



# CONTRA COSTA COUNTY

## AGENDA

### Public Protection Committee

Supervisor John Gioia, Chair  
Supervisor Federal D. Glover, Vice Chair

<https://cccounty-us.zoom.us/j/86043547578> |  
Call in: 888-278-0254, Conference code: 985922

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**Monday, October 7, 2024**                      **1:00 PM**                      **11780 San Pablo Ave, Ste D, El Cerrito |**  
**190 East 4th Street, Pittsburg**

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<https://cccounty-us.zoom.us/j/86043547578> |  
Call in: 888-278-0254, Call in conference code: 985922

**The public may attend this meeting in person at either above location. The public may also attend this meeting remotely via Zoom or call-in.**

Agenda Items: Items may be taken out of order based on the business of the day and preference of the Committee.

1. Introductions
2. Public comment on any item under the jurisdiction of the Committee and not on this agenda (speakers may be limited to two (2) minutes).
3. CONSIDER accepting the Record of Action for the August 5, 2024 meeting of the Public Protection Committee (PPC). (Enid Mendoza, PPC Staff) [24-3251](#)  
**Attachments:** [DRAFT 8-5-2024 PPC ROA](#)
4. CONSIDER applicants for vacancies on the Juvenile Justice Coordinating Council, DETERMINE recommendations for Board of Supervisors consideration, and PROVIDE further direction to staff as necessary. (Esa Ehmen-Krause, County Probation Officer) [24-3252](#)  
**Attachments:** [Attachment A 08.22.24 J.J.C.C Press Release.pdf](#)  
[Attachment B-JJCC Applications September 20 , 2024 .pdf](#)  
[Attachment C-JJCC Applicants Summary September 20 , 2024 New .pdf](#)  
[Attachment D - JJCC Membership 9-20-24.pdf](#)

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5. CONSIDER approving proposed use of up to \$5.15 million in AB 109 Community Corrections reserve funding, as recommended by the Community Corrections Partnership - CCP Executive Committee and its Community Advisory Board. (Esa Ehmen-Krause, County Probation Officer; Nicole Green, CAB Chair; Patrice Guillory, ORJ Director) [24-3253](#)
- Attachments:** [Attachment A - Addendum to CAB AB109 Reserve Funding Proposal.pdf](#)  
[Attachment B - Original CAB Funding Proposal](#)  
[Attachment C - Approved AB 109 Funding Amendments](#)
6. CONSIDER accepting an update on the Holistic Intervention Partnership from the Public Defender's Office. (Ellen McDonnell, Public Defender) [24-3254](#)
- Attachments:** [HIP Staff Report](#)  
[HIP Report Presentation Slides](#)  
[Cal State Long Beach HIP EVALUATORS REPORT](#)  
[HIP 1.0 One-Pager](#)
7. CONSIDER receiving a report from the Animal Services Department on spay and neuter approaches, including mandatory spay and neuter considerations. (Ben Winkleblack, Animal Services Director) [24-3255](#)
- Attachments:** [Mandatory Spay Neuter Presentation](#)

The next meeting is currently scheduled for November 4, 2024.

Adjourn

General Information

This meeting provides reasonable accommodations for persons with disabilities planning to attend a the meetings. Contact the staff person listed below at least 72 hours before the meeting. Any disclosable public records related to an open session item on a regular meeting agenda and distributed by the County to a majority of members of the Committee less than 96 hours prior to that meeting are available for public inspection at 1025 Escobar St., 4th Floor, Martinez, during normal business hours. Staff reports related to items on the agenda are also accessible on line at [www.co.contra-costa.ca.us](http://www.co.contra-costa.ca.us).

HOW TO PROVIDE PUBLIC COMMENT:

Persons who wish to address the Committee during public comment on matters within the jurisdiction of the Committee that are not on the agenda, or who wish to comment with respect to an item on the agenda, may comment in person, via Zoom, or via call-in. Those participating in person should offer comments when invited by the Committee Chair. Those participating via Zoom should indicate they wish to speak by using the “raise your hand” feature in the Zoom app. Those calling in should indicate they wish to speak by pushing \*9 on their phones.

Public comments generally will be limited to two (2) minutes per speaker. In the interest of facilitating the business of the Board Committee, the total amount of time that a member of the public may use in addressing the Board Committee on all agenda items is 10 minutes. Your patience is appreciated.

