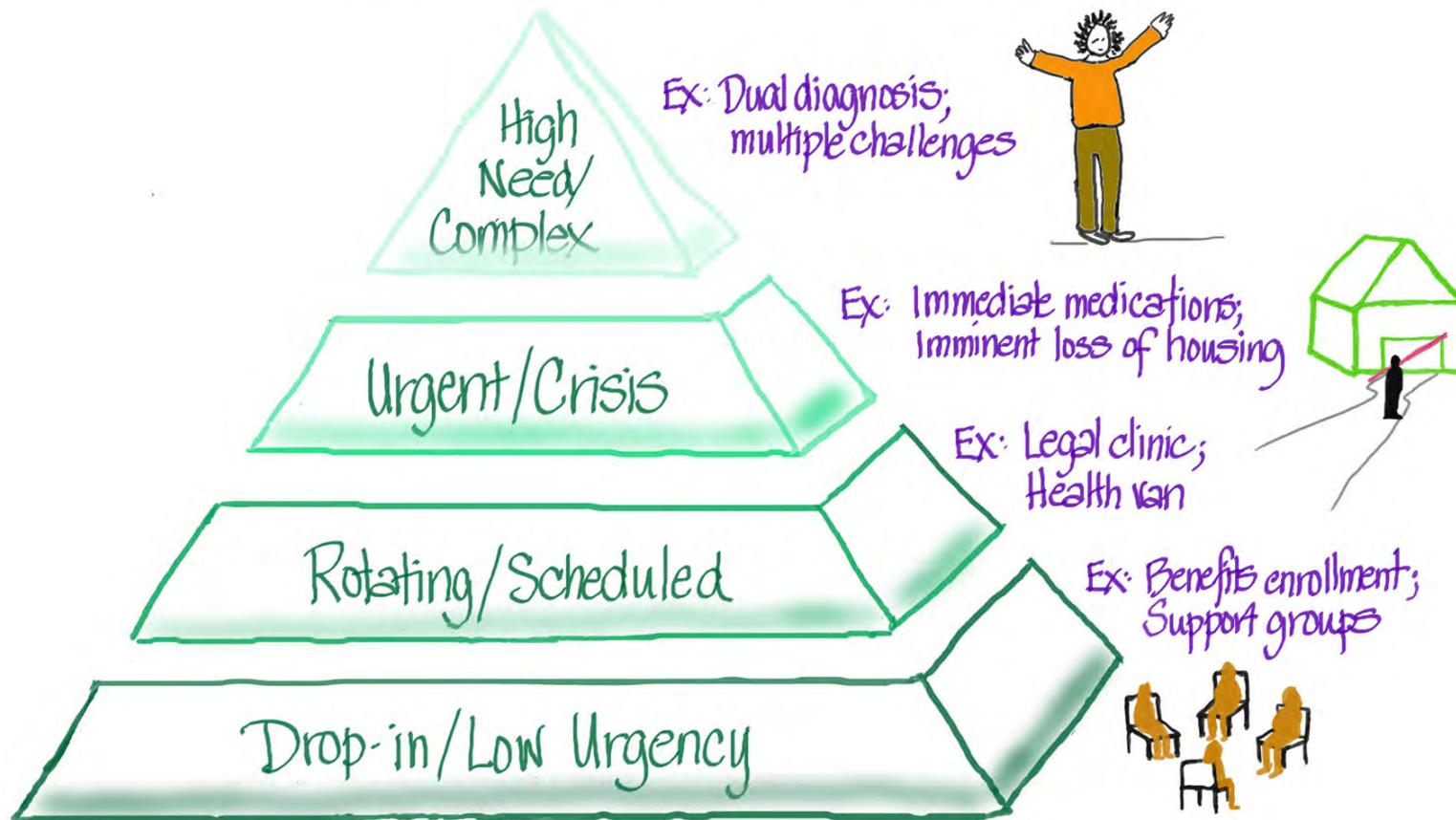
West County Reentry Resource Center

The Community's Vision

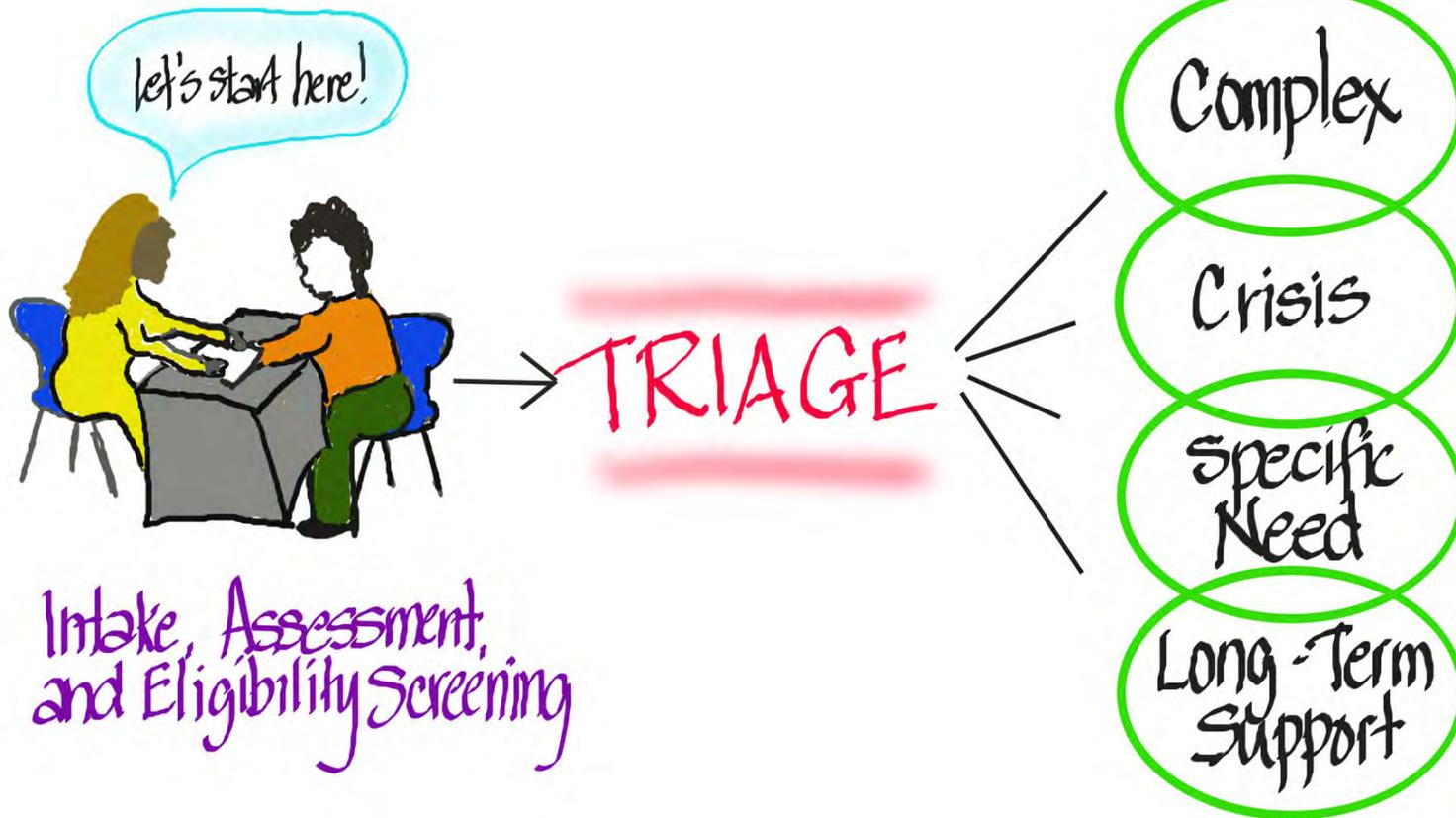
Navigator/Ally



Provide Different Functions at Different Levels of Need



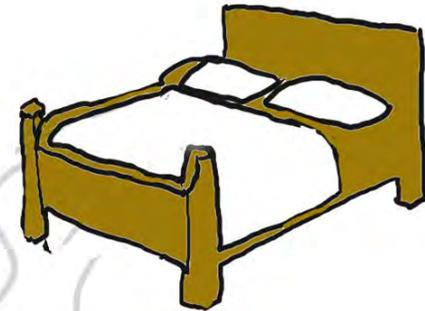
First Stop Intake



Meet Immediate Needs

This will help you through your first few days home.

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



West County Reentry Resource Center

The Community's Vision

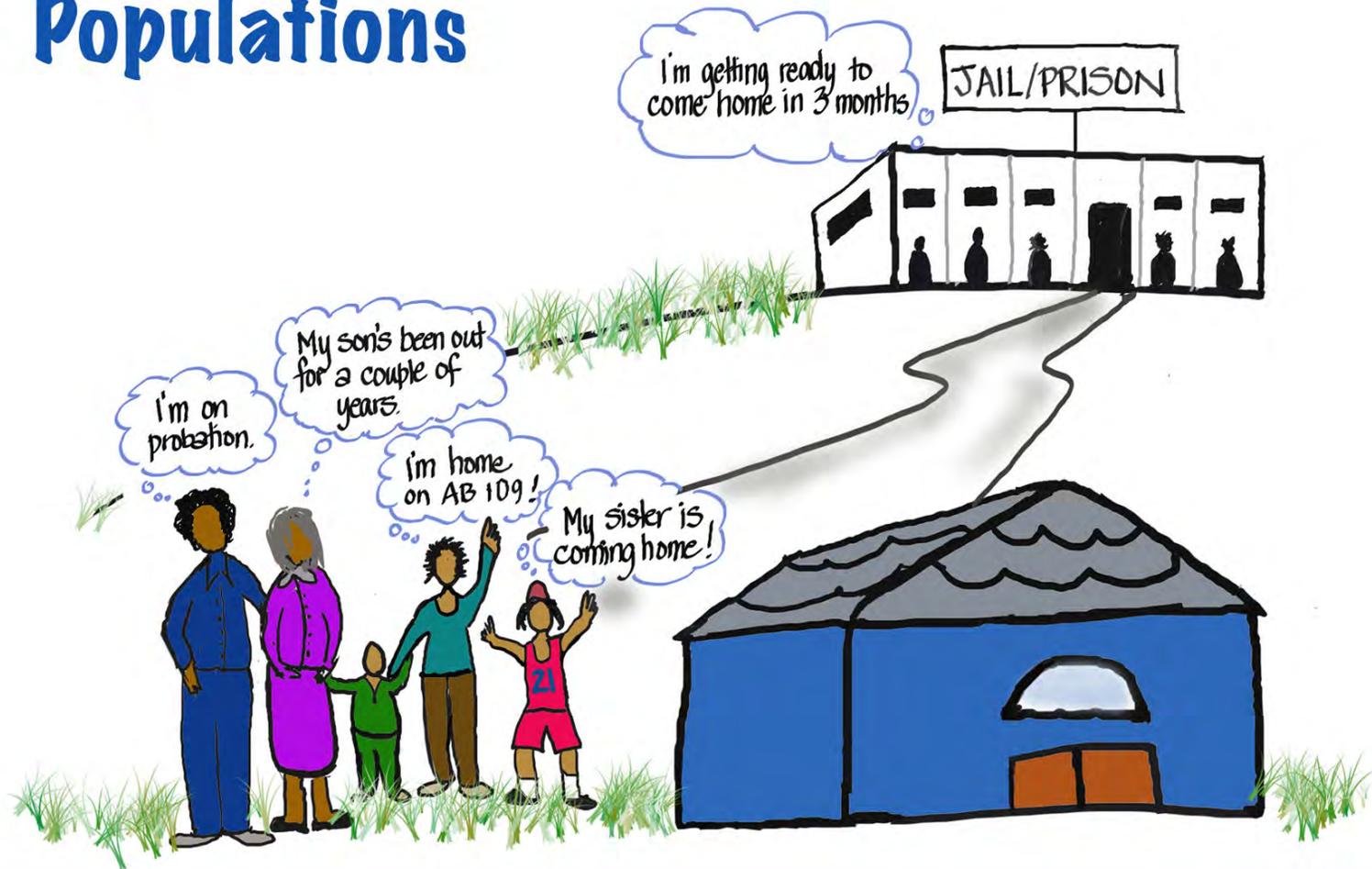
Physical and Virtual



West County Reentry Resource Center

The Community's Vision

Populations



Pre-Release Transition Planning "Reentry 101"



West County Reentry Resource Center

The Community's Vision

Service Hub

In-reach connections



On-site, integrated co-located services

Schedule appointments w/ the Center's partners

Yes, he can meet you on Tuesday at 10



Make referrals to other service providers

These are some of your options for vocational training



West County Reentry Resource Center

The Community's Vision

Ongoing Support Groups

