



Evaluation Summary Report

Innovations in Reentry

Reentry Community Engagement & Empowerment and
Culturally Responsive Services for Minority Subpopulations

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Project Overview

Alameda County Behavioral Health (ACBH) funded six projects in 2019 for the third cohort of grantees under its Innovations in Reentry initiative. These grantees were tasked with developing innovative and creative ideas to address the needs of the adult reentry population. Support for the initiative was provided through AB 109 funding and awarded under two categories:

Category 1: Reentry Community Engagement and Empowerment

Two grantees were funded under the Reentry Community Engagement and Empowerment category to develop and implement a program model for empowering formerly incarcerated individuals to 1) engage with the Community Corrections Partnership (CCP), its committees and advisory board, and 2) host reentry services consumer forums to provide feedback to the CCP on workforce development for peer services.

“Instead of just complaining, you need to complain to someone who can do something about it!”

**- Staff Member
Community Engagement Site**

Category 2: Culturally Responsive Services for Minority Subpopulations

Four Innovation in Reentry grantees were funded under the Culturally Responsive Services for Minority Subpopulations services category to design and implement a culturally responsive program model for providing reentry services for minority subpopulations in the reentry community. In this context, minority subpopulations are identifiable groups that are underrepresented in the Alameda County reentry population and whose needs may be overlooked for this reason. Minority subpopulations may include identifications

“This program helps me to be a part of transforming change within an oppressive system – real transformative work for people who have been in prison or jail. Being a part of this program is really about being a part of a critical movement for people who are not always represented during the current climate for change.”

- Program Participant

based on gender, disability, sexual orientation, race, or ethnicity.

Overview of Grantees

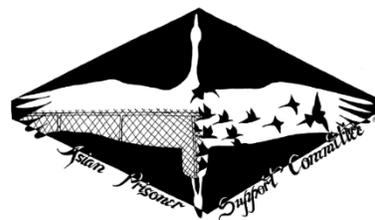
Agencies were funded to complete their projects from June 1, 2019, to November 30, 2020. Each of the sites developed and launched innovative programs to meet the unique needs of the communities they serve. **Table 1** provides an overview of the six funded projects, including agencies, location, project population, and key program components, followed by a brief description of each agency.

Table 1: Innovations in Reentry Grantees			
Funding Category 1: Reentry Community Engagement & Empowerment			
Agency	Location	Project Population	Program Components
Building Opportunities for Self-Sufficiency	Oakland, CA	Adults in Reentry	<ul style="list-style-type: none"> • Policy change workshops • Restorative justice circles • Roots of injustice workshops
Roots Community Health Center	Oakland, CA	Adults in Reentry	<ul style="list-style-type: none"> • Leadership development • Civic engagement workshops • Storytelling
Funding Category 2: Culturally Responsive Services for Minority Subpopulations			
Agency	Location	Project Population	Program Components
Asian Prisoner Support Committee	Oakland, CA	Men and Women in Reentry	<ul style="list-style-type: none"> • Culturally relevant education and resources • Legal and immigration information • Mental health and substance abuse services
Restorative Justice for Oakland Youth	Oakland, CA	Young Adults in Reentry	<ul style="list-style-type: none"> • Restorative keeper circle training • Restorative justice healing circles
Root & Rebound/ East Bay Family Defenders	San Leandro, CA	Men & Women in Reentry with Child Dependency Court Cases	<ul style="list-style-type: none"> • Legal line/legal support • Know your rights training • Service provider training • Parent mentorship
Sister to Sister 2	Oakland, CA	Women in Reentry	<ul style="list-style-type: none"> • Arts-based wellness groups • Linkage to mental health services • Linkage to other community services

Grantee Agencies

Asian Prisoner Support Committee (APSC)

Asian Prisoner Support Committee seeks to address and challenge root causes of the mass incarceration crisis, such as the deterioration of the educational system, the criminalization of youth, and the lack of access to resources for low-income immigrants and communities. The Asian Prisoner Support Committee (APSC) mission is to provide support to Asian & Pacific Islander people in prison and jail and educate the broader community about the growing number of Asians & Pacific Islanders in the United States being imprisoned, detained, and deported.



Building Opportunities for Self-Sufficiency (BOSS)

Building Opportunities for Self-Sufficiency (BOSS) is an award-winning organization that helps people facing deep poverty and multiple special needs. BOSS works one-on-one with each family and each individual to help them achieve stable income, permanent affordable housing, and lasting wellness. The mission of BOSS is to help homeless, poor, and disabled people achieve health and self-sufficiency and to fight against the root causes of poverty and homelessness.



Restorative Justice for Oakland Youth (RJOY)

Disparately impacting youth of color, punitive school discipline and juvenile justice policies activate tragic cycles of youth violence, incarceration, and wasted lives. Founded in 2005, RJOY works to interrupt these cycles by promoting institutional shifts toward restorative approaches that actively engage families, communities, and systems to repair harm and prevent re-offending. RJOY focuses on reducing racial disparities and public costs associated with high incarceration rates, suspension, and expulsion. RJOY provides education, training, and technical assistance and collaboratively launches demonstration programs with school, community, juvenile justice, and research partners.



Root & Rebound & East Bay Family Defenders

Root & Rebound's mission is to restore power and resources to the families and communities most harmed by mass incarceration through legal advocacy, public education, policy reform, and litigation—a model rooted in the needs and expertise of people who are directly impacted. For the past six years, Root & Rebound has reimagined how lawyers can support low-income communities and communities of color harmed by mass incarceration. In doing so, Root & Rebound has reached tens of thousands of clients through an innovative model that combines cutting-edge community lawyering, education, and policy reform.



East Bay Family Defenders (EBFD) was co-founded in 2017 to establish the first interdisciplinary family defense agency in Alameda County. Its mission is to keep families together and minimize the time children spend in foster care through providing interdisciplinary court-appointed representation to all parents in Alameda County Juvenile Dependency Court. EBFD provides innovative legal defense, social work support, and advocacy to indigent parents facing dependency court intervention to minimize the detrimental effects of foster care on children, families, and communities.



Roots Community Health Center

Founded in 2008, Roots Community Health Center is a 501(c)(3) non-profit organization dedicated to improving the status of health of East Bay residents. Specifically, Roots aims to eliminate wide health disparities and improve health outcomes for uninsured and low-income residents of East Oakland. Roots implements its mission by 1) providing accessible, high-quality, comprehensive, and culturally appropriate health care; 2) implementing direct service models to increase access to care and thereby prevent the need for emergency service; and 3) coordinating cross-agency liaisons to ensure a more efficient, continuum of care in East Oakland.



Sister to Sister 2

Sister to Sister 2's mission is to help women survivors of addiction, violence, homelessness, and incarceration to heal, empower, and achieve their dreams, living in their purpose. The program provides housing, counseling, education, and case management to support women upon their journey to restoration. Sister to Sister 2 envisions “every woman to living in the fullness of joy, manifesting her dreams.”



Evaluation Methods

In July 2019, ACBH contracted with The Bridging Group (TBG) to facilitate a program evaluation of the third cohort of Innovation in Reentry (IIR) grantees. The following activities were completed as a part of this evaluation:



Quantitative Data Cleaning and Analysis

Data cleaning and analysis were conducted for quantitative data submitted by all six grantees to Alameda County Behavioral Health quarterly throughout the grant period. Evaluation staff also conducted data consultations with select sites to review submitted data and ensure data accurately reflected program participation and services.



Participant Interviews

Interviews were completed in October and November 2020, with 11 program participants representing five of the six program sites. Interviews were conducted via phone due to Covid-19 safety restrictions. Interview participants were people who: 1) had completed or participated in an IIR program, and 2) gave permission to participate in an English-speaking phone interview. Participants were asked questions about how they found out about the program, what they liked, what changes they would recommend, and how participating in the program impacted their lives. The interviews lasted 30-45 minutes, and participants received a \$25 gift card to acknowledge their time. *See Appendix 1 for Participant Interview Guide.*



Staff Focus Groups

Five focus groups were completed in October and November 2020, with 20 staff members representing five of six program sites. Focus groups were conducted via Zoom video calls due to Covid-19 safety restrictions. Staff was selected for focus groups because they were involved in the design, implementation, or supervision of their Innovations in Reentry program. Evaluation staff asked staff questions related to their program design, successes within the program, challenges they faced, and how they modified their program during Covid-19. The staff focus groups lasted 1 to 1.5 hours. *See Appendix 2 for Staff Focus Group Guide.*

This report summarizes quantitative data reported to the County and qualitative data collected through participant interviews and staff focus groups and puts forth a set of lessons learned and recommendations to inform future reentry focused funding initiatives.

Demographic Data Summary

The demographic information presented represents data collected on “primary program participants” or individuals in reentry under AB 109 county-level community supervision from all six program sites as submitted to Alameda County Behavioral Health quarterly throughout the grant period. Front-line staff collected demographic data. Participants self-reported demographic data at some sites, and at other sites, demographic data were collected by staff observation.

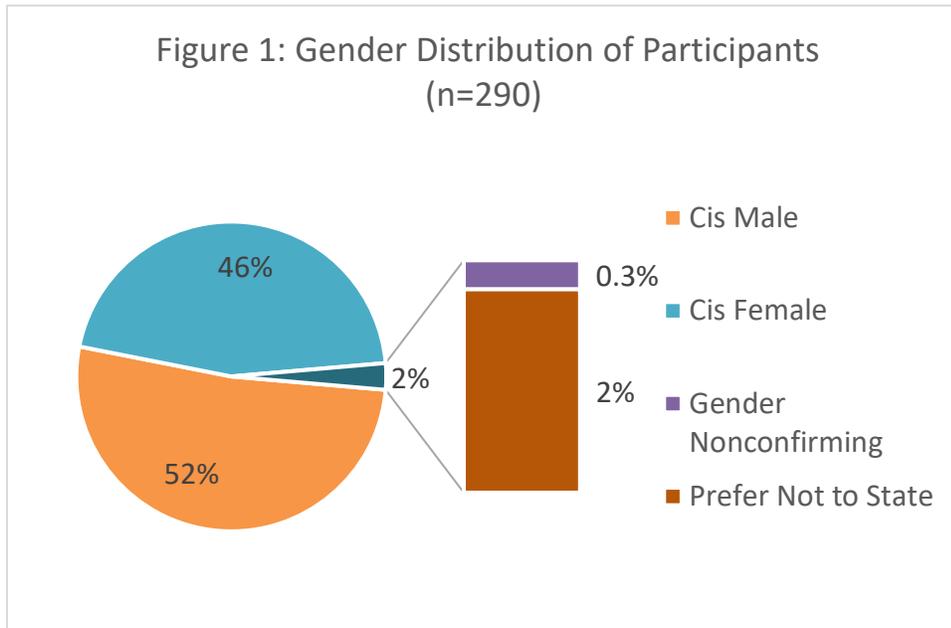
Demographic data were reported for a total of 290 participants enrolled across the six program sites. **Table 2** provides a summary of all participant demographics. *See Appendix 3 for a breakdown of participant demographics by site.*

Table 2: Participant Demographics (N=290)

Table 2: Participant Demographics (N=290)					
Gender (n=290)			Languages Spoken (n=287)		
	n	%		n	%
Male	150	52%	English	279	97%
Female	132	46%	Spanish	8	3%
Gender Non-Conforming	1	0.3%			
Transgender	0	0%			
Prefer not to state	7	2%			
Race/Ethnicity (n=289)			Residence Location (n=277)		
	n	%		n	%
African American	160	55%	Oakland	158	57%
Latino/a/x	56	19%	Hayward	29	11%
Caucasian	36	12%	Berkeley	13	5%
Asian or Pacific Islander	23	8%	San Leandro	11	4%
American Indian/Alaska Native	6	2%	Alameda	5	2%
Self-Describe	8	3%	Emeryville	1	0.4%
			Other Alameda County	11	4%
Age (n=249)			Outside Alameda County		
	n	%		n	%
18-25 years (TAY)	39	10%	Other, not defined	38	14%
26-44 years	156	51%			
45-59 years	46	28%			
66+ years	6	5%			
Prefer not to state	2	1%			

Gender Identity

Information on gender identity was collected for 290 participants. A simple majority, or 52%, of program participants representing 150 people identified as cis male/male, 46% of program participants representing 132 people identified as cis female/female. This gender distribution does not reflect the disproportionality of men involved in the criminal justice

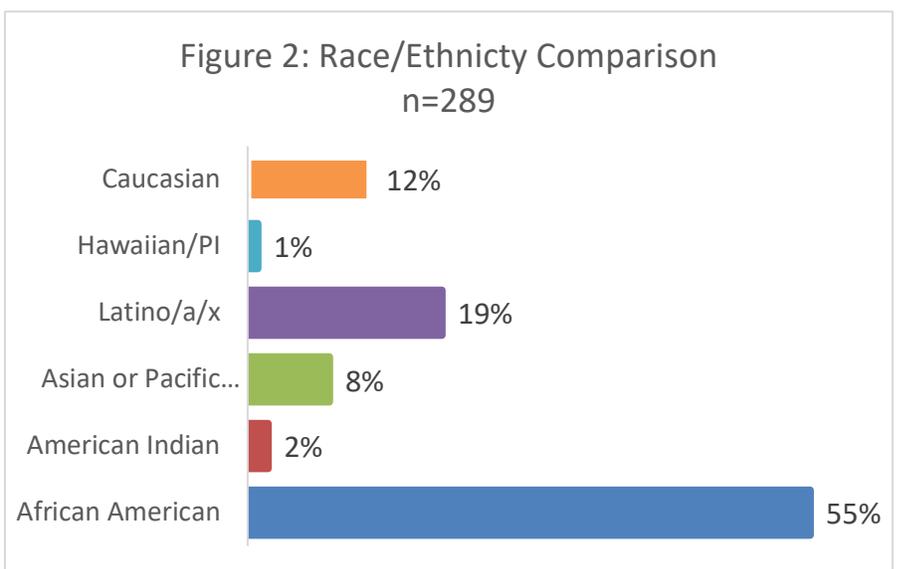


system. The significant number of program participants who identify as female can be attributed to two of the six program sites that developed gender-specific programs for women with criminal justice involvement. Also, an additional site specifically served participants who

had open legal classes in the juvenile dependency court and were involved in the criminal justice system, a disproportionate number of whom are female. One of the sites reported one individual who identified as gender non-conforming. None of the sites reported any transgender program participants and 2% of participants preferred not to state their gender identity. **Figure 1** provides a gender distribution of program participants.

Race/Ethnicity

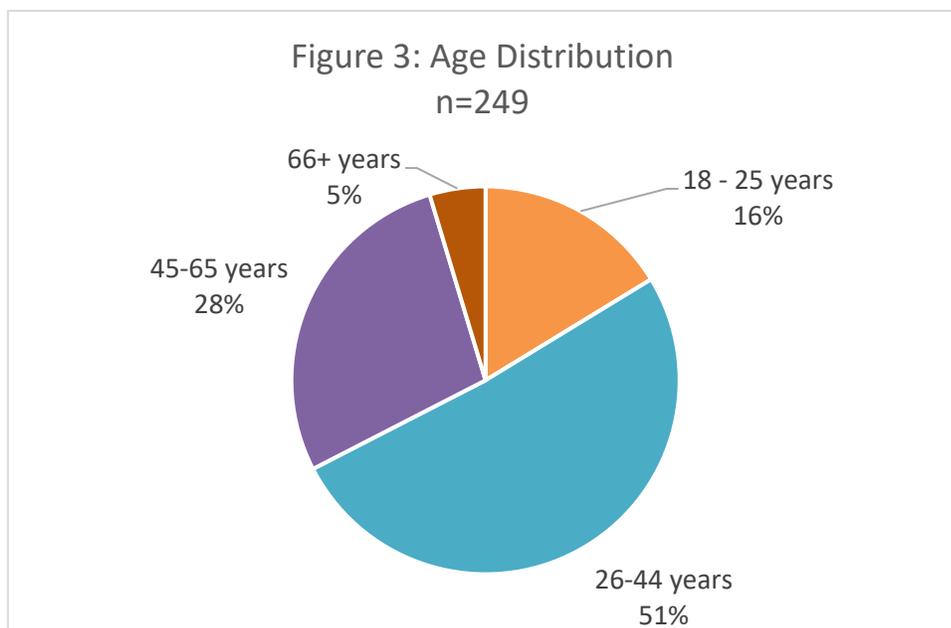
Sites reported information on race or ethnicity for 289 participants. The majority of program participants, or 57%, identified as African American. The next highest race or ethnicity reported was Latino/a/x (20%), followed by Caucasian (14%), Asian (7%), American Indian (2%), and Hawaiian/Pacific Islander (1%). The majority



of Asian and Hawaiian/Pacific Islander participants were from one program site, the Asian Prisoner Support Committee, which developed a culturally rich program model to serve the reentry needs of the Asian and Pacific Islander community. **Figure 2** provides a comparison of race and ethnicity by program participants.

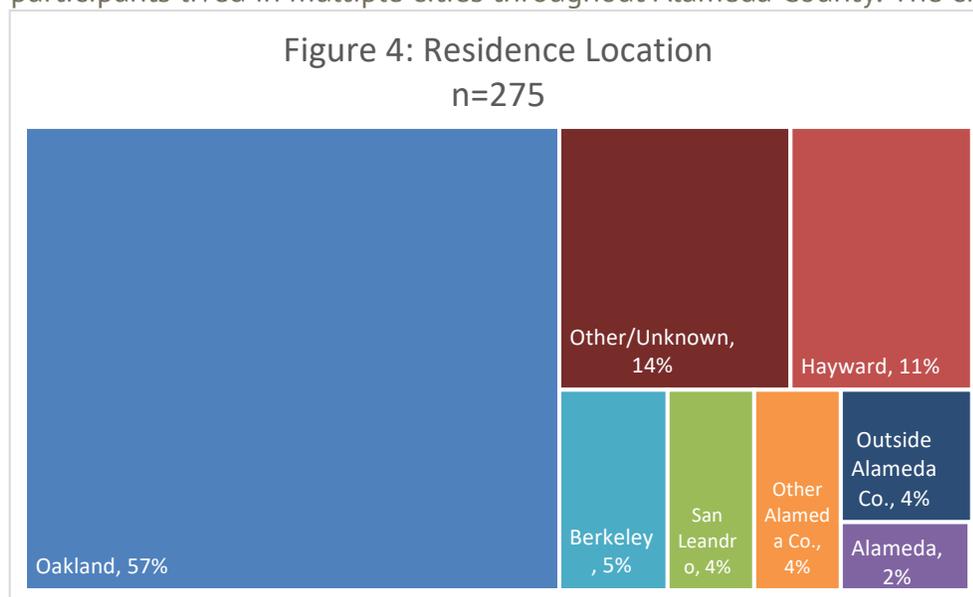
Age

Age was reported for 249 participants. The age distribution of participants demonstrated that the majority of participants, or 51%, were younger adults ages 26-44 years old. The second-largest age group served were adults ages 45-65, representing 28% of the total population served by all sites. Of note, 16% of participants were transitional-aged youth, 18-25 years old, and 5% were older adults age 66 or older. **Figure 3** provides an age distribution of all program participants.



Residence Location

Program sites reported residence location for 275 participants. Innovation in Reentry participants lived in multiple cities throughout Alameda County. The cities most cited

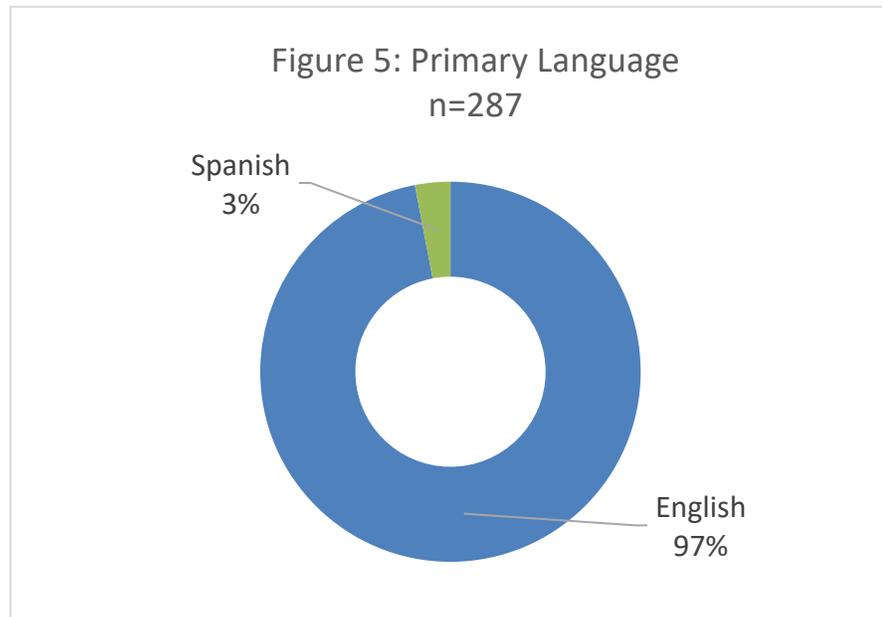


include Oakland (57%), followed by Hayward (11%), Berkeley (5%), San Leandro (4%), other places in Alameda County (4%), and the City of Alameda (2%). Sites also reported that 4% of participants resided outside

of Alameda County. **Figure 4** provides a distribution map of program participants by residence location.

Language

Overall, sites reported primary participant language for 287 participants. The vast majority of participants, 279 people, or 97%, spoke English as their primary language. Sites also reported that 8 participants, or 3%, spoke Spanish as their primary language. **Figure 5** provides a distribution of participants by primary language.

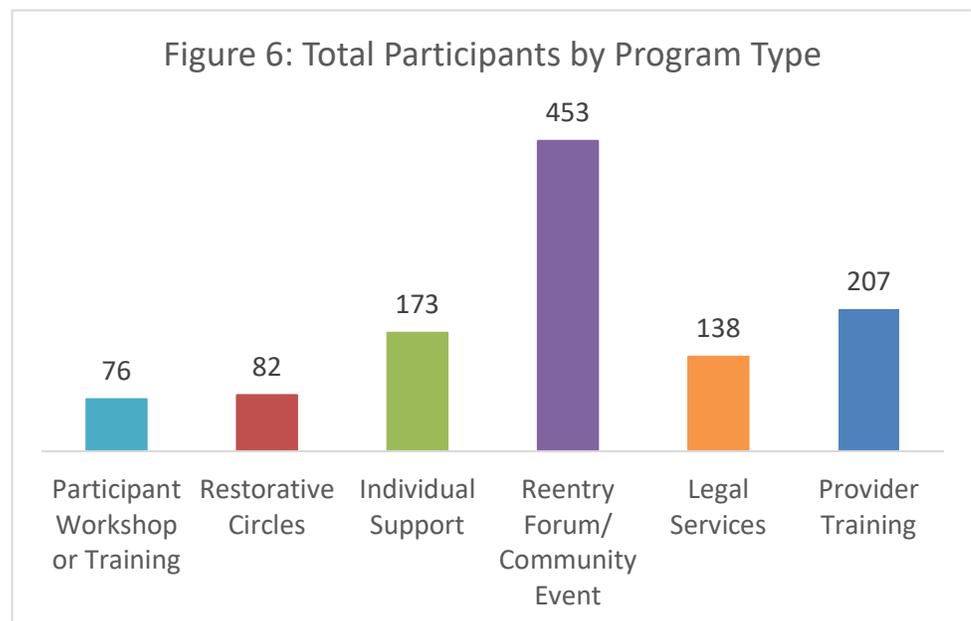


Process Data Summary

Each of the sites developed its own innovative program design. Some service categories were similar across different locations and others were unique to individual sites. **Table 3** provides an overview of service categories by site.

	Participant Workshops or Training	Restorative/ Healing Circles	Individual Support	Reentry Forum/ Community Events	Legal Services	Provider Workshops or Training
APSC	✓	✓	✓	✓		
BOSS	✓	✓	✓	✓		
RJOY	✓	✓	✓	✓		
Root & Rebound/ EBFD	✓		✓		✓	✓
Roots	✓		✓	✓		
Sister to Sister2	✓		✓	✓		

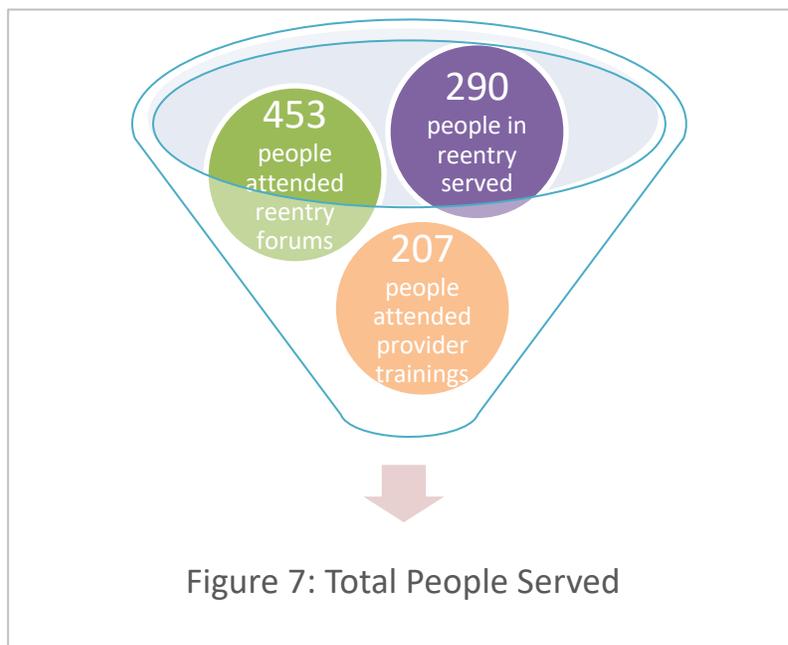
Figure 6 provides a distribution of program services by the number of participants served in each program category.



Outcome Summary

Total Number of People Served

While the primary program participants for this initiative were people in reentry under AB 109 county-level community supervision,¹ the sites also served other key reentry stakeholder groups, including community members interested in reentry and reentry service provider staff. **Figure 7** presents the total number of people served in each of the three highest attended program areas: 1) AB 109 individual reentry services assisted **290 participants**, 2) reentry or community forums served **453 participants**, and 3) provider training on reentry issues engaged **207 participants**.



Level of Implementation Success and Outcome Highlights

Each of the six sites developed their own data plans with individual process and outcome goals and metrics. Thus, it was not possible to conduct a cross-site analysis and presentation of comparative or joint outcomes. Instead, this report provides 1) outcome highlights from each site, 2) overall level of implementation success for each site, and 3) a participant story from each of the two funding categories that amplify the impact of the work in the participants' own words. *Site-specific process and outcome data can be found for each agency separately in Appendix 4.*

¹ Assembly Bill 109 establishes the California Public Safety Realignment Act of 2011 which allows for current people with non-violent, non-serious, and non-sex offenses, who after they are released from California State prison, are supervised at the local County level and that post-release supervision strategies be consistent with evidence-based practices and service to reduce recidivism (Penal Code 3450).

Reentry Community Engagement and Empowerment

Both of the two agencies funded under **Category 1: Community Engagement and Empowerment** were able to launch their programs fully. Each used a combination of workshops and training and pre and post civic engagement meetings to prepare and support program participants with their efforts to engage in public community meetings. Both of the programs focused on helping participants to attend and engage in Probation-led Community Corrections Partnership (CCP) meetings and their sub-committees. These meetings specifically focus on programs, policies, and services related to people in reentry in Alameda County as defined by AB 109 and thus, were a strong match for opportunities for civic engagement of Innovations in Reentry program participants.

18 reentry program **participants** attended at least **one civic engagement or community meeting**, many of which were held **virtually** during **Covid-19**.

Impact of Covid-19 Restrictions

While civic engagement changed to a virtual platform during the Covid pandemic, both sites were able to continue to enroll participants in their programs and encourage participants to attend and participate in virtual public meetings successfully, though one of the sites, BOSS, had more success in supporting and engaging full participation of people in all components of their program throughout the grant period.

Table 4 provides outcome highlights for each of the two **Reentry Community Engagement and Empowerment sites**.

Table 4: Outcome Highlights for Reentry Community Engagement & Empowerment	
Agencies	Outcome Highlights
Building Opportunities for Self-Sufficiency (BOSS)	<ul style="list-style-type: none"> ➤ 93% of participants attended at least one skills training ➤ 15 people participated in at least one civic engagement/ community meeting ➤ Meetings attended include: <ul style="list-style-type: none"> - Leadership/Entrepreneurship Development - CCP – Executive Committee Meetings (2) - CCP – Programs and Services Committee Meetings (2)

	<ul style="list-style-type: none"> ➤ 100% of participants attending community meetings participated in prep and debrief meetings
Roots Community Health Center	<ul style="list-style-type: none"> ➤ 100% of participants completed four workshop series training ➤ 3 participants attended CCP Meetings including Executive Committee, Programs and Services Committee, and Community Advisory Board ➤ 4 community forums completed with 24 participants in total

In Their Own Words: A Participant's Story

Community engagement programs work! *When we were growing up, we didn't even know what civic engagement was. American civics? Who paid attention to that! **My people didn't because we didn't know how to connect with the system. We didn't know how to do it and had no sense that we had the power to do it.***

*When I was introduced to the idea of going to the Board of Supervisor Meetings where they talked about how to spend money, I was surprised that we would even be invited. You don't really know how things work until you sit down and listen to a County meeting. **It is amazing that one voice in a meeting can make a difference.** They asked, "We have thousands of dollars here to spend, how do we put this money back into the community in a way that works for people in reentry?"*

*It encouraged me that there is an option to show meaningful ways to address issues in our community besides violence. All we needed was a way to get that anger out of us in a therapeutic way, a way other than violence... **To learn and be able to express ourselves in a more powerful and more productive way than I could ever imagine.***

Culturally Responsive Services for Minority Subpopulations

Each of the four agencies funded under **Category 2: Culturally Responsive Services for Minority Subpopulations** created unique programs to serve their communities of interest. They varied in the types of services offered, the specific population they aimed to help, their ability to pivot during Covid-19, and their overall level of implementation success.

Impact of Covid-19 Restrictions

Covid-19 had significant impact on not only service delivery but on the individual program participants. Sites providing culturally responsive services had varying success in pivoting to meet the needs and restrictions that arose during the pandemic. Two of the sites, APSC and Root & Rebound/EBFD, continued to provide all of their services throughout the grant period and, in many cases, ramped up services to meet the increasing crisis needs of their participants. RJOY was able to pivot to an online platform to continue its program. While Sister to Sister 2 had major implementation challenges pre and during Covid-19 that significantly affected their ability to fully implement their program. **Table 5** provides a description of subpopulations served and highlights key outcomes for each Culturally Responsive Services for Minority Subpopulations site.

In Their Own Words: A Participant's Story

*This whole thing started with Covid-19. I got out of jail in November 2019. **It is hard when you walk out of county jail and you are literally... "Where do I go?"** [My partner] got out in early 2020. We were living in a tent. There was a lot of information circling around the tent community about housing and support, but at first it was all hearsay.*

*Then people from different agencies were coming out there every morning passing out flyers and offering housing – saying if you have underlying conditions, you can get housing. We were asking, 'How are you going to house a bunch of homeless people, half of whom just got out of jail, and give us lots of services?' **I've never been offered to live anywhere except, 'Do you want to live on this side of the park or that side of the park?'** They said there were lots of incentives for people who had recently been released from jail. We said, let's see what this is about.*

*If you want the help, it's there. But you have to do the footwork. If you can be half way across town to get drugs, you can be at this meeting spot for a program. A lot of people don't give a s#&@ about people who just came out of jail. **It's good to know that there are programs out here that really want to help.***

Table 5: Outcome Highlights for Culturally Responsive Services for Minority Subpopulations

Agency	Outcome Highlights
<p>Asian Prisoner Support Committee</p> <p><i>Subpopulation:</i> Asian & Pacific Islander people with additional focus on Latinx and African American people</p>	<ul style="list-style-type: none"> ➤ 100% of participants who completed leadership training attended at least 1 reentry event <i>and</i> engaged in community outreach ➤ Of the participants who completed leadership training: <ul style="list-style-type: none"> ○ 100% reported an increase in their knowledge of healthy relationships or communication skills ○ 100% reported an increase in their knowledge of substance abuse triggers and root causes ○ 100% reported an increase in their knowledge of community resources and services ➤ 0% of participants had new convictions
<p>Restorative Justice for Oakland Youth (RJOY)</p> <p><i>Subpopulation:</i> Young adults with a focus on LGBTQ and BIPOC women</p>	<ul style="list-style-type: none"> ➤ 100% of “core” participants connected to mental health services ➤ 4 reentry participants completed full training to become Restorative Circle Keepers ➤ Only 1 of 11 core participants had a new jail admission ➤ 9 community convenings held with 181 participants
<p>Root & Rebound and East Bay Family Defenders</p> <p><i>Subpopulation:</i> People who have involvement in the criminal justice system and have an open juvenile dependency case</p>	<ul style="list-style-type: none"> ➤ Legal clinics or hotline services provided for 116 participants ➤ Legal support provided for 138 parents with involvement in both the criminal justice system and with an open dependency case <ul style="list-style-type: none"> ○ 74 participants received legal representation and had positive dependency case outcomes including reestablished visits, shortened time in foster care, and family reunification ➤ 97 participants provided support by Parent Mentor of which: <ul style="list-style-type: none"> ○ 100% received a referral for substance use disorder treatment ○ 93% received a referral to other services ○ 78% received direct mental health counseling from EBFD or a referral for external mental health services ➤ Family Law Training facilitated with 207 community reentry providers: <ul style="list-style-type: none"> ○ One training with 110 participants documented that 91.43% had a stronger understanding of the criminal legal system and reentry systems post-training

<p>Sister to Sister 2</p> <p><i>Subpopulation:</i> Women involved in the criminal justice system</p>	<ul style="list-style-type: none"> ➤ 3 of 5 participants linked to mental health services and support ➤ 2 of 5 participants received housing support ➤ Hosted a peer-based photo event for 12 women designed by and for residents of Serenity House
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Level of Implementation Success

While all six of the Innovation in Reentry sites were able to launch at least part of their program models during a historically unique and challenging time, some sites had more success than others. All of the sites were assessed for their level of implementation success based on: 1) their ability to reach their planned process and outcome objectives, 2) input from ACBH staff, and 3) information collected during staff focus groups and participant interviews. **Table 6** presents highlighted results of this analysis. *Site-specific data and analysis details can be found in Appendix 4.*

Table 6: Level of Implementation Success Per Site

Agency Name	Level of Implementation Success	Analysis Highlights
Root & Rebound / East Bay Family Defenders (EBFD)	Highly Successful Implementation	<ul style="list-style-type: none"> ➤ Successfully implemented collaborative program design ➤ Successful met all process objectives including people served through parent advocate, legal clinics & hotline, service provider trainings, and legal representation ➤ Greatly exceeded expected number of people served ➤ Both sites able to continue to provide all aspects of program during Covid ➤ Received strong feedback via participant interviews on quality of staff relationships and program model
Asian Prisoner Support Committee (APSC)	Highly Successful Implementation	<ul style="list-style-type: none"> ➤ Successfully implemented program design ➤ Successfully achieve all objectives, including, participant completion of training, participant engagement in outreach and training in the community, and reentry community members participation in peer outreach program ➤ Successfully pivoted to maintain all program components and expanded essential and supportive services during Covid-19 ➤ Received strong feedback via participant interviews on quality of staff relationships and services

Building Opportunities for Self-Sufficiency (BOSS)	Successful Implementation	<ul style="list-style-type: none"> ➤ Successfully implemented program design ➤ Successfully achieved all process objectives, including participant engagement in virtual services ➤ Achieved or exceeded attendance rates for most planned services ➤ 15 participants attend CCP meetings (6 of 15 attended >1 meeting) ➤ Minor success with housing outcomes reported ➤ Unable to continue reentry forms during Covid-19
Restorative Justice for Oakland Youth (RJOY)	Successful Implementation	<ul style="list-style-type: none"> ➤ Successfully implemented program design ➤ Successfully achieved almost all process objectives including, participation in healing circles and completion of restorative circle keeper training ➤ Met outcome objective to connect participants to mental health services ➤ Able to pivot to continue to provide all program services during Covid-19 ➤ Grant award was much smaller than all other sites but was still able to meet program deliverables
Roots Community Health Center	Moderately Successful Implementation	<ul style="list-style-type: none"> ➤ Successfully implemented program design ➤ Successfully met objectives related to community reentry forums prior to Covid-19 restrictions ➤ Achieved other objectives including number of participants who completed training, passed assessment and interview ➤ Moderate success supporting participants to attend CCP and other community meetings ➤ Unable to fully continue Innovation in Reentry program during Covid-19 and reduced services
Sister to Sister 2	Minimally Successful Implementation	<ul style="list-style-type: none"> ➤ Faced major challenges during program implementation, including significant staff turnover leading to complete revamp, redesign, and delayed program launch ➤ Not able to implement full program design due to delayed launch and Covid 19 restrictions ➤ Provide partial programming to a minimal number of participants ➤ Participants who did engage shared very positive feedback about staff efforts

Recommendations and Lessons Learned

The following is a list of recommendations and lessons learned as drawn from information collected during participant interviews and staff focus groups and from data collected through reports submitted to Alameda County Behavioral Health by each of the six program sites.

- **Strict participant eligibility criteria serving only people eligible under the County's AB 109 categories were very challenging to meet.**



Staff across all sites shared that recruiting participants under the strict AB 109 eligibility criteria was extremely challenging. Staff further acknowledged that this challenge was more difficult to navigate given that the original request for proposals identified a broader eligibility criteria. They explained that sites wrote their proposal and program plans with this broader definition in mind and had to pivot once funded.

“We loved how open the RFP was written. We felt it gave us the opportunity to design and run our unique program design – one that is very hard to fund but provides essential support for the reentry community. Once we received the funding and found out about the stricter AB 109 eligibility criteria, we had to reduce the scope of our work.”

- Staff Member

- **Stronger collaboration with the Alameda County Probation Department would strengthen the Innovation in Reentry programs.**

Many of the sites mentioned that they would have liked a stronger collaboration with the Alameda County Probation Department to recruit and provide their services for more people. One of the sites, APSC, has a direct contract with Alameda County Probation.

Through this contract, they are invited to monthly Probation “Meet and Greets” comprised of various community service providers funded by the Probation Department. This event gives agencies a chance to provide an overview of their services and recruit potential program participants. This recruitment event was a successful venue for APSC to recruit people who met the AB 109 eligibility criteria for their IIR program. It would be beneficial to expand participation in the monthly Probation “Meet and Greets” to all Innovation in Reentry providers along with other community reentry providers so that more people on probation are linked to a broader range of community reentry services.



➤ Agencies had varying success in pivoting to continue Innovations in Reentry services during **Covid-19**.



All of the sites reported challenges maintaining services after the enactment of Covid-19 related restrictions. Four of the sites were able to pivot to remote or distance services and continue most of their program. A few of the sites even noted that some of their participants preferred virtual services due to conflicting life responsibilities such as transportation or child care that made virtual services easier for participants to attend than in-person services. These sites shared that they will likely continue to provide some level of service remotely after things “return to normal.” Two of the sites had more challenges continuing services during Covid and had to either greatly decrease their program or end their program altogether. Some of the program participants also shared their disappointment in not being able to attend programs in person. They stated that it was harder to connect with staff and other participants on a virtual platform and missed the opportunity to share a meal together.

“I never went to the groups before, I couldn’t get there. But now that it is virtual, I can go. The virtual circle actually feels like a safer space for me – I actually enjoy this platform. And if I’m not feeling it – I can just leave. It is much easier to leave a virtual space than a real space. “

- Program Participant

➤ **Relationships are even more critical** now than ever during the crisis and isolation felt by people during Covid-19.

Multiple participants mentioned the value of their connection to the staff at the Innovation in Reentry sites and how meaningful these relationships were to them. Participants shared that they valued the staff’s level of commitment, caring, and support even more during the challenges they faced during Covid. Staff also mentioned the relationships they felt with their peers and their clients as critical to their mental wellness during these challenging times.



“That is a great man, right there! [staff member] I connected with him two months after I got out, and he’s been there ever since. I was homeless, living in a van with my kids – it was intense. But he was there for me. He was so helpful – like all hands on – no questions asked - he was on it!”

- Program Participant

About the Evaluators: The Bridging Group



Founded in 2008, The Bridging Group is a consulting firm focusing on the effects of incarceration on public health, families, and community reentry. The company's expertise includes: 1) Technical Assistance & Capacity Building Assistance; 2) Evaluation & Research; and 3) Training, Education, & Dissemination. Their research and evaluation expertise includes qualitative and quantitative methods tailored to measure the specific needs, issues, assets, and challenges unique to individuals and their family members affected by the intersection between criminal justice system involvement, behavioral health, and homelessness.

Since 1993, TBG staff have engaged in multiple research and evaluation projects through collaborations with government and academic partners, including the California Department of Corrections and Rehabilitation, San Francisco Adult Probation Department, San Francisco Sheriff's Department, Alameda County Sheriff's Office, Alameda County Behavioral Health, University of California-San Francisco, Centers for Disease Control and Prevention, National Institute on Drug Abuse, and National Institute of Mental Health. Through these efforts, they have written about and disseminated results, lessons learned, and findings through multiple publications, training curricula, and presentations at various professional meetings.

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Appendices

Appendix 1: Participant Interview Guide

Innovations in Reentry
Cohort III
Participant Interview

Before we get started today, I want to outline what will happen during the next hour or so and answer any questions you may have. Once again, my name is [NAME]. I've asked you to speak with me today to share your thoughts about [PROGRAM NAME] and the experiences you had participating in this program. I'll ask questions, but mainly I want to hear from you. There are no right or wrong answers today. I encourage you to feel free to share your thoughts, feelings, and opinions with me.

Our goal is to make these kinds of programs stronger and possibly available to more people, and it's important for us to learn what types of experiences participants in the program have in order for us to do that. I will be asking you questions about things you liked, things you didn't like, and your ideas for what else a program like this could do.

No one from Alameda County or [GRANTEE AGENCY] is a part of this interview so that you'll be able to speak freely, and I will not tell any of the staff members who said what. I will be talking with the staff at [GRANTEE AGENCY] and at the County about the ideas that came up in all of the interviews without any names attached because that will help them know what they're doing well and what they could improve. If there is anything you're particularly concerned about keeping private from the staff, please let me know, and I will not include these comments in our discussion with the staff or the final report provided to the County.

I will provide you with a \$25 gift card after the interview to thank you and appreciate your time speaking with me today.

Before we begin the interview, do you have any questions for me?

Interview Questions

1. How would you describe [insert IIR program name] program to someone who didn't know anything about the program?
2. What services did you receive?
3. How did you find out about the program?
4. What do you like about the program?
5. What services were most helpful for you and why?
6. What would you change about the program if you were to help design it in the future? What would you add to the program?
7. Can you tell me a little about your relationship with the staff of [INSERT PROGRAM NAME]? What did they do that you liked? What would you suggest they do differently if they were to run this program again?
8. This interview has been very helpful and insightful. is there anything else you would like to share with me before we end?

Appendix 2: Staff Focus Guide

Innovations In Reentry
Cohort III
Staff Focus Group Guide

Questions:

1. Please tell me about your program and how you designed it. (gain a detailed description of their program design and delivery).
 - a. Why did you develop the program you did? What made you decide to develop the program the way you did?
 - b. How do you think your program has been designed to address specific culturally responsive services for any minority subpopulations or community engagement services?
 - c. Do you have program materials that you can share with me (i.e., recruitment flyers, curricula outlines, etc.)?
 - d. What recruitment and client engagement strategies have you used? How have they been successful? How has this challenging? Did they change because of Covid-19, and if so, how?
2. What do you think is the most important component(s) of your program?
3. What have been the biggest successes for your IIR participants?
 - a. Why do you think they have had successes? Why do you think other participants have not been as successful?
 - b. Do you think there has been any success related specifically to supporting your program participants during the Covid-19 pandemic?
4. [for collaboration sites only] What have been the biggest successes to date for your IIR collaboration?
 - a. Why do you think they have been successes? What is it about the collaboration that makes it successful?
5. What were the challenges (not Covid-19 related) in delivering your IIR program? (following questions specifically addresses Covid-19)

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- a. How can these challenges be addressed?
6. How have you adapted your program and services during Covid-19?
 - a. What have been the unique challenges?
 - b. What have been valuable lessons learned?
 - c. Do you think you will continue any of the adjustments you've made into the future when Covid-19 may not be as present?
 - d. How has the County supported your agency/program during Covid-19?
 - e. What could the County do to further or better support your agency during another emergency in the future?
 7. What do you see as challenges or gaps in services for the IIR program in general in Alameda County?
 - a. Probe: think about this question in the context of what you might recommend to Alameda County Behavioral Health if they develop another RFP to serve the reentry community?
 - b. How can these challenges or gaps be addressed?
 8. This has been a great discussion, and I appreciate your honesty and input. Before we end, is there anything else that you would like to share?

Thank you very much for your time!

Appendix 3: Demographic Data by Site

Participant Demographics by Site													
	BOSS	Roots	APSC	RJOY	R&R	StS		BOSS	Roots	APSC	RJOY	R&R	StS
Gender (n=290)							Language (n=279)						
Male	34	10	17	13	70	0	English	45	12	23	32	162	5
Female	10	2	0	22	93	5	Spanish	0	0	0	2	6	0
Gender Non-Conforming	1	0	0	0	0	0							
Transgender	0	0	0	0	0	0							
Prefer not to state	0	0	0	0	0	0							
	BOSS	Roots	APSC	RJOY	R&R	StS		BOSS	Roots	APSC	RJOY	R&R	StS
Race/Ethnicity (n=289)							Residence Location (n=275)						
African American	37	9	7	27	77	3	Oakland	37	8	13	32	65	3
Latino/a/x	3	2	6	5	38	2	Hayward	2	0	5	0	22	0
Caucasian	1	1	0	2	32	0	Berkeley	2	0	0	2	9	0
Asian/Pacific Islander	4	0	10	1	8	0	San Leandro	1	0	1	1	7	1
American Indian Alaska Native	0	0	0	1	5	0	Alameda	0	0	3	0	2	0
Self-Describe	0	0	0	2	6	0	Emeryville	0	0	0	1	0	0
							Other Alameda Co	0	1	0	0	10	0
	BOSS	Roots	APSC	RJOY	R&R	StS	Outside Alameda Co	2	3	0	0	6	0
Age (n=249)							Other, not defined	0	0	1	0	37	0
18-25 years	7		1	4	27	0							
26-44 years	22	NA	19	6	105	4							
45-59 years	12	NA	3	6	24	1							
66+ years	2	NA	0	2	2	0							
Prefer not to state	0	NA	0	0	2	0							

Appendix 4: Process and Outcome Data by Site

Building Opportunities for Self Sufficiency (BOSS)				
Process Objective Measures	Planned #	Actual #	+/-	% of Goal
# participants who attend policy change workshops	30	30	-	100%
# participants who attend restorative justice circles	30	37	+7	123%
# participants who attend roots of injustice workshops	30	27	-3	90%
# participants who attend preparation meetings for public meetings	30	20	-10	67%
# of participants who attend post-meeting debrief	30	30	-	100%
Outcome Objective Measures	Planned	Actual	+/-	% of Goal
# of trained participants who attend CCP meetings, CCP-EC, CAB, or other Probation led meetings	30	15 (6 attended >1 mtg)	-15	50%
# of trained participants who attend a leadership forum	30	4	-26	13%
# of people who attend a reentry form (total)	100	204	+104	204%
- Of total attendees, # of people in reentry	40	4	-34	
- Of total attendees, # of family members	20	0	-20	
- Of total attendees, # of other community members	40	200	+160	
# participants who receive short-term housing (< 6 months)	30	2	-28	7%
% of participants receiving short-term housing who receive long-term housing	60%	0	-	0%
Level of Implementation Success:				
Overall, BOSS successfully implemented its program and achieved important objectives, including their efforts to continue to engage participants in workshops and services virtually. This success is evident in their achieved or exceeded attendance rates for most of the planned services. They were also able to successfully support 15 participants to attend CCP meetings, many of which were virtual, including 6 of the 15 participants who attended more than one community meeting. BOSS had little success with housing outcomes and was not able to continue their reentry forms during Covid.				
OVERALL: SUCCESSFUL IMPLEMENTATION				

Roots Community Health Center				
Process Objective Measures	Planned #	Actual #	+/-	% of Goal
# participants selected for trainings	25	12	-13	48%
# participants who attend trainings	20	12	-8	60%
# participants who complete trainings	18	12	-6	67%
# participants who take the assessment	15	12	-3	80%
# of participants who pass the assessment	12	12	-	100%
# of participants who pass the interview	10	12	+2	120%
# of participants trained by the program to participate in CCP meeting	10	12	+2	120%
Outcome Objective Measures	Planned	Actual	+/-	% of Goal
# of trained participants who attend CCP meetings, CCP-EC, CAB, or other Probation led meetings	8	3	-5	38%
# of people who attend a reentry form (total)	28	24	-4	88%
- Of total attendees, # of people in reentry	12	12	0	
- Of total attendees, # of family members	8	0	-8	
- Of total attendees, # of other community members	8	12	+4	
# participants who receive awards from CEED fund	12	9	-3	75%
Amount of funding awarded from CEED fund	\$12,000	\$1,160	-\$10,840	10%
Level of Implementation Success:				
Overall, Roots Community Health Center successfully implemented its program and achieved some of its objectives including, their number of participants who completed training, passed their assessment and interview. They also successfully met their objectives for their community reentry forum. Roots had less success getting participants to attend CCP and other community meetings or continuing their Innovation in Reentry program during Covid-19 and reduced services in this program during this time.				
OVERALL: MODERATELY SUCCESSFUL IMPLEMENTATION				

Asian Prisoner Support Committee – APSC

Process Objective Measures	Planned	Actual	+/-	% of Goal
# participants who attend weekly training	12-20	17	-	100%
# participants who complete leader training	12-20	12	-	100%
Outcome Objective Measures	Planned	Actual	+/-	% of Goal
# leaders who engage in outreach and training to reentry community	12-20	17	-	100%
# reentry individuals in the reentry community who participate in the peer outreach program	150	175	+25	117%
% of reentry individuals who learn about interpersonal relationships, legal and immigration information, mental health and substance abuse	80%	100%	NA	125%
# participants convicted of new crime	2 or less	0	-	100%

Level of Implementation Success:

APSC demonstrated strong success with implementing their program and achieved all of its objectives including, the number of participants who completed training, engaged in outreach and training in the community, and reentry community members who participated in their peer outreach program. APSC was one of the only sites to track criminal justice system involvement and reported no participants convicted of a new crime. Finally, as indicated by participant interviews, APSC was able to pivot to continue to provide and expand essential and much-needed supportive services during Covid-19.

OVERALL: HIGHLY SUCCESSFUL IMPLEMENTATION

Restorative Justice for Oakland Youth (RJOY)

Process Objective Measures	Planned	Actual	+/-	% of Goal
# participants in healing circles	30	37	+7	123%
# participants trained as Restorative Circle Keeper	1-2	4	+2	200%
# of convenings held	2	9	+7	450%
Outcome Objective Measures	Planned	Actual	+/-	% of Goal
% of participants who go to Alameda County jail during time in the program	Fewer than 25%	9%	+16%	NA
# of clients connected to mental health services	6	11	+5	183%
# of clients who receive mental health services	20	11	-9	55%

Level of Implementation Success:

RJOY successfully implemented its program and achieved almost all of its objectives including, the number of participants who joined healing circles and the number of participants who completed restorative circle keeper training. RJOY was also able to meet their outcome objectives related to the percentage of participants who returned to jail and the number of participants who were connected to mental health services. It is important to note that RJOY's grant was the smallest amount awarded to any Innovations in Reentry site (\$25,000), yet they were able to accomplish a significant level of service delivery within their project budget. Finally, RJOY was able to pivot to continue to provide all program services during Covid-19.

OVERALL: SUCCESSFUL IMPLEMENTATION

Root & Rebound/East Bay Family Defenders

Impact Measures	Planned	Actual	+/-	% of Goal
Parent Advocate Peer Mentorship Programs				
# of participants served by a parent advocate	20	97	+77	485%
% of participants received mental health services (directly or through referral)	90% (18 people)	390% (78 people)	+60	390%
% of participants who received a referral to substance use disorder services	90% (18 people)	485% (97 people)	+79	485%
% of participants referred to or provided parenting skills training	90% (18 people)	170% (34 people)	+14	170%
Reentry Legal Clinics & Legal Hotline				
# of participants who received intake at in-person clinic	40	32	-8	80%
# of participants who received one on one consultation with an attorney at a clinic	40	17	-23	43%
# of participants who received intake through legal hotline	35	67	+32	191%
% of participants who received some type of legal support after intake	90%	91%	+2	102%
Service Provider Training				
	Planned	Actual	+/-	% of Goal
# of providers attending training	75	207	+132	276%
% of providers reported positive learning outcome	80%	88%	+8%	110%
East Bay Family Defenders Legal Representation				
# of participants who receive legal advice for dependency court	20	138	+118	690%
# of participants represented in dependency court	20	120	+100	600%
% of participants who receive a positive outcome in dependency court case	70% (14 people)	65% (74 people)	+54	88%

Level of Implementation Success:

The collaborative Innovations in Reentry program facilitated by Root & Rebound and East Bay Family Defenders was a highly successful site. Both sites met all of their process objectives including people served through parent advocate, reentry legal clinics and hotline, service provider trainings, and legal representation. This collaborative also greatly exceeded their objectives in the number of people served. Both sites were also able to continue to provide all aspects of their programs during Covid. Finally, clients interviewed from this site provided very positive feedback on the program model and most especially about the parent advocate services.

OVERALL: HIGHLY SUCCESSFUL IMPLEMENTATION

Sister to Sister 2

Process Objective Measures (n=14)	Planned	Actual	+/-	% of Goal
% of participants who complete Healing Arts Training	80%	21%	-8	27%
% of participants who complete Business Skills Training	80%	0%	-11	0%
% of participants who complete Career Mentorship	80%	0%	-11	0%
% of participants who complete Leadership Development	80%	7%	-10	9%
% of participants who complete Life Skills Training	80%	0%	-11	0%
# of participants who received mental health services	80%	21%	-8	27%
# of participants who received transitional housing	50%	7%	-6	14%
# of participants who received case management	100%	7%	-13	7%
# of participants connected to employment	60%	0%	-8	0%
# of participants connected to education	30%	0%	-4	0%
# of participants connected to long-term housing	10%	0%	-1	0%
# of participants connected to primary care	50%	0%	-7	0%
# of participants who received First Phase incentives	80%	14%	-9	18%
# of participants who received Second Phase incentives	80%	0%	-11	0%
# of participants who received Third Phase incentives	80%	0%	-11	0%

Level of Implementation Success:

The Sister to Sister 2 program faced major challenges during their efforts to implement their Innovations in Reentry program. The most significant challenge was large staff turnover which led to the need to completely revamp, redesign, and delay the launch of their program. With this delay and Covid 19 restrictions enacted during the initial launch, this site was never able to implement its full program design. In the end, this site was only able to provide partial programming to a minimal number of participants. However, the few participants in the program spoke very positively about staff efforts.

OVERALL: MINIMALLY SUCCESSFUL IMPLEMENTATION