Public comments may also be submitted to Committee staff before the meeting by email or by voicemail. Comments submitted by email or voicemail will be included in the record of the meeting but will not be read or played aloud during the meeting.

For Additional Information Contact:

Enid Mendoza, staff to the Public Protection Committee  
[Enid.Mendoza@cao.cccounty.us](mailto:Enid.Mendoza@cao.cccounty.us)



# CONTRA COSTA COUNTY

1025 ESCOBAR STREET  
MARTINEZ, CA 94553

## Staff Report

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**File #:** 24-3251

**Agenda Date:** 10/7/2024

**Agenda #:** 3.

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### PUBLIC PROTECTION COMMITTEE

Meeting Date: October 7, 2024

Subject: Record of Action - August 5, 2024

Submitted For: Monica Nino, County Administrator

Department: County Administrator's Office

Presenter: Enid Mendoza, PPC Staff

Contact: [Enid.Mendoza@cao.cccounty.us](mailto:Enid.Mendoza@cao.cccounty.us) <mailto:Enid.Mendoza@cao.cccounty.us>, (925) 655-2075

### **Referral History:**

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

### **Referral Update:**

Attached for the Committee's consideration is the Record of Action for the Committee's August 5, 2024 meeting.

### **Recommendation(s)/Next Step(s):**

APPROVE the Record of Action from the August 5, 2024, Public Protection Committee meeting.

### **Fiscal Impact (if any):**

None.



# CONTRA COSTA COUNTY

## Committee Meeting Minutes - Draft

### Public Protection Committee

Supervisor John Gioia, Chair  
Supervisor Federal D. Glover, Vice Chair

<https://cccouny-us.zoom.us/j/86043547578> |  
Call in: 888-278-0254, Conference code: 985922

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Monday, August 5, 2024

1:00 PM 11780 San Pablo Ave, Ste D, El Cerrito | 190  
East 4th Street, Pittsburg

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<https://cccouny-us.zoom.us/j/86043547578>  
Call in: 888-278-0254, Conference code: 985922

The public may attend this meeting in person at either above location. The public may also attend this meeting remotely via Zoom or call-in.

Agenda Items: Items may be taken out of order based on the business of the day and preference of the Committee.

1. Introductions

Chair Gioia called the meeting to order at 1:03 p.m.

**Present:** John Gioia and Federal D. Glover

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

*No one requested to speak during public comment.*

3. CONSIDER accepting the Record of Action for the June 3, 2024 meeting of the Public Protection Committee (PPC). (Enid Mendoza, PPC Staff) [24-2323](#)

**Attachments:** [PPC Draft Record of Action - June 5, 2024](#)

*Approved as presented.*

**Motion:** Glover

**Aye:** Chair John Gioia and Vice Chair Glover

**Result:** Passed

4. CONSIDER recommending to the Board of Supervisors the appointment of Owen Spishock to the Community-Based Organization Representative 2 seat on the Juvenile Justice Coordinating Council for a two-year term, and provide further direction to staff as necessary. (Esa Ehmen-Krause, County Probation Officer) [24-2324](#)

**Attachments:**                    [Attachment A - Recruitment Press Release.pdf \(5\\_21\\_24\).pdf](#)  
[Attachment B - Applications.pdf \(5\\_21\\_24\).pdf](#)  
[Attachment C-JJCC Applicants Summary March 14, 2024 .pdf \(5\\_21\\_24\).pdf](#)  
[Attachment D - JJCC Membership 5-14-24.pdf \(5\\_21\\_24\).pdf](#)

*Esa Ehmen-Krause, Chief Probation Officer, presented Mr. Spishock to the committee, and Mr. Spishock introduced himself and provided his background and experience. The committee asked the item be scheduled for the August 13 Board of Supervisors meeting for approval. The Committee further directed the Chief Probation Officer to send announcements of JJCC vacancies to the PPC members in support of their public distribution efforts.*

**Motion:**                                 **Glover**  
**Aye:**                                         **Chair John Gioia and Vice Chair Glover**  
**Result:**                                    **Passed**

- 5. CONSIDER receiving a report from the Sheriff's Office of Emergency Services on the Local Hazard Mitigation Plan, as recommended by the Sheriff-Coroner. (Rick Kovar, Emergency Services Manager; Beatriz Portillo, Sr. Emergency Planning Coordinator) [24-2325](#)

**Attachments:**                    [OES LHMP PPC Presentation](#)

*Rick Kovar introduced the Local Hazard Mitigation Plan and Beatriz Portillo presented the report. Discussion on the levels of involvement of each jurisdiction clarified city and special district plan annexes link to the County's plan and are reviewed and approved together by CalOES and FEMA. The Committee engaged the presenters with additional comments and questions surrounding FEMA's Risk Ranking, particularly the County being ranked as the 14th most at-risk county in the nation and 7th most at-risk county in the state. The Committee requested staff return annually with updates on the County's mitigation actions and status of ongoing efforts.*

The next meeting is currently scheduled for October 7, 2024.

Adjourn

The meeting adjourned at 1:45 p.m.

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Enid Mendoza, Committee Staff  
[enid.mendoza@cao.cccounty.us](mailto:enid.mendoza@cao.cccounty.us)



# CONTRA COSTA COUNTY

1025 ESCOBAR STREET  
MARTINEZ, CA 94553

## Staff Report

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**File #:** 24-3252

**Agenda Date:** 10/7/2024

**Agenda #:** 4.

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### PUBLIC PROTECTION COMMITTEE

Meeting Date: October 7, 2024

Subject: Juvenile Justice Coordinating Council Applicants for Vacancies

Submitted For: Esa Ehmen-Krause, County Probation Officer

Department: Probation

Referral No: n/a

Referral Name: Juvenile Justice Coordinating Council

Presenter: Esa Ehmen-Krause

Contact: Deborah Caldwell 925-313-4188

### **Referral History:**

The Juvenile Justice Coordinating Council (JJCC) is a multiagency advisory body that informs the development and implementation of a countywide juvenile justice plan composed of several critical parts, including, but not limited to an assessment of existing law enforcement, probation, education, mental health, health, social services, drug and alcohol and youth services resources which specifically target both at-risk as well as system-involved youth, and their families. The JJCC also coordinates on a countywide basis the work of those governmental and non-governmental organizations engaged in activities designed to reduce the incidence of juvenile crime and delinquency in the greater community, develop information and intelligence-sharing systems to ensure that county actions are fully coordinated, and provide data and appropriate outcome measures.

The JJCC is composed of 20 members:

Twelve (12) Ex-Officio Members include the Chief Probation Officer (Chair), District Attorney's Office representative, Public Defender's Office representative, Sheriff's Office representative, Board of Supervisors' representative, Employment and Human Services Department representative, Behavioral Health Services representative, Alcohol and Other Drugs Division representative, Public Health representative, Juvenile Justice Commission Chair, City Police Department representative, County Office of Education or a School District representative.

Eight (8) additional JJCC members are appointed by the Board of Supervisors as follows:

- four (4) At-Large community members, residing or working within Contra Costa County,
- two (2) Community-Based Organization Representatives, and
- two (2) At-Large youth, fourteen to twenty-five years old and residing or working within Contra Costa County.

The JJCC currently has two (2) vacant At-Large youth seats, 14 to 25 years old residing or working within Contra Costa County, and one (1) At-Large Community Member seat residing or working within Contra Costa County. The recruitment process to fill these three (3) vacancies began on August 22, 2024.



**Referral Update:**

The Probation Department issued a Press Release on August 22, 2024 (Attachment A) to recruit for its three vacant seats. A total of twelve (12) applications were received and all twelve (12) met the requirements by the September 20, 2024, deadline. The twelve (12) eligible candidate's applications are included as Attachment B with personal contact information and signatures redacted. The following candidates have specifically applied for at-large youth seats: George Balan, Rojan Mikael Habon, Rachel Lei, and Maxwell Prost.

The applicants have been invited to participate in a public interview scheduled for this Public Protection Committee meeting. A summary of the information provided by the twelve eligible applicants is included as Attachment C. Additionally, a list of the JJCC membership has been included as Attachment D as well for reference.

**Recommendation(s)/Next Step(s):**

1. CONSIDER applicants for the existing vacancies on the Juvenile Justice Coordinating Council (JJCC);
2. DETERMINE appointment recommendations for Board of Supervisor consideration to fill the three vacancies with two-year terms; and
3. PROVIDE any further direction to staff, as necessary.

**Fiscal Impact (if any):**

No fiscal impact.

# CONTRA COