

**ROAD TO
RE-ENTRY**

**ALAMEDA COUNTY
RE-ENTRY STRATEGIC PLAN**

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I. OVERVIEW AND PURPOSE

STATEMENT OF NEED

Over the past 25 years, the United States and the State of California have experienced a period of mass incarceration. The impact of this mass incarceration has not been limited to our prisons and jails; the impact has extended into our communities and families. Research indicates that over 90% of people incarcerated in jails or prisons will be released back to the community. A report by the PEW Charitable Trust found that 1 in 36 adults in California were under correctional control¹ as of 2007. In 1982, that figure was 1 in 69.

As of 2007, 1 out of every 36 adults in California are incarcerated or on probation or parole.

High concentrations of formerly incarcerated people tend to live in poor urban communities of color and are not evenly distributed across California communities. In Alameda County neighborhoods like South Hayward, Ashland/Cherryland, and both East and West Oakland have substantially higher densities of formerly incarcerated people than other parts of the county. Table 1 depicts the probationers in Alameda County by zip code and Object 1 is a map of these data. Table 2 depicts the population of parolees in Alameda County by city and Object 2 is a map of these data.

Upon release, the re-entry population and the communities to which probationers and parolees return face a wide array of challenges. Evidence shows the re-entry population is 3-4 times more challenged than the general population in terms of their ability to obtain employment and permanent housing upon release. Unfortunately, the communities to which they return are often the communities least capable of meeting their reintegration needs. Furthermore, the California Department of Corrections and Rehabilitation (CDCR) and county jails did not provide many supports during the re-entry process and, consequently, over half (56%) of all persons released from CDCR returned within three years of their release and the numbers were similar for persons sentenced to Alameda County jail. The flow of persons between communities and prison/jails destabilizes the communities of return, but also creates substantial barriers to providing ongoing health, employment, housing, and educational services to a population in great need of these services.

¹ Correctional control – incarcerated or on probation or parole.

Recognizing these unprecedented levels of re-entry, there was a growing interest in addressing the needs of the formerly incarcerated and the communities to which they returned. This interest was noted within all levels of government, the non-profit sector, the philanthropic sector, and universities. Until recently, despite this high level of interest, there had been very little infrastructure built to specifically address the re-entry population. Consequently, the various sectors interested in re-entry tended to function in silos, communicating with one another in a discrete and isolated fashion. This was especially apparent in the lack of a county-wide coordinated plan for dealing with the re-entry population, a lack of efficiency in leveraging funding, and a virtual absence of a county-wide policy. Meanwhile, the re-entry population continued to return to communities that were unprepared to address the wide-range of needs this population presented.

From October 2011 to October 2013, 1,294 individuals have been released from state prison to Alameda County in need of a wide range of services, such as: health care, housing, employment, education, mental health and substance abuse services.

In 2009, California enacted Senate Bill 678 to support probation departments' use of evidence-based practices to achieve greater success with their offenders. To the extent fewer probationers failed and are sentenced to state prison, the state achieves significant savings. The Act mandated the state share 40% to 45% of the savings with counties who were successful at reducing the rate at which they revoked probationers to state prison. After the first year of implementation in 2010, probation departments reduced their revocations to state prison by 23%, from baseline years of 2006-2008. Fifty county probation departments, including Alameda County, used Senate Bill 678 funds to invest in practices that reduced recidivism. The Act also required the establishment of a Community Corrections Partnership, which consisted of several government and community stakeholders.

Building on these strategies, and as a result of the Supreme Court's mandate that California reduce its prison population by releasing 33,000 prisoners from its \$10 billion dollar prison system, Assembly Bills AB 109 and 117, commonly known as the "Public Safety Realignment Act" was enacted in October 2011. The Public Safety Realignment Act mandated that approximately 38,000 individuals who would have been the responsibility of the State be under local jurisdiction. Additionally, 23,000 individuals who would have served their parole time on state parole are now under the supervision of the local probation department as "Post Release

Community Supervision (PRCS)". These individuals are eligible for local supervision, if their most recent convictions were a non-violent, non-serious, and non-sexual offense. It is important to note that while the PRCS population may not have a recent conviction of a serious, violent, or sex offense, many are still assessed as high-risk; and many fall into the high-need and higher level of supervision categories. From October 2011 to October 2013, 1,294

individuals have been released to Alameda County from state prison. In addition to those being supervised by probation as a PRCS, an additional 15,000 offenders are serving their sentences in local jails, rather than state prison, under the new



Penal Code Section 1170(h). Successfully re-entering society after incarceration is extremely difficult. Often the underlying issues that led to a person's incarceration were not addressed during his/her incarceration. Upon release, many formerly incarcerated persons are in need of a wide range of services such as housing, health care, mental health and substance abuse services, employment, and education. In all likelihood, these needs existed prior to the person's incarceration and, without intervention, they continue to exist after the individual has been released. Faced with the added disadvantage of having a criminal record and being cut off from their social networks, the majority of formerly incarcerated people in California will return to state prison or county jail. Breaking this cycle and the negative impact it has on our communities and families requires developing a system of re-entry that begins with assisting individuals from sentencing through community-based supervision and community integration.

The following maps depict the number of actively supervised probationers and parolees in 2013.

OBJECT 1: ALAMEDA COUNTY PROBATION POPULATIONS

Adult Probation

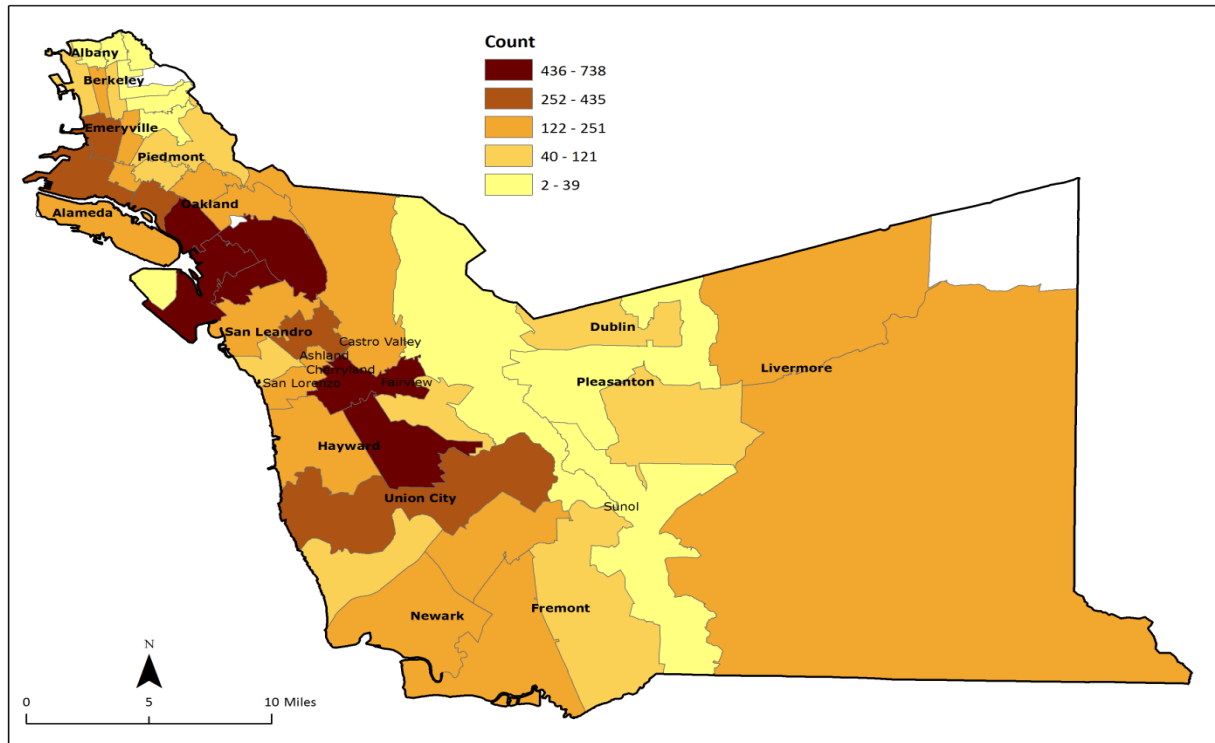


TABLE 1: PROBATIONERS BY ZIP CODE

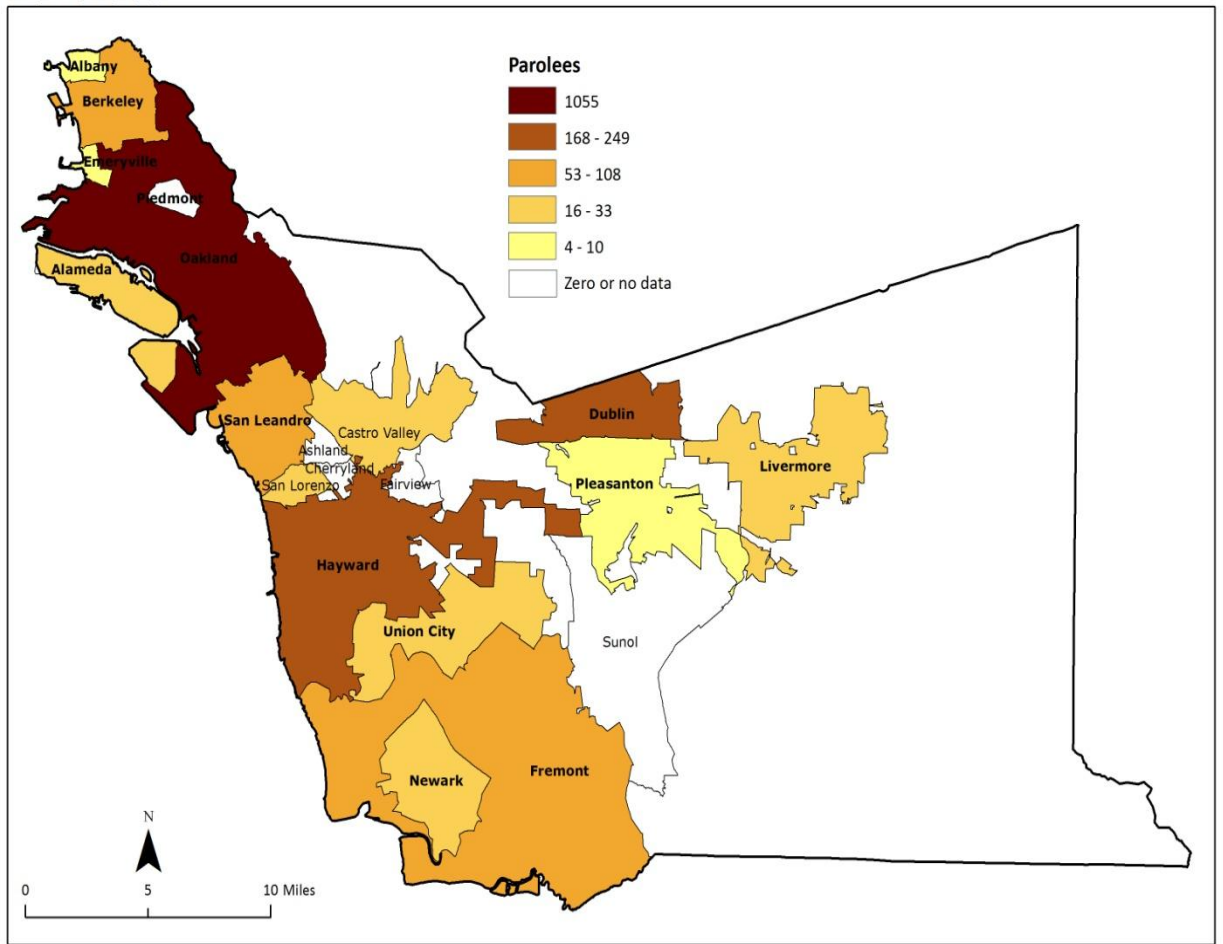
City	Zip Code	Count
Alameda	94501	218
Alameda	94502	17
Subtotal		235
Albany	94706	25
Subtotal		25
Berkeley	94701	2
Berkeley	94702	133
Berkeley	94703	121
Berkeley	94704	36
Berkeley	94705	9
Berkeley	94707	8
Berkeley	94708	10
Berkeley	94709	13
Berkeley	94710	67
Subtotal		399
Castro Valley	94546	167
Castro Valley	94552	19
Subtotal		186
Dublin	94568	77
Subtotal		77
Emeryville	94608	370
Subtotal		370
Fremont	94536	218
Fremont	94537	1
Fremont	94538	231
Fremont	94539	47
Fremont	94555	63
Subtotal		560
Hayward	94541	678
Hayward	94542	52
Hayward	94544	618
Hayward	94545	162
Hayward	94547	22
Subtotal		1532
Livermore	94550	141
Livermore	94551	166
Subtotal		307

Newark	94560	222
Subtotal		222
Oakland	94601	643
Oakland	94602	164
Oakland	94603	682
Oakland	94604	4
Oakland	94605	738
Oakland	94606	345
Oakland	94607	435
Oakland	94609	200
Oakland	94610	76
Oakland	94611	53
Oakland	94612	185
Oakland	94614	0
Oakland	94615	0
Oakland	94617	1
Oakland	94618	9
Oakland	94619	180
Oakland	94621	685
Oakland	94643	0
Oakland	94662	1
Subtotal		4401
Pleasanton	94566	65
Pleasanton	94588	39
Subtotal		104
San Leandro	94577	251
San Leandro	94578	393
San Leandro	94579	82
Subtotal		726
San Lorenzo	94580	167
Subtotal		167
Sunol	94586	2
Subtotal		2
Union City	94587	339
Subtotal		339

Total for Alameda County	9652
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OBJECT 2: ALAMEDA COUNTY PAROLEE POPULATION

Parolees



Source: CAPE, with data from CDCR, 2013.

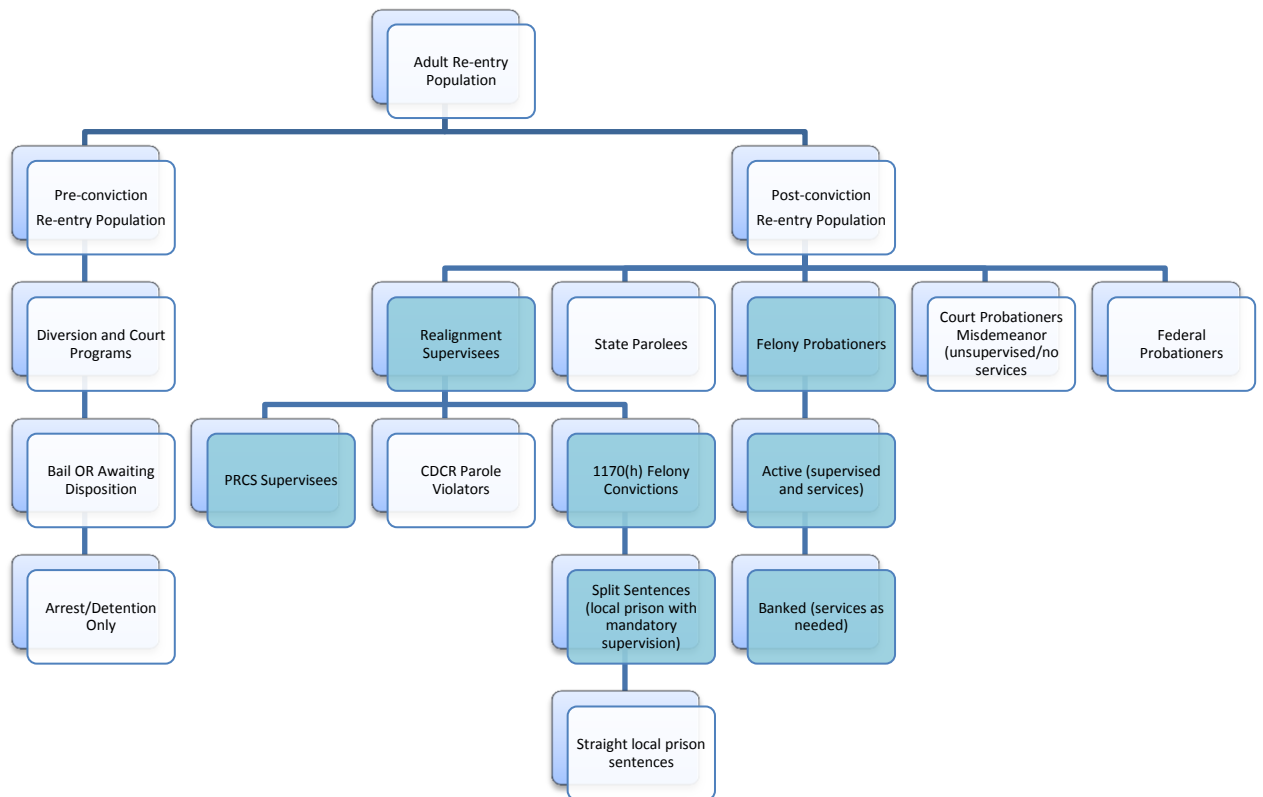
TABLE 2: PAROLEES BY CITY

City	Parolees
Alameda	33
Albany	4
Berkeley	53
Castro Valley	18
Dublin	168
Emeryville	9
Fremont	68
Hayward	249
Livermore	17

Newark	22
Oakland	1,055
Pleasanton	10
San Leandro	108
San Lorenzo	16
Union City	30
Total	1860

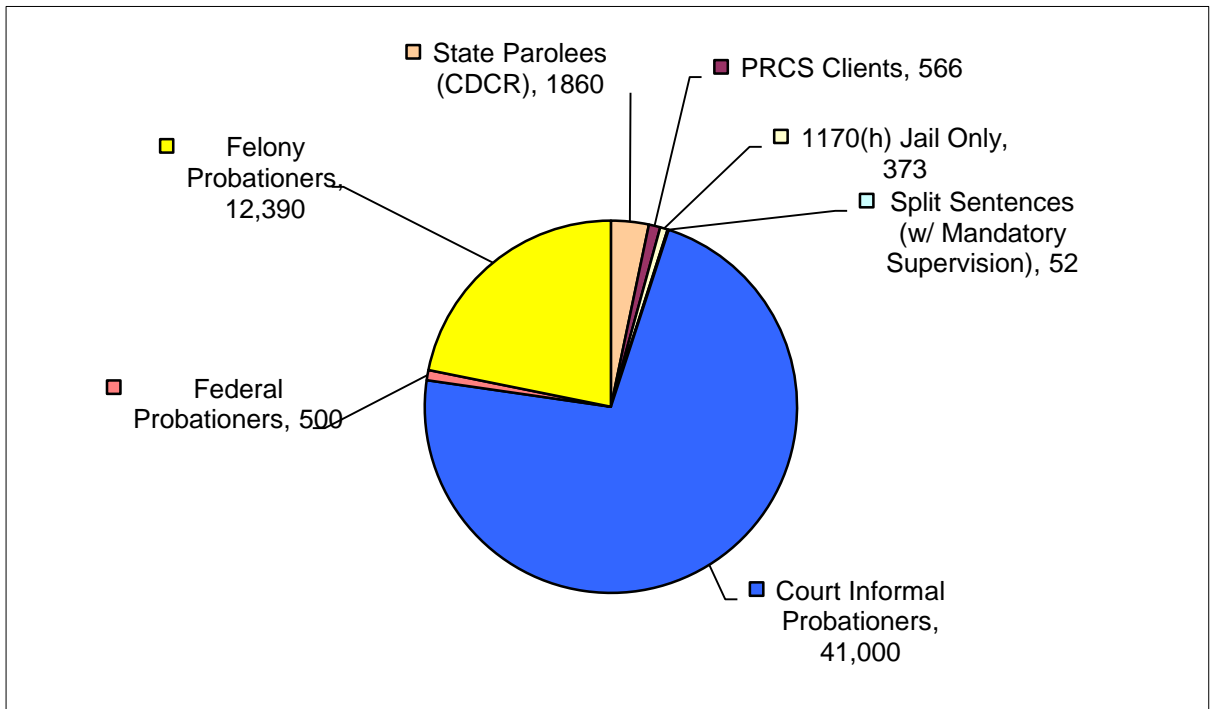
RE-ENTRY POPULATION DEFINED

In addition to individuals supervised by probation and parole, there are a significant number of individuals who have experienced contact with the criminal justice system and comprise the re-entry population as noted below:



= Probation Department's Jurisdiction

ADULT RE-ENTRY POPULATION - 2013



TYPE	NUMBER
1170(h) Split sentences (with mandatory supervision) active as of 7/8/2013 (split sentences, with mandatory supervision, overall total as of 7/8/2013: 56)	52
1170(h) Jail only – in Alameda County’s custody as of 6/25/2013 (jail only overall total as of 6/25/2013: 1091)	373
Current active PRCS individuals as of 6/30/13	566
State parole (as of 10/30/2013)	1,860
Felony probationers as of 6/30/2013 (5,279 supervised; 7,111 bank – services as needed)	12,390
Court informal probationers – misdemeanors (estimate)	41,000
Post Sentence (estimate) National reports estimate that 1 in 4 individuals have criminal records, which include individuals with arrests only, diversions (and deferred entry of judgment, civil settlements, etc.) felony and misdemeanor convictions. The reported estimate is based upon the national data and the population of Alameda County.	375,000

HISTORY AND OVERVIEW OF THE PLANNING PROCESS

Alameda County Re-Entry Network Strategic Plan (2008 - 2012)

In 2007, amidst growing concerns about re-entry and recidivism, Arnold Perkins, former director of the Alameda County Public Health Department, and his colleague, Karen Perkins, convened a planning group and facilitated a process through which a variety of stakeholders met and planned what it would take to improve outcomes for those returning from incarceration into Alameda County. The centerpiece of the strategy was the creation of a countywide network through which the various programs and services of government and community organizations could plan, coordinate, and deliver services effectively to those returning from incarceration, with a goal of decreasing recidivism and improving public safety. The original plan was to develop the following:

- Committee and Structure;
- The Coordinating Council;
- The Decision Makers' Committee;
- The Implementation Committee;
- The Networking and Professional Development Committee;
- The Committee Forums; and
- The Re-Entry Task Forces.

This planning process culminated into the "Alameda County Re-entry Network Strategic Plan 2008-2012," authored by Bill Heiser, Program Coordinator with Urban Strategies Council with input and materials produced by the Alameda County Re-entry Network Coordinating Council. The Plan outlined goals, objectives, strategies, activities, and timelines to create a system to address the needs of the formerly incarcerated in Alameda County. While this planning process helped to form and shape re-entry in Alameda County, the document never went through the formal process to be approved by the Alameda County Board of Supervisors.

CURRENT PLAN

In 2013, Chief Probation Officer LaDonna Harris, realizing the need for Alameda County to have a re-entry plan approved by the Board of Supervisors, embarked upon a planning process with a goal of obtaining a board-adopted re-entry plan. Utilizing the Joint One Table Re-entry members who had been meeting monthly regarding re-entry in Alameda County, the idea was presented to the group who began the process by reviewing the 2008-2012 Plan. With the enactment of such significant and historic mandates that comprise AB 109 and AB 117, it was determined that this information be included in the revised Plan. It was also agreed that further outreach was needed to ensure that all applicable categories of individuals participate in the process, with county-wide representation. The groups were:

- Formerly incarcerated and their families/or people with criminal records
- Victims of crime and their families
- Service providers who work with individuals in the criminal justice system
- Faith-based community members
- Community advocacy organizations
- Members of the Neighborhood Crime Prevention Councils
- Elected officials and their staff
- Other governmental entities (e.g. CDCR)
- Alameda County Probation Department staff



Workgroups were formed from the expanded membership of the Joint One Table Re-Entry tasked with developing the current document. The planning process was robust with countless hours spent in its development and collaborative with a myriad of stakeholders participating. Additionally, the Plan was previewed by staff representing all five of the Board of Supervisors and the County Administrator's Office. This Plan will be reviewed and updated at specified intervals to ensure that it continues to address the needs of those impacted by the criminal justice system.



II. VISION STATEMENTS

POPULATION STATEMENT:

All people who have had contact with the criminal justice system living in Alameda County will live a healthy, safe, and productive life with positive support systems.

SYSTEM STATEMENT:

Through policies and practices, the re-entry system will build healthy, safer communities and strengthen families by implementing a seamless system of services and supports through effective communication and coordination of public and private resources that impact and reduce recidivism.

III. GUIDING PRINCIPLES

1. Ensure culturally appropriate strategies, including a trauma or healing informed approach, that are responsive to the individual needs of the populations that they serve.
2. Encourage systems change and improved coordination, communication, and collaboration of systems integration which is critical to the success and sustainability of the re-entry population in order to provide better services to individuals and/or reduce recidivism.
3. Serve population at the highest risk for recidivism through high quality assessment tools, the use of evidence-based approaches, and individual plans.
4. Assure services and treatment are based on a continuum of care from adjudication to conclusion of correctional supervision or case management services.
5. Include and consider the re-entry population, community and victims in service delivery planning and quality assurance - “Nothing About Us Without Us”.
6. Assure services and treatment be provided for individuals as seamlessly as possible between institutions and from incarceration to community through effective criminal justice management.

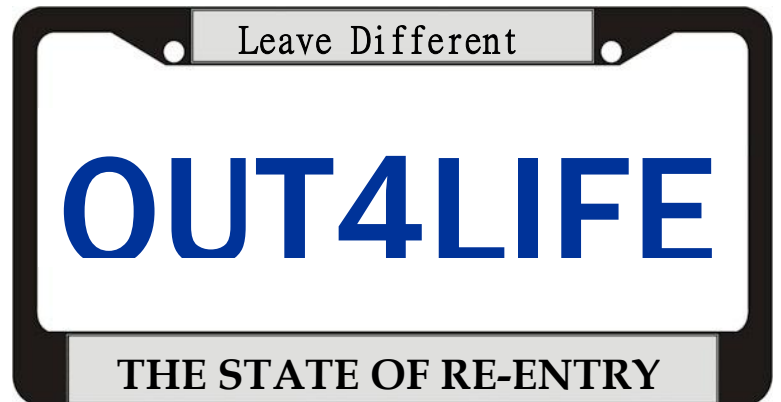
IV. OVERARCHING THEMES - GOALS, PERFORMANCES MEASURES AND STRATEGIES

1. THEME: REDUCE RECIDIVISM

GOAL: To promote community safety and improve the quality of lives of all people in the community by reducing recidivism defined as: “re-arrest, re-conviction, or return to incarceration/custody for people with conviction histories, with or without a new sentence”.

PERFORMANCE MEASURES:

1. Percent of target population without new convictions in Alameda County at the following intervals: a) within one (1) year; b) at 18 months; and c) at 3 years;
2. Percent of target population on probation supervision without new convictions in Alameda County, within one (1) year after case is closed;
3. Crime rates countywide and in communities with concentrations of formerly incarcerated residents;
4. Percent of target population arrested for a new offense during a specified time period; and
5. Percent of target population arrested for a technical violation during a specified time period.



STRATEGIES:

1. Assess target population for risk and needs;
2. Provide services based upon identified needs;
3. Direct programming towards high-risk offenders;
4. Facilitate in-custody programming;
5. Develop in-custody transitional plans for target population;
6. Coordinate and facilitate linkages to community services prior to release;
7. Provide gender responsive services and supports to the female target population; and
8. Develop coordinated pre- and post-release plans.

2. THEME: HIGH QUALITY, COMPREHENSIVE, WRAP AROUND SERVICES BEGINNING AT FIRST POINT OF CONTACT WITH THE CRIMINAL JUSTICE SYSTEM WITH A REINTEGRATION AND REUNIFICATION FOCUS THAT LEAD TO PRO-SOCIAL OUTCOMES.

GOAL: Re-entry planning and response begins at the earliest possible point of contact with the criminal justice system or adjudication and continues until “successful” reintegration as defined by an individualized plan and the achievement of positive service and social-based outcomes that are high-quality, peer-involved, and comprehensive, in the following areas:

- **Civic/Community Engagement**
- **Education**
- **Family Reunification/Stability**
- **Health**
- **Housing**
- **Social Services**
- **Workforce Development & Employment**

CIVIC/COMMUNITY ENGAGEMENT

PERFORMANCE MEASURES:

1. Percent of presentations given by target population at governmental hearings that influence system and policy changes, (e.g. county hearings, safety committee presentations, public protection forums, etc.) in order to reduce barriers to re-entry;
2. Percent of target population paying restitution payments;
3. Percent of nongovernmental individuals and groups (re-entry stakeholders) at re-entry meetings with access to key decision making power;
4. Percent of re-entry stakeholders who report that their participation is meaningful, based upon surveys;
5. Percent of re-entry stakeholders who sustain participation in monthly re-entry meetings for longer than three months;
6. Percent of restorative justice programs, including in-custody and community-based programs;
7. Percent of target population returning to the community as restorative justice mentors and advocates; and
8. Percent of services providers working with the target population trained in restorative justice practices.

STRATEGIES:

1. Increase county-wide financial support for leadership development of target population;
2. Develop leadership skills of target population to meaningfully engage in re-entry decision-making, cross system education and dialogue, and foster mutual respect and collaboration with diverse re-entry stakeholders;
3. Educate service providers on the use of initial assessments to identify and address barriers to civic engagement;
4. Increase support to target population to manage restitution and other financial responsibilities by decreasing barriers created by sanctions and financial penalties;
5. Provide financial literacy education for the target population;
6. Ensure that existing and future county-wide structures that address re-entry maximize stakeholders' input and share decision-making power by ensuring that:
 - Community input is actively solicited;
 - The purpose and agenda of each meeting is clear;
 - Meeting attendants have input on agenda;
 - Decision-making authority is transparent;
 - Meetings are held in an accessible location and at times that allow for community input;
 - Community participation is incentivized, when possible;
 - Re-entry decisions and meeting minutes are publicized and distributed (using methods such as social media, personal outreach, and the implementation of a constituent relationship management system); and
 - Evaluation/survey forms are used quarterly to measure stakeholder satisfaction.
7. Conduct community forums and education around restorative justice practices, history of institutionalized racism, oppression, and inherited trauma; and
8. Support in-custody restorative justice programs such as the utilization of surrogate victims and offender exchange, in addition to utilizing trauma education for victims and target population.

EDUCATION

PERFORMANCE MEASURES:

1. Percent of target population completing GED or High School prior to release;
2. Percent of target population completing GED or High School within two years of release;
3. Percent of target population completing college level courses prior to release;
4. Percent of target population completing college level courses within one year of release;
5. Percent of target population attaining a higher education degree within four years of release;
6. Percent of target population completing Career Technical Education within two years of release;
7. Number and percent of viable, short-term Career Technical Education programs available for the target population; and
8. Percent of target population utilizing educational services in County facilities - (Target: 15 percent within one year of plan implementation).



STRATEGIES:

1. Develop an Alameda County Re-entry Education Network- including County facilities, ROP, Community Colleges, nonprofits, etc. within a year of plan implementation. (*Evaluation is network developed*)
 - Develop clear pipelines linking individuals to the education network for GED or High School Diploma opportunities, Literacy programs, Career Technical Education at ROP or Community Colleges, Traditional Associate Degree or 4-year degree pathways.
 - Create system whereby participant authorizes sharing of information amongst network providers to eliminate duplication of services and participant frustration.
2. Invite providers to participate in the Alameda County Re-Entry Education Network; create Network website; Hold annual or semi-annual network meetings; strategize and implement best practices along with program referrals to support participants between network providers.
3. Develop clear career pathway opportunities for Education Network participants aligned with education within one year of plan implementation. (*Evaluation is pathway developed.*)
 - Develop viable pathways for individuals with felony records.

4. Increase the number of participants utilizing educational services in county facilities to 15% within one year of plan implementation. (Current percent or number of participants annually is approximately 10%.)
5. Conduct in-custody math, English, and career interest assessments to determine appropriate educational services, both in-custody and post-release;
6. Add Education Performance measures to contracts between providers and Alameda County Probation.
7. Expand current inmate intake process to include education and employment history to create a population baseline.
 - Develop holistic pre-release case management plan incorporating education, employment, health services, social services, and housing.
 - Ensure that target population leaves custody with a realistic case management plan based on a needs assessment.
8. Develop marketing campaign for in-custody target population and in the community for educational network and opportunities.
9. Develop and execute an annual policy agenda that addresses barriers to educational attainment and success including:
 - Financial aid limitations for GED recipients
 - Lack of access to online educational resources for the incarcerated target population
 - Data-sharing and collecting while maintaining personal privacy

FAMILY REUNIFICATION/STABILITY

PERFORMANCE MEASURES:

1. Increase in the number of in-custody parenting classes and parents who complete courses prior to release:
 - Number/size of classes offered at the Santa Rita Jail (SRJ);
 - Number of fathers/mothers who enroll in classes;
 - Percent of eligible target population to enroll in parenting classes;
 - Percent of eligible target population that enrolled in parenting classes prior to release;
 - Percent of fathers/mothers who complete classes prior to release;

- Percent of in-custody target population who report learning parenting skills as a result of attendance in parenting classes at the SRJ, based upon pre- and post-class surveys*;
- Percent of in-custody target population who report utilizing what they learned in parenting classes at the SRJ, based upon pre- and post-class surveys*.

*Note: Many pre-class surveys will remain open-ended due to the release of inmates prior to the post-release survey being completed.

Data Source:

- Class sign-in sheets; and
- Pre/Post Class Surveys.

Challenges to implementing:

Additional funding for staffing and facility expansion is required.

2. Increase in knowledge regarding the importance of communication and/or other contact between incarcerated parents at the SRJ and the children of the target population participating in the MOMS (Maximizing Opportunities for Mothers to Succeed) and DADS (Dads Acquiring and Developing Skills) programs:

- Percent of weekly phone calls and letters from parents in-custody at the SRJ to children, as reported by the parents;
- Number of children visiting their parents, as reported by the parents;



Data Source:

- Pre/Post Class Surveys

3. Increase in communication and/or other contact

between parents and their children after release, when appropriate:

- Percent of parents making or receiving phone calls from their children after release, as reported by the parents; and

- Percent of parents arranging and having visits with their non-custodial children (when appropriate) after release, as reported by the parents.

Data Source:

- Parent/Child Contact Logs

Challenge to collecting data:

- Funding for the development of a data system that will track the information; and
- Additional funding for staff to enter and maintain the data.

4. Increase in family reunification plans in place prior to release from the SRJ:

- Percent of parents with finalized family reunification plans prior to release from the SRJ

5. Increase in the number of child support orders, when appropriate, in place prior to release from the SRJ:

- Number of appropriate orders;
- Percent of parents with appropriate child support orders in place prior to release from the SRJ; and
- Percent of parents with child support orders that formally connect with the Department of Child Support Services prior to release from the SRJ.

6. Increase in parents who comply with their child support orders:

- Number and percent of parents (with child support orders) who formally connect with the Department of Child Support Services post-release;
- Number and percent of parents who adjust their child support orders; and
- Number and percent of parents with child support orders who paid their child support

Data Source:

- Department of Child Support Services Database

7. Increase in services for families and the number of families participating in reunification-focused services, such as: support groups, understanding release conditions, knowing what to do when the target population presents behavior challenges, e.g. drug use/abuse, mental health, etc:

- Number of reunification-focused services available for target population families;
- Number and percent of target population families who request reunification-focused services;
- Number and percent of target population families who requested reunification-focused services and were referred to services; and
- Number and percent of target population families who were referred that received reunification-focused services.

Data Source:

- TBD

8. Increase child-sensitive arrest practices:

- Number and percent of arrests with a child present at time of arrest; and
- Number and percent of arresting officers trained in child-sensitive arrest practices.

Data Source: Police records

The challenges to implementing these measures are:

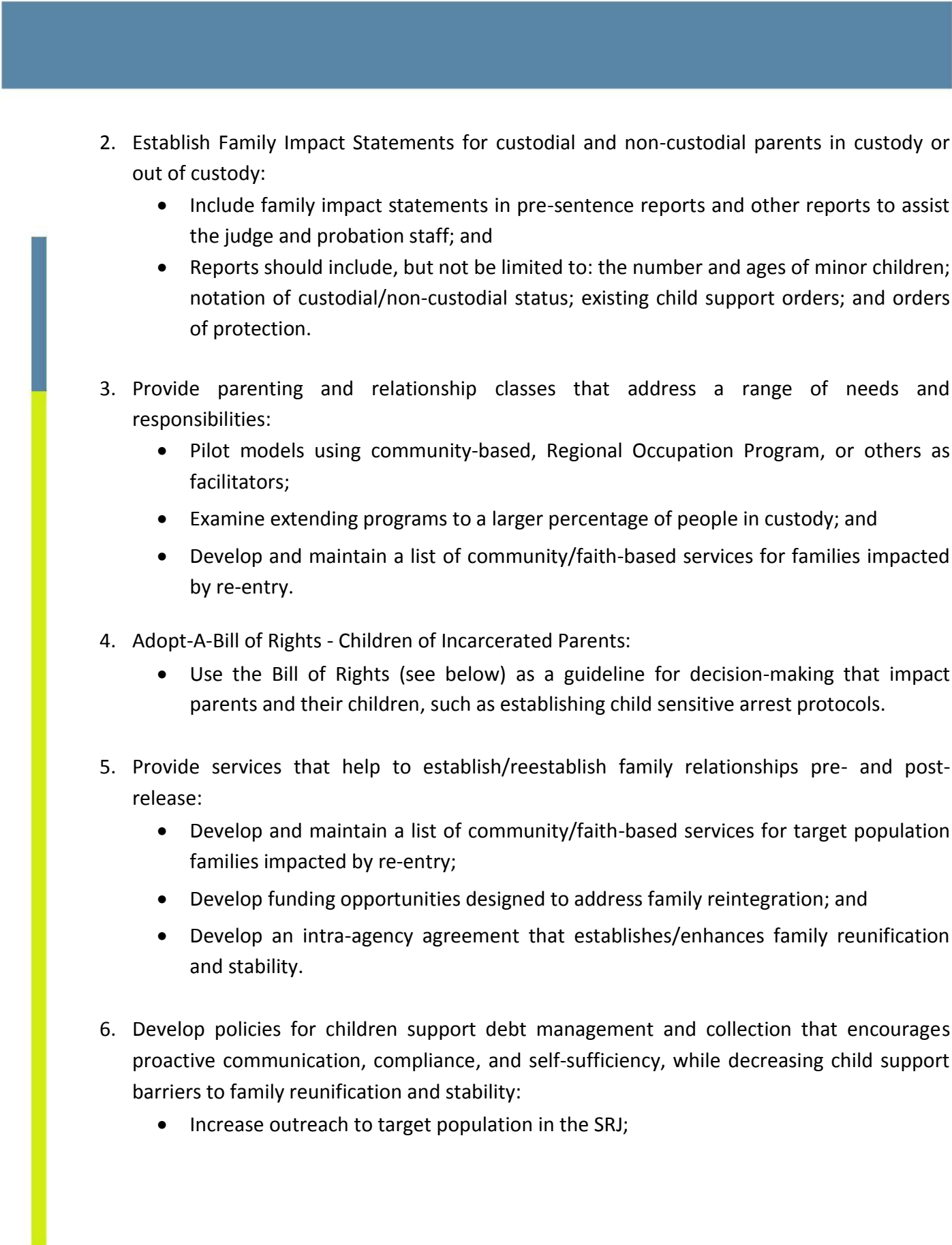
- Developing data sharing agreements with local police departments.

STRATEGIES:

1. Increase knowledge and education regarding the importance of staying in contact with children;

- Establish protocol for increased visitation at the SRJ;
- Pilot contact visitation models;
- Conduct feasibility studies;
- Expand parent child visitation hours*; and
- Establish administrative protocol to assure communication between parent and child.

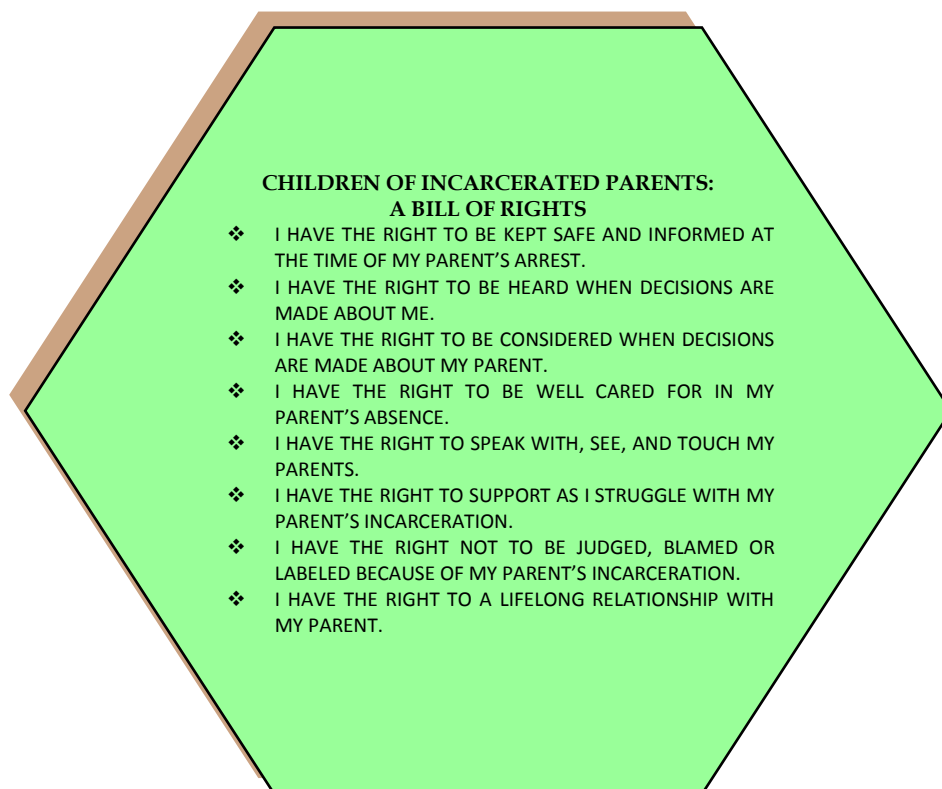
*Challenges for implementing: Additional funding for staff and facility expansion is required.

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2. Establish Family Impact Statements for custodial and non-custodial parents in custody or out of custody:
 - Include family impact statements in pre-sentence reports and other reports to assist the judge and probation staff; and
 - Reports should include, but not be limited to: the number and ages of minor children; notation of custodial/non-custodial status; existing child support orders; and orders of protection.
 3. Provide parenting and relationship classes that address a range of needs and responsibilities:
 - Pilot models using community-based, Regional Occupation Program, or others as facilitators;
 - Examine extending programs to a larger percentage of people in custody; and
 - Develop and maintain a list of community/faith-based services for families impacted by re-entry.
 4. Adopt-A-Bill of Rights - Children of Incarcerated Parents:
 - Use the Bill of Rights (see below) as a guideline for decision-making that impact parents and their children, such as establishing child sensitive arrest protocols.
 5. Provide services that help to establish/reestablish family relationships pre- and post-release:
 - Develop and maintain a list of community/faith-based services for target population families impacted by re-entry;
 - Develop funding opportunities designed to address family reintegration; and
 - Develop an intra-agency agreement that establishes/enhances family reunification and stability.
 6. Develop policies for children support debt management and collection that encourages proactive communication, compliance, and self-sufficiency, while decreasing child support barriers to family reunification and stability:
 - Increase outreach to target population in the SRJ;

- Review new CDCR database and proactively contact target population and take action on information;
- Develop a standardized referral process to connect target population with other government agencies, community-based organizations (CBOs) and faith-based organizations for families impacted by re-entry;
- Consider re-entry when reviewing cases for licenses and bank levy releases and other enforcement tools; and
- Develop a formalized referral processes with the District Attorney, the Probation Department, the Public Defender’s Office, and the Sheriff’s Office to identify shared population.

7. Establish an agreement between the SRJ and the Department of Child Support Services to assist with child support payments and education.

* Challenges to implementing many of the performance measures and strategies relating to pre-release at the SRJ: Additional funding for staffing and space.



HEALTH

PERFORMANCE MEASURES – MENTAL HEALTH:

Measures for target population entering Alameda County communities post-release either from a California prison under PRCS or from the SRJ.

A. The measures are:

- Descriptive statistics (minimum, mean, and maximum) for number of hospitalizations per person for psychiatric emergencies
- Descriptive statistics (minimum, mean, and maximum) for number of crisis intervention services per person

B. The sources of data are:

- PRCS list from the Probation Department, county jail release list from the Sheriff's Office, and encounter data from Behavioral Health Care Services (BHCS).
- Lists from the Probation Department and the Sheriff's Office must include re-entering person's name, date of birth, social security number, PFN number, and release date from prison or jail.

C. The methods of data analyses are:

- BHCS will cross-match the client lists from the Probation Department and the Sheriff's Office with the past year of clients utilizing services in the BHCS system of mental health and substance use care.
- Descriptive statistics will be used as measures.

Performance measures for target population entering Alameda County communities post-release from the SRJ who were diagnosed and received treatment for a mental health disorder while serving time in the SRJ. The measures are to be applied separately for those who were diagnosed with a serious mental illness while in jail and for those who were diagnosed with a non-serious mental illness while in jail.

A. The measures are:

- Number of clients who were enrolled in Medi-Cal
- Number of clients who used the following types of services when out of custody:
 - a) Mental health treatment: inpatient, crisis intervention, intensive case management, outpatient
 - b) Substance use treatment: detox, narcotic treatment program, residential treatment, sober living environment plus outpatient

- Descriptive statistics (minimum, mean, and maximum) for number of hospitalizations per person for psychiatric emergencies
- Descriptive statistics (minimum, mean, and maximum) for number of crisis intervention services per person
- Descriptive statistics (minimum, mean, and maximum) for number of re-incarcerations per person

B. The sources of data are:

- BHCS list of clients first seen by Criminal Justice Mental Health (CJMH) staff in the SRJ, the Sheriff's office list of offenders released from the SRJ, and the BHCS database of clients who received mental health and or substance use treatment
- List from the Sheriff's Office must include re-entering person's name, date of birth, social security number, PFN number, and release date from prison or jail.

C. The methods of data analyses are:

- BHCS will cross-match the client lists from the Sheriff's Office with the in-custody list from CJMH and the out-of-custody list of clients utilizing services in the BHCS system of mental health and substance use care.
- Descriptive statistics will be used as measures.

STRATEGIES – MENTAL HEALTH:

1. Obtain complete AB109 offender lists from both the Probation Department and the Sheriff's Office, and compare them with the BHCS client database;
2. Coordinate continuity of care post-release for AB109 clients; and
3. Dedicate personnel from BHCS to conduct data analyses.

PERFORMANCE MEASURES – SUBSTANCE USE DISORDERS (SUD):

Performance measures for individuals entering Alameda County communities post-release either from a California prison under PRCS or from the Alameda County Jail.

A. The measures are:

- Number of re-entering target population admitted into each of the following types of SUD treatment: a) social model detoxification; b) residential SUD treatment; c) a combination of transitional housing/sober living environment plus outpatient treatment; d) outpatient SUD treatment

- Percent of the target population initiated into treatment (definition: number of persons who received an initial treatment encounter with a SUD diagnosis, divided by the number of those persons who then received a subsequent treatment encounter within two weeks).
- Percent of target population engaged in treatment (definition: number of persons who were initiated into treatment divided by the number of those persons who then received at least two subsequent treatment encounters within the next month)

B. The sources of data are:

- PRCS list from the Probation Department, county jail release list from the Sheriff's Office, and encounter data from BHCS.
- Lists from the Probation Department and the Sheriff's Office must include re-entering person's name, date of birth, social security number, PFN number, and release date from prison or jail.

Notation per request from the Re-entry Committee Chair: Assuming these data are provided, and then at some future date, we may decide to expand the population measured by attempting to include as additional data sources the Public Defender's list of clients who were not incarcerated and Alameda Courts who sentenced persons to DUI programs.

C. The methods of data analyses are:

- BHCS will cross-match the client lists from the Probation Department and the Sheriff's Office with the past year of clients utilizing services in the BHCS system of mental health and substance use care.
- The basic statistics indicated in 2.A.1) - 3) above will be used.

Measures for AB109 clients referred by the Probation Department to the BHCS Case Management Contractor (BHCS-CM) for assessment, referral into SUD treatment, and ongoing case management.

A. The measures are:

- Number of AB109 clients assessed by the BHCS-CM for SUD treatment;

- Per cent of AB109 clients assessed by the BHCS-CM who were subsequently admitted into SUD treatment;
- Minimum, mean, and maximum number of days it took AB109 clients from initial assessment by the BHCS-CM to admission into an SUD treatment program;
- Number of AB109 clients who were admitted into: a) social model detoxification; b) residential SUD treatment; c) transitional housing/sober living environment plus outpatient SUD treatment; d) outpatient SUD treatment;
- Number of AB109 clients assessed by the BHCS-CM and admitted into SUD treatment who were enrolled in Medi-Cal; and
- Percent of AB109 individuals admitted into SUD treatments who were subsequently re-incarcerated.

B. The source of data is: BHCS-CM data

C. The methods of data analyses are:

- Basic statistics indicated in 3.a.1) - 6) above.

STRATEGIES – SUBSTANCE USE DISORDERS:

1. BHCS obtains complete AB109 offender lists from both the Probation Department and the Sheriff's Office and compares them with the BHCS client database.
2. BHCS-CM obtains accurate information from treatment providers.
3. Coordinate continuity of care post-release for AB109 clients.
4. Dedicated personnel from BHCS and from BHCS-CM to conduct data analyses.

PERFORMANCE MEASURES – PHYSICAL HEALTH:

1. Percent of Alameda County residents in custody who receive health screenings at intake at the SRJ.
 - A. The measures are²:
 - Percent of female patients ages 50-75 who receive a mammogram;

² Measures 1-7 are in place for all in custody residents following appropriate medical assessment at the first point of intake. At release the information will be transferred to the community primary care provider and/or medical home when assigned.

- Percent of female patients referred to Highland Hospital/Alameda County Health System's Radiology Department every 24 months as needed for breast cancer detection;
- Percent of patients between the ages of 50-75 who are offered the colorectal cancer screening (FIT Test) annually (unless the patient has had a colonoscopy in the last 5 years);
- Percent of female patients ages 21-75 who are referred to women's health for a PAP screening every 24 months;
- Percent of patients referred to a Registered Nurse for an influenza vaccination annually between September and February if the patient is over age 50 or if patient is in the high-risk category (COPD, asthma, or CHF);
- Percent of patients referred to a registered nurse for pneumococcal vaccination if the patient is over age 65;
- Percent of patients referred to the clinic (RN, HTN clinic or provider) for a blood pressure check and education if BP > 140/90;
- Percent of patients who are offered a HIV test, provided protocols are established for appropriate treatment and medication if HIV is indicated; and
- Percent of patients over the age of 55 (over the age of 35 for African-American men) who are offered a prostate disease early detection test (PSA test).

B. The sources of data are:

- Corizon/Medical Director for the SRJ;
 - Alameda County Sheriff's Office; and
 - Health Officer/Alameda County Health Care Services accreditation.
2. Percent of Alameda County residents released from the SRJ who have been enrolled in a Health Insurance Plan (Goal of 100%)
 3. Percent of Alameda County residents released from the SRJ who have an identified medical home.

STRATEGIES – PHYSICAL HEALTH:

1. Ensure primary health panel management standing orders for preventative health are implemented.
 - Community Re-Entry Health Navigators
2. Assign residents in custody to a Community Reentry Navigator to work with them pre-and post-release to access:
 - Prison- and Jail-based health services;
 - Community-based health services;
 - Health Education;
 - Mental health treatment;
 - Substance abuse treatment;
 - Dual diagnosis/co-occurring disorder treatment;
 - Trauma recovery services; and
 - Wellbeing education in non-violence, post-incarceration support wellness programs.
3. Implement an Alameda County Adult Transition/Day Reporting Center (T/DRC)
 - The planning process for the T/DRC incorporates health and wellness, designed to provide a comprehensive re-entry back to the community after a specified period of incarceration which will allow for re-entry planning being in place appropriately for returning resident.



HOUSING

PERFORMANCE MEASURES:

1. Number and percent of target population released from incarceration in State prisons who have an individualized, integrated services plan in place that includes a housing assessment;
2. Number and percent of target population released from County jail after incarceration of seven days or longer who have an individualized, integrated services plan in place that includes a housing assessment;
3. Number and percent of target population who have an individualized, integrated services plan with a housing placement upon release which meets identified needs;
4. Number and percent of target population with permanent housing on or before last day of involvement with criminal justice system, e.g. upon release or at end of parole or probation supervision;
5. Number and percent of target population with housing in place after a need has been identified (immediately post-release and for those whose need arose subsequent to release, while under supervision) by type (permanent, transitional, etc.);
6. Number and percent of target population who becomes homeless or returns to homelessness after being housed upon release; and
7. Number and percent of target population who retain permanent housing for 90 days, 180 days and 12 months after release.



Data Source: TBD

Challenges to implementing: TBD

STRATEGIES:

1. Coordinate efforts to create new housing and service resources and to increase access to existing housing and service resources, including identifying funding and policy changes, needs for a range of housing types (transitional/program-based, sober living, permanent supportive housing, rental assistance, etc.) and geographic spread across the county;

2. Develop/expand and coordinate system of direct access from incarceration to housing identified in individual integrated services plans;
3. Coordinate efforts with the Probation Department, State and federal parole, the Sheriff's Office, non-profit providers and the community to access and retain housing, including housing for sex offenders;
4. Educate re-entry service providers, parole agents, probation officers, and others regarding the range of housing available and how to access housing;
5. Evaluate and track housing referrals/follow up;
6. Strengthen existing partnerships and expand capacity of housing programs for target population;
7. Coordinate the development and use of common/shared pre-release housing assessment tool across systems to identify target population in need of housing services and resources to support re-integration into their communities;
8. Develop and coordinate use of common data tracking fields and definitions across the justice and housing/homeless systems related to identifying housing needs, status as formerly incarcerated/criminal justice involvement, and housing placement and retention;
9. Prior to release, target population will meet with transitional staff with goal of being housed or housing ready on the day of release; preparation to include housing needs assessment (temporary, permanent...) identification of place to stay immediately (permanently or temporary) and permanently (family or housing program to assist); if needed, completion of a housing resume and obtaining documentation required for housing (i.e. identification), assessment of income needs as pertaining to housing, etc.;
10. Engage potential landlords to explore barriers to housing target population and assess potential solutions;
11. Provide subsidies to landlords who house target population, low income clients;
12. Increase coordination between employment and benefits programs and housing programs to ensure sufficient income to support housing as quickly as possible; and
13. Provide services and supports that help to establish or reestablish relationships between target population and their families, in order to increase housing placements with family when appropriate. (Link the housing assessments, programs and services to the range of other support programs and services involved in this effort in order to accomplish this strategy).

SOCIAL SERVICES

PERFORMANCE MEASURES:

1. Number and percent of pre-sentence and pre-release peer driven outreach, engagement and mentoring services to inform target population of available resources and referral pathways;
2. Number and percent of pre-and-post release individualized risk assessment and comprehensive needs assessment utilizing motivational interviewing and trauma informed techniques;
3. Number and percent of education, training and access to appropriate services through innovative targeted case management models; and
4. Number and percent of pre-sentencing practices that include diversion to community based service providers and restorative justice programs.

STRATEGIES:

Peer Driven Outreach and Engagement Strategies-

1. Incorporate a consultation with social worker, advocate or mentor at pre-sentencing decision in order to gather valuable psychosocial information, and assess possible diversion or restorative justice strategies;
2. Promote mentoring as a viable opportunity of support for target population by creating a task force dedicated to exploring structured mentoring opportunities/practices specific to addressing the needs of target population that include:
 - Identify promising strategies/evidence-based models and best practices of mentoring that have demonstrated success in serving those who are formerly incarcerated;
 - Select and support the development of successful mentoring strategies/programs that are designed specifically to serve the formerly incarcerated;
 - Identify and obtain financial support to develop, evaluate and sustain mentoring efforts that address the needs of the formerly incarcerated;
 - Develop a structured mentoring program as a strategy to develop active community partnerships;
 - Develop and staff a structured mentoring program that fosters caring and supportive relationships for those identified as formerly incarcerated who desire to have a community mentor that will encourage individuals to develop to his or her fullest potential and create a vision for his or her own future; and
 - Implement the program with operating procedures and standards for mentor and participant that include recruitment, screening, training, matching, monitoring and support, match closure and evaluation strategies based on the latest mentoring research and evidence from experienced mentoring practitioners.



Motivational Interviewing and Trauma-Informed Care Strategy

- Establish professional development requirements as an industry standard for all service providers who receive funding through the County's investment including, but not limited to, Probation, the District Attorney's office, and local police to establish and enrich education around best practices for Trauma Informed Care, Motivational Interviewing and Restorative Justice Practices.

Targeted Case Management Strategy

- Develop a system to ensure person-centered assessment of needs at first point of contact;
- Develop a service delivery system that has the capacity to meet the needs of the target population;
- Utilize follow up surveys and satisfaction surveys to incorporate feedback to system wide development of case management services; and
- Work to ensure access to services during incarceration for high-risk populations such as inmates identified with gang affiliations as well as others at high-risk for recidivism.

BENEFITS

PERFORMANCE MEASURES:

1. Number and percent of target population that receive assessments for a) SSI/SSDI, b) CalWORKs, or c) General Assistance after release;
2. Number and percent of target population that receive a) SSI/SSDI, b) CalWORKs, or c) General Assistance after release;
3. Number and percent of target population that are identified as having a health service need after release: and
4. Number and percent of target population identified as having a health service need that received those services after release

STRATEGIES:

1. Increase in the number of the post-release target population to receive public benefits after release to include enrollment in SSI/SSDI; CalWORKs; or General Assistance;
2. Increase in coordinated mechanisms for providing reentrants with needed health services; and
3. Increase in pre-release enrollment in Covered California health care benefits for target population and established Memorandums of Understanding (MOUs) and policies related to achieve this goal.
4. Implement a pre-release agreement between County Jail/Social Services Agency so target population can apply for SSI/SSDI and other public benefits by service provider while incarcerated;

5. Develop a coordinated mechanism for providing reentrants with needed health services. Ensure that reimbursement mechanisms for covering the cost of health care are established and that MOUs and policy related to this are implemented;
6. Establish an internal committee to coordinate mental health, health and substance abuse issues. Develop formal systems for handling reentrants' health, mental health and substance abuse needs;
7. Advocate with Sheriff's Office to obtain Medi-Cal, mental health and substance abuse records to provide continuity of care and expedite establishment of benefits;
8. Advocate for clarification of the definition of "legal residence"; and
9. Work with the Department of Motor Vehicles to get IDs for inmates before they are released.

LEGAL

PERFORMANCE MEASURES:

1. Number and percent of the following through "Clean Slate" clinics: dismissals (PC 1203.4); reductions of felonies to misdemeanors (PC 17(b)); early probation terminations (PC 1203.3); factual findings of innocence (PC 851.8); warrant recalls; and certificates of rehabilitation (PC 4852 et al);
2. Number and percent of target population participating in services and programs that would ensure child support payments, and decrease barriers to employment such as DMV sanctions and other financial penalties; and
3. Number and percent of police officers trained in trauma informed care and restorative justice practices.
4. Number and percent of referrals to diversion programs by local police departments.

STRATEGIES:

1. Inform the target population of the locations of the clean slate clinics, how to access them, and what services are provided;
2. Inform employers regarding the laws surrounding applicants who have received clean slate remedies and other policies such as "ban the box," etc.;
3. Provide training and education programs for police officers that focus on diversion programs and restorative justice strategies to reduce arrests, when appropriate.
4. Explore pre-charge and pre-conviction alternatives such as diversionary programs or restorative justice programs with the District Attorney's Office.
5. Improve legal services and advice for target population with immigration issues and provide information noting the location of immigration services;

WORKFORCE DEVELOPMENT & EMPLOYMENT




PERFORMANCE MEASURES:

1. Number and percent of target population who obtained employment in the following categories:
 - Full-time, part-time, or temporary employment within one year of release (Temporary work defined as: days, weeks, months or seasonal);
2. Number and percent of target population who retained employment for 90 days, 180 days, and 12 months after release
 - Track each benchmark as a separate measure for each time period;
3. Number and percent of target population unemployed for following:
 - 5 years or more, 3 to 5 years, or 0 to 3 years;
4. Number and percent of employed target population that are:
 - Earning more than a minimum wage; and
 - Receiving full or partial benefits (sick leave, vacation, medical and dental – after a specified period of time from the employment date).



STRATEGIES:

1. Engage potential employers and business associations, both local and regional, to implore them to hire individuals in the target population with barriers, including felony convictions;
2. Identify and connect with employers that are projected for high growth and immediate labor demand needs - this includes the apprenticeship programs and trade unions;
3. Create a coordinated strategy with local employers to explore barriers to hiring the target population and offer access to potential solutions, including tax incentives, Work Opportunity Tax Credits (WOTC), On the Job Training (OJT) contractual agreements, etc.;
4. Assess target population's initial needs and provide assistance to address the needs;

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- 
5. Create tool/document that will assess the needs of the employer to increase positive job matching, which leads to long term retention. The logic here is:
 - To fully understand what the employer is looking for
 - Send and refer only clients that fit their specific need;
 - “Getting it right initially usually leads to successful employment retention”;
 6. Create and conduct an Employer/Customer Satisfaction Survey to gauge the satisfaction of the employers that have hired from this targeted population. The logic here:
 - To assess the employers approval or disapproval with the referrals being sent
 - To surmise and evaluate the overall experiences and interactions with those referred
 - “We do better when we know better”;
 7. Provide opportunities for employers to access the incumbent’s skills and offer upgraded training, which could lead to approved licensed occupations, or those occupations requiring certification within a specialized skill set. The logic here:
 - Retention happens when an employee gains skills
 - Promotions happen once those skills have been refined and proven
 - “Skills Upgrade” training should be available, at a minimal cost;
 8. Engage and connect with businesses, along with Training and Preparatory institutions that offer proven growth or in-demand occupations; and
 9. Identify career growth occupations and industries that pay an established living wage.

3. THEME: DEVELOP A NETWORK OF WELL-COORDINATED SYSTEM OF SERVICES

GOAL: Develop an effective, culturally responsive, well-coordinated system of services that promotes evidenced-based practices with and for those impacted by re-entry, including re-entry individuals, their families, victims, and our community.

PERFORMANCE MEASURES:

1. Number and percent of interagency MOUs between organizations, including CBOs and government agencies to increase cross-system information and resource sharing to provide specific services;
2. Number and percent of face-to-face handoffs in referral process for service delivery coordination; and
3. Number and percent of policies that do not disproportionately penalize the target population from obtaining housing, support services and employment.

STRATEGIES:

1. Increase County policies and practices that facilitate the target population's successful re-entry;
2. Assess best practices and emerging practices;
3. Leverage public/private resources to diversify funding streams and increase support from stakeholders;
4. Create a system of seamless service delivery, including interagency trainings and public education forums leading to interagency MOUs and information sharing;
5. Share risk and other assessments throughout the continuum of care, where appropriate;
6. Institutionalize education and training in cultural humility and sensitivity;
7. Identify all current programs and/or services within all agencies, public and private partners that address substance abuse, mental health, housing and criminogenic needs, including the percent of target population eligible for service and the percent of those who use or have access to services.
8. Identify gaps and barriers and compile the justification relating to the gaps/barriers in programs and/or services.
9. Review and/or modify County policies and practices that impede the target population's successful re-entry and access to services.

4. THEME: ACCOUNTABILITY, TRANSPARENCY, FISCAL AND PERFORMANCE OUTCOMES

GOAL: Ensure transparency and accountability through outcome-based evaluations based on evidentiary practice and a supporting information system that has the ability to track client services, provider and system outcomes and collect appropriate data/statistics.

PERFORMANCE MEASURES:

1. Percent of re-entry partners collecting performance measures identified in this Plan;
2. Percent of re-entry partners who have submitted their performance measures to the re-entry data system;
3. Percent of re-entry partners reporting target population outcomes;
4. Percent of partners reporting improvements in target population outcomes; and
5. Number and percent of stakeholder meetings conducted where re-entry data and outcomes are presented.

STRATEGIES:

1. Create and distribute resources regarding evidenced-based practices for data collection for service providers;
2. Increase presentations for re-entry stakeholders that reference budget outcomes;
3. Research information management systems for county-wide input of aggregate service delivery and outcomes;
4. Develop a web-based survey to collect performance measures; consider existing models, e.g. City Spam, RTMIS, Ramsell;
5. Produce monthly performance dashboard tracking outcomes reports;
6. Identify and assess existing re-entry program evaluations;
7. Train stakeholders for consistent data collection;
8. Identify resources for independent evaluations and data collection;
9. Use data and evaluation to inform decision making;
10. Increase the number of stakeholder meetings where re-entry data and outcomes are presented;
11. Develop, implement and distribute an easily accessible, online, written and oral detailed accounting of every County-funded re-entry program;
12. Collection and distribution of detailed information and data on all re-entry services in the County, including detailed program descriptions, outcomes and performance measures;
13. Develop a county-wide data tracking system that allows for system-wide input of standardized performance measures;
14. Establish quality and quantity of formal, independent evaluation system-wide and individual re-entry programs, and accountability reviews of county-funded re-entry programs;
15. Conduct a formal evaluation of the County's re-entry efforts; and
16. Hold regular stakeholder meetings where re-entry data and outcomes are presented.

ALAMEDA COUNTY PROBATION DEPARTMENT

ADULT SERVICES DIVISION REPORT

The Alameda County Probation Department (ACPD) Adult Services Division provides a wide range of services and supports to its clients, partnering agencies and to the community, at large. The primary responsibilities include:

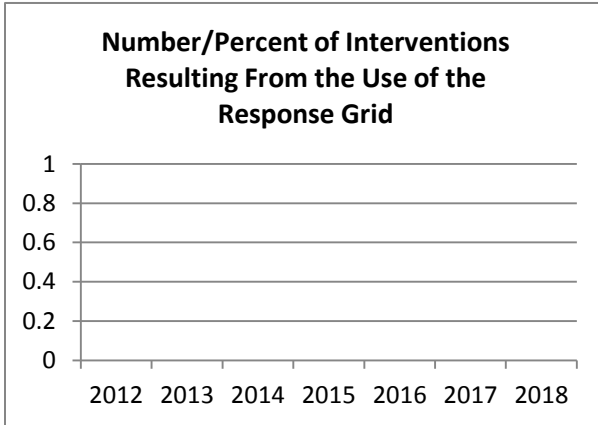
- ❖ Effective, consistent, enforcement of court orders
- ❖ Rehabilitation and treatment opportunities to offenders
- ❖ Accurate and timely services to the Court
- ❖ Resources to victims of crimes

PARTNERS:

Criminal justice system (judges, prosecutors, public defenders/private attorneys local and state law enforcement agencies and CDCR), service providers, and other County agencies.

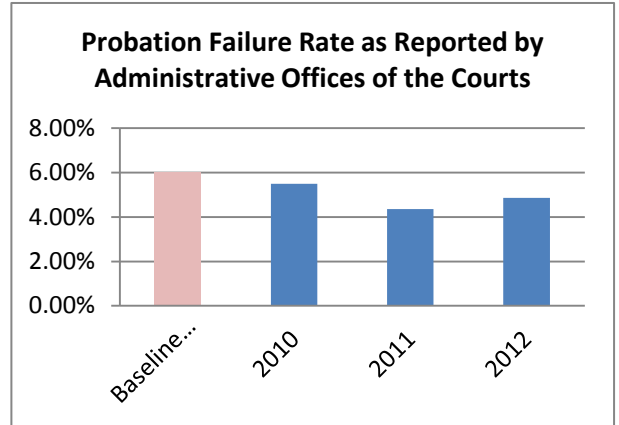
<i>How Much Did We Do?</i>	<i>How Well Did We Do It?</i>																																
<div style="text-align: center; margin-bottom: 10px;"> Number of Clients Supervised at Year End </div> <table border="1" style="margin-left: auto; margin-right: auto; border-collapse: collapse; text-align: center;"> <caption>Number of Clients Supervised at Year End</caption> <thead> <tr> <th>Year</th> <th>Number of Clients</th> </tr> </thead> <tbody> <tr><td>2006</td><td>14,600</td></tr> <tr><td>2007</td><td>14,900</td></tr> <tr><td>2008</td><td>14,900</td></tr> <tr><td>2009</td><td>14,400</td></tr> <tr><td>2010</td><td>13,800</td></tr> <tr><td>2011</td><td>13,300</td></tr> <tr><td>2012</td><td>12,500</td></tr> </tbody> </table> <p>Story: This chart represents the number of clients on ACPD'S caseload. Counts taken as of the last day of the year.</p>	Year	Number of Clients	2006	14,600	2007	14,900	2008	14,900	2009	14,400	2010	13,800	2011	13,300	2012	12,500	<div style="text-align: center; margin-bottom: 10px;"> Number/Percent of PRCS Clients Referred to Services w/in 30 Days of Completing Needs Assessment </div> <table border="1" style="margin-left: auto; margin-right: auto; border-collapse: collapse; text-align: center;"> <caption>Number/Percent of PRCS Clients Referred to Services w/in 30 Days of Completing Needs Assessment</caption> <thead> <tr> <th>Year</th> <th>Number/Percent</th> </tr> </thead> <tbody> <tr><td>2012</td><td>0</td></tr> <tr><td>2013</td><td>0.1</td></tr> <tr><td>2014</td><td>0.2</td></tr> <tr><td>2015</td><td>0.3</td></tr> <tr><td>2016</td><td>0.4</td></tr> <tr><td>2017</td><td>0.5</td></tr> <tr><td>2018</td><td>0.95</td></tr> </tbody> </table> <p>Story: ACPD will implement a new needs assessment tool in early 2014. PRCS individuals will be referred to identified services within 30 days of completing the assessment.</p>	Year	Number/Percent	2012	0	2013	0.1	2014	0.2	2015	0.3	2016	0.4	2017	0.5	2018	0.95
Year	Number of Clients																																
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2018	0.95																																

How Well Did We Do It?



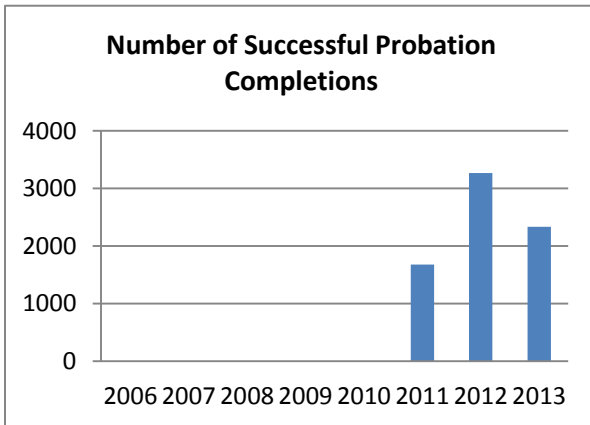
Story: ACPD developed and implemented a Response Grid as a tool to assist Deputy Probation Officers with rewards and sanctions based upon the progress and/or violations of the clients.

Is Anyone Better Off?



Story: This chart indicates a reduction in the number of probationers sent to State Prison as a result of SB 678 Evidence Based Probation Supervision practices.

Is Anyone Better Off?



Story: Data for 2011 represents last 2 quarters of the year (July - December). Data for 2012 represents the entire calendar year. Data for 2013 represents the first three quarters of the year (January - September). Data identified as a total county and percentage of overall successful completions.

ALAMEDA COUNTY PUBLIC DEFENDER'S OFFICE REPORT

The Public Defender's Office represents all persons in Alameda County that are indigent and charged with a criminal offense or needing clean slate assistance, when requested.

PARTNERS:

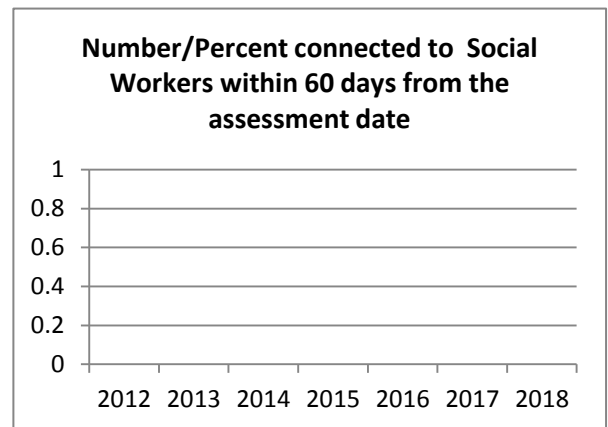
The District Attorney's Office, the Probation Department, East Bay Community Law Center and other community organizations

How Much Did We Do?



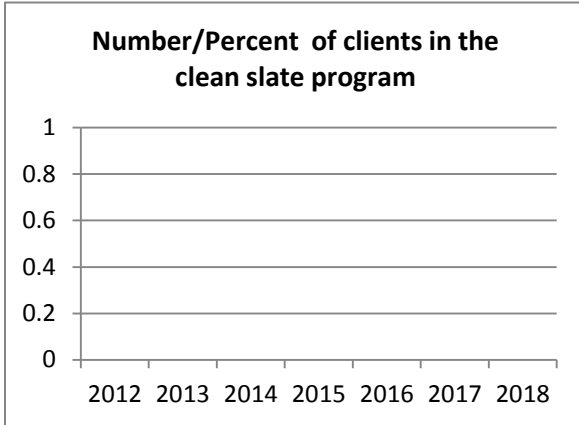
Story: The Public Defender's Office represents all persons in Alameda County that are indigent and charged with a criminal offense or needing clean slate assistance, when requested. We open more than 40,000 cases a year.

How Well Did We Do It?



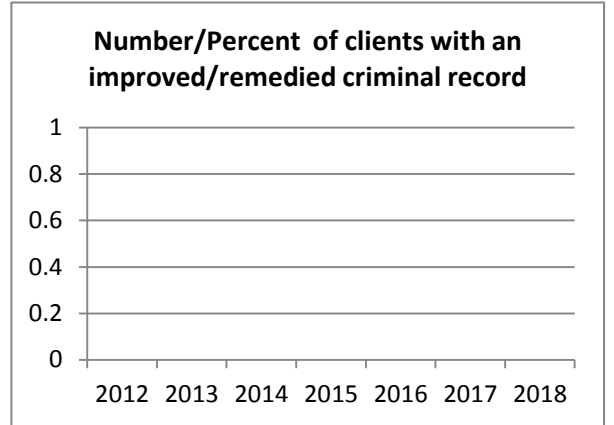
Story: In an effort to become a more holistic Public Defender's Office, we plan to assess and connect our realignment clients with Social Workers to assist them with their cases and their lives. Social Workers will be hired in 2014.

How Well Did We Do It?



Story: The Public Defender’s Office represents all persons that are indigent that previously had a conviction in Alameda County (or are looking for a factual finding of innocence on their uncharged or dismissed cases) with clean slate remedies, which include: dismissals, reducing felonies to misdemeanors, and early termination of probation. The Public Defender’s Office also represents Alameda County residents that are seeking Certificates of Rehabilitation.

Is Anyone Better Off?



Story: The Public Defender’s Office seeks to have a 90% success rate in its clean slate motions and therefore improve the client’s ability to obtain housing, jobs, benefits, etc.

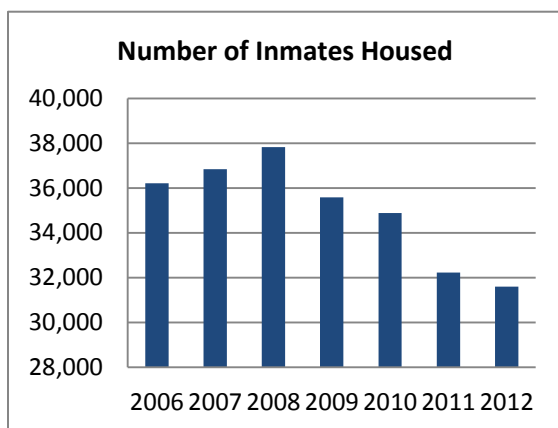
ALAMEDA COUNTY SHERIFF'S OFFICE REPORT

The Alameda County Sheriff's Office protects life and property while providing humane treatment to those in our custody.

PARTNERS:

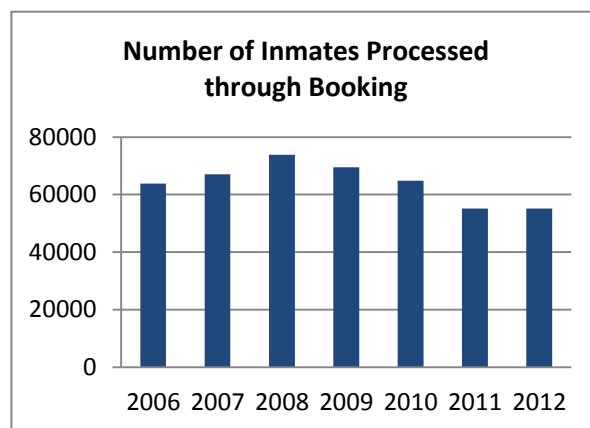
The District Attorney's Office, the Public Defender's Office, the Probation Department, Health Care Services Agency, Social Services Agency, Department of Child Support Services and local housing authorities.

How Much Did We Do?



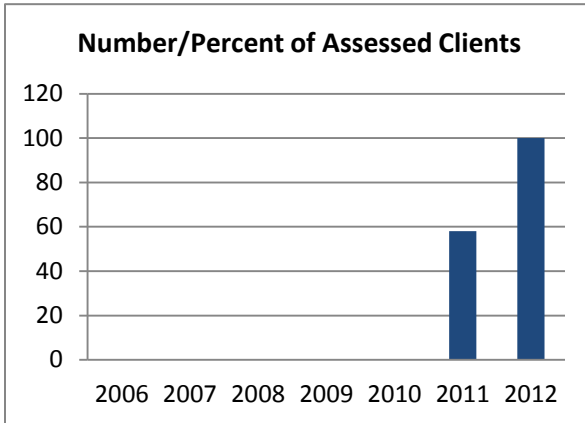
Story: Number of inmates housed at the Santa Rita Jail. Total includes duplicates, i.e., offenders who returned multiple times.

How Much Did We Do?



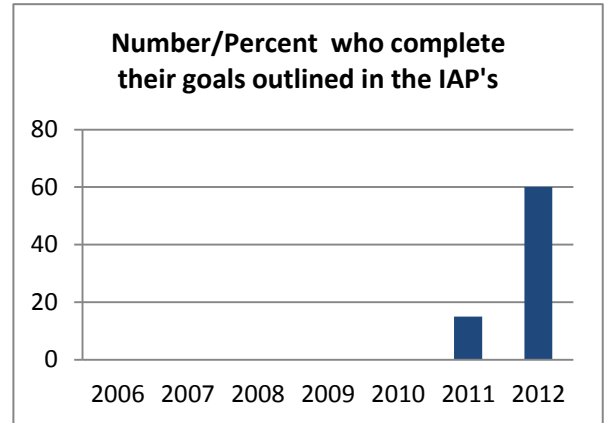
Story: Number of inmates processed through booking at the Santa Rita Jail and the Glenn Dyer Detention Facility. Both facilities are noted because inmates can transfer between the facilities.

How Well Did We Do It?



Story: Percent of inmates at the Santa Rita Jail assessed and enrolled in the Second Chance Act (SCA) (Probation) and the SCA's Operation My Home Town and MOMS' TOO grants; and the MOMS' program divided by the total number of inmates housed at the Santa Rita Jail.

Is Anyone Better Off?



Story: Percent of inmates, who successfully complete pre-release programs, i.e. complete the goals in his/her re-entry plan before release from the Santa Rita Jail divided by the total number of inmates assessed/enrolled in the Alameda County Sheriff's Office's programs.

V. IMPLEMENTATION PLAN

It is anticipated that the Joint Re-Entry One Table members will continue meeting on a consistent basis (minimally monthly) to review, monitor and discuss the performance measures and strategies outlined in the Plan. The members will prioritize the performance measures and



strategies based on data, systems, funding and services currently available, while establishing base-line data. The members will outreach to targeted stakeholders needed for implementation and develop workgroups, when required, to further refine and address areas of the Plan, including the development of baseline data. The members will ensure the Plan is widely distributed throughout the County, state and to applicable federal partners. This Plan will be reviewed and updated at specified intervals to ensure that it continues to address the needs of those impacted by the criminal justice system. It is expected that progress reports/updates noting the accomplishments and challenges will be developed and presented to the Alameda County Board of Supervisors, annually.

During 2014, members will solicit the services of a trained facilitator with specialized knowledge in organizational and systems development. The role, structure, membership and governance of the Re-entry Network will be developed, with the assistance of the facilitator.



ACKNOWLEDGEMENT

It is acknowledged that full implementation of this Plan will require additional resources, such as: funding, staff, space and time.

SPECIAL THANKS

Carol Burton
Rodney Brooks
Linda Gardner
Eliza Hersh
Dr. Muntu Davis

Teresa LaSalle
Linda Erickson
Monique Perkins
Dr. Tom Trabin
Marc Hering

Sheryl Walton
Michael Shaw
Dr. Tina Vasconcellos
Lt. Melanie Ditzenberger
Donald Frazier

VI. RE-ENTRY PLANNING TEAM

David Abramson – Alameda County Behavioral Health Care Services
Nwamaka Ag – Ella Baker Center
Derrick Bailey – Community Member
Kendrick Baker – Clean Slate
Ted Baraan – Alameda County Probation Department
Steven Barton – City of Oakland Human Services
Barbara Bernstein – Eden I&R, Inc.
Crystal Bing – Keys/Allen Temple Collaboration
Danielle Bourgeois – California Department of Corrections and Rehabilitation
Leavell Boyd
Matthew Brega – Child Support Services
Rodney Brooks – Board of Supervisors
Jenifer Brown – Alameda County Probation Department



Carol Burton – Centerforce
Natalie Cha – Senator Hancock’s Office
Davida Coady – Options Recovery
Stephanie Cornwell – CAL PEP
Tony Crear – Alameda County Probation Department
Neola Crosby – Alameda County Probation Department
Katherine Culberg – Restorative Justice for Oakland Youth

Evans Daniels – Community
Marcus Dawal – Alameda County Probation Department
Lazandra Dial – Alameda County Workforce Investment Board
Melanie Ditzenberger – Sherriff’s Office
Charles Eddy – Urban Strategies
John Engstrom – Community Member
Donald Frazier – Building Opportunities for Self-Sufficiency
Gary Flores – Volunteers of America
Faith Elizabeth Fuller – FAS Services
Robert Garcia – Social Services Agency
Linda Gardner – Alameda County Housing & Community Development Department
Annelise Grimm – Alameda County Public Health
Rashidah Grinage - PUEBLO
Ignacio Guerrero – Department of Child Support Services
Barry Hall – Alameda County Behavioral Health Care Services
Marc Hering – Center Point, Inc.
Eliza Hersh – East Bay Community Law Center
Brendan Hofmann – Alameda County Department of Child Support Services
John Holman – Healthy Communities
Lindsay Horstman – Alameda County Public Defender’s Office
Vivian Irving – Neighborhood Crime Prevention Council
Steven Jackson – Center Point, Inc.
Wendy Jackson – East Oakland Community Project
Luther Jessie – East bay Community Recovery Project
Nerdah Kaiser – Senator Hancock’s Office

PLANNING TEAM (continued):

Carla Kennedy – Alameda County Sheriff’s Office
Pastor Raymond Lankford – Healthy Communities
Archbishop Aurealia Lewis – International African Methodist Church
Terrie Light – Berkeley Food & Housing Project
Emily Lovell – Senator Hancock’s Office
Rev. Dr. Jasper Lowery – Urojas Ministries
Marsha Lucien – Volunteers of America
Kaki Marshall – Building Opportunities for Self-Sufficiency
Richard Martin – Community Works West
Sandra Hooper Mayfield – ReGynesis Health Services
Karen Meredith – District Attorney
Christopher Miley – Board of Supervisors
Ruth Morgan – Community Member
Andrea Mueller – Youth & Family Service Bureau/Sheriff
Jael Myrick – Assembly Member Skinner’s Office
John Nicols- NCPC
Olu Oluwole – Oakland Private Industry Council
Aaron Ortiz – East Bay Youth & FI
Carissa Pappas – Alameda County Probation Department
Ellouise Patton – UFCW Local 5
Monique Perkins – CEO Works
Jody Pollak – Alameda County Human Resource Services
Nathan Rapp – Senator Hancock’s Office
Trevia Reid - Assembly Member Skinner’s Office
Tammy Rice – Social Services Agency
Larry Robbin – Community Member
Fatima Rodriguez – C.U.R.A. (Partners United to Reform Addicts)

Mercedes Rodriguez – California Department of Corrections and Rehabilitation
Fred Rutledge - ROP



Calicinita Scott - 2551
Michael Shaw – Public Health
Towanda Sherry – Community Member
Dan Simmons – City of Oakland Human Services
Tim Smith – Village-Connect, Inc.
Michelle Starratt – Community Development Agency
Brandon Sturdivant – OCO and Allen Temple
Millie Swafford – BHCS-CJMH
Tom Trabin – Alameda County Behavioral Health Care Services
Isaac Taggart – Keys/Allen Temple
Angela Taylor – Parole/CCCOE Literacy
Charles Turner – Oakland Private Industry Council
Liz Varela – Building Futures with Women & Children
Tina Vasconcellos – Laney College
Malia Vella – Assembly Member Bill Quirk’s Office
Terri Waller – Senator Hancock’s Office
Riley Wilkerson – Community Development Agency
Sheryl Walton – OCO and Allen Temple
Vivian Wan – Adobe Services
John Yuasa - Consultant

PLANNING TEAM (continued):



VII. GLOSSARY OF TERMS

ACRONYMS

BHCS-CM

CBO

CDCR

DADS

MOMS

MOU

OJT

PRCS

SRJ

SUD

T/DRC

TBD

WOTC

DEFINITIONS

Behavioral Health Care Services – Case Management Contractor

Community-Based Organization

California Department of Corrections and Rehabilitation

Dad’s Acquiring and Developing Skills

Maximizing Opportunities for Mothers to Succeed

Memorandum of Understanding

One the Job Training

Post Release Community Supervision

Santa Rita Jail

Substance Use Disorder

Transition/Day Reporting Center

To be determined

Work Opportunity Tax Credits



FOR QUESTIONS OR COMMENTS CONTACT:

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