

ALAMEDA COUNTY REENTRY STRATEGIC PLAN

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 reentry 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.

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 improve coordination, communication and collaboration of systems integration which is critical to the success and sustainability of the reentry population in order to provide better services to the client 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. Services and treatment should include continuum of care from adjudication to conclusion of correctional supervision or case management services.
5. Nothing About Us Without Us: The reentry population, community and victims are included and considered in service delivery planning and quality assurance.
6. Services and treatment should be provided to individuals as seamlessly as possible between institutions and from incarceration to community through effective criminal justice management.

GOALS, PERFORMANCE MEASURES & 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 as 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) Percentage of target population returning to custody with new convictions in Alameda County within one (1) year;
- 2) Percentage of target population on probation supervision with 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) Reduction in recidivism rates in target populations;
- 5) Number of target population arrested for a new offense during a specified time period; and
- 6) Number 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 transitional plans for target population;
- 6) Coordinate and facilitate linkages to community services prior to release;
- 7) Provide gender responsive services and supports to 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 a Reintegration and Reunification Focus that Lead to Pro-social Outcomes.

Goal: Reentry 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:

- **Employment** (includes job development, placement and support)
- **Education** (includes GED/high school prep, job training, post secondary, vocational)
- **Health** (includes physical health, mental health, substance abuse, trauma-informed care)
- **Social Services** (includes case management, benefits, legal services)
- **Housing** (includes temporary, transitional, permanent)
- **Family Reunification/Stability**
- **Community Engagement** (includes restorative justice, peer-to-peer mentoring, volunteering)
- **Civic Engagement** (includes voting)

Employment

Performance Measures:

- 1) Number/percent of target population who received employment, by type (full-time, part-time, temporary) within one year of release;
- 2) Number of businesses reporting willingness to consider/hire formerly incarcerated applicants.

Strategies:

- 1) Prior to release, individuals will meet with transitional staff with goal of becoming job ready on the day of release; preparation to include career readiness and skills assessments, completion of resume and obtaining documentation required for employment, i.e., social security card, driver's license, etc.; and
- 2) Engage potential employers to explore barriers to hiring target population and assess potential solutions.

Education

Performance Measures:

- 1) Increase in basic literacy skills among target population;
- 2) Increase in computer skills among target population;
- 3) Increase in GED completion prior to or within one year of release;
- 4) Increase in completion of college level courses prior to or within one year of release;
- 5) Increase in number of employment ready people within one year of release; and
- 6) Increase in number of certificate programs completed within one year of release.

Strategies:

- 1) Conduct in-custody assessments to determine appropriate educational services, both in-custody and post-release; and
- 2) Improve and Increase educational programs during incarceration.

Health

Performance Measures (Mental Health):

- 1) Number/percentage of target population with a mental health diagnosis;
- 2) Number/percentage of high risk offenders with serious mental illness receiving indicated services;
- 3) Percentage of incarcerated clients receiving psychiatric medications returned to custody within one (1) year of release;
- 4) Number/ percentage of high risk offenders with serious mental illness returned to custody within one (1) year of release; and
- 5) Number/percentage of target population on psychiatric medications receiving community based services after release.

Strategies (Mental Health):

- 1) Integrate individual's mental health treatment with their substance abuse services, when applicable;
- 2) Develop a seamless transition into mental health services from county correction and state prison; and
- 3) Identify moderate and high risk offenders with mental health issues prior to release.

Performance Measures (Substance Abuse):

- 1) Number of treatment beds/slots dedicated for target population;
- 2) Number/percentage of target population completing treatment; and
- 3) Number/ percentage of target population in treatment who report reduction in alcohol/other drug use.

Strategies (Substance Abuse):

- 1) Increase capacity of substance abuse treatment both in-custody and out of custody;
- 2) Strengthen existing partnerships and expand capacity of residential treatment facilities;
- 3) Coordinate the development of the pre-release substance abuse assessments with counselors to identify clients in need of extensive services to support recovery and full reintegration into their communities; and
- 4) Ensure clients suffering from substance abuse or co-occurring mental health and substance disorders receive an integrated approach to treatment during and after incarceration as determined by an AOD assessment.

Housing

Performance Measures:

- 1) Number/percentage of target population with housing in place upon release; and
- 2) Number/percentage of target population with housing in place after need has been identified (post release) by type (permanent, transitional, etc).

Strategies:

- 1) Coordinate efforts to create new housing and service resources;
- 2) Coordinate efforts to access and maintain housing;
- 3) Evaluate the coordination efforts for housing and the level of collaboration between justice, community based partners and landlords; and
- 4) Evaluate and track housing referrals/follow-up.

Family Reunification/Stability

Performance Measures:

- 1) Increase in number/percentage of target parents participating in pre-release parenting classes;
- 2) Increase in number/percentage of target population with family reunification/child support plans in place prior to release;
- 3) Number/percentage of target population with child support plans/orders complying with those plans; and
- 4) Increase in services for families of target population offenders and number of families participating in services.

Strategies:

- 1) Establish protocol for increased visitation and contact visitation between offenders and family members/children, pre-release;
- 2) Provide incarcerated persons with parenting classes and other programs to address the range of family needs and responsibilities;
- 3) Develop policies for child support debt management and collection that encourage payment and family stability, and engage family members in creating a viable support strategy; and
- 4) Provide services and support that help to establish or reestablish relationships between clients their families, pre and post-release.

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 reentry, including reentry individuals, their families, victims, and our community.

Performance Measures:

- 1) Increase in cross-system information sharing, service delivery coordination, resource sharing and consistent participation by diverse stakeholders in the Re-entry Committee;
- 2) Number of county/city departments and agency administrative barriers identified and or removed and
- 3) Number of new polices and legislation that result from reentry network advocacy.

Strategies:

- 1) Communicate the vision;
- 2) Review and or modify County policies and practices that either facilitate or impede target population's successful reentry;
- 3) Assess best practices and emerging practices;
- 4) Create a system of seamless service delivery;
- 5) Leverage public and private resources; and
- 6) Coordinate policy advocacy with other county and statewide networks.

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) Development, implementation and distribution of a communications plan including frequently asked questions, talking points or fact sheet;
- 2) Development of a reentry case management and or data collection system;
- 3) Completion of a formal evaluation of the County's re-entry efforts; and
- 4) Number of stakeholder meetings conducted where re-entry data and outcomes are presented.

Strategies:

- 1) Collect/track data on reentry services and programs;
- 2) Collect/track data on client performance;
- 3) Convene quarterly stakeholder and community meetings;
- 4) Produce monthly performance dashboard based on identified goals and performance measures;
- 5) Publish quarterly reports for stakeholders and community; and
- 6) When necessary, alter re-entry policies and practices based on periodic data analysis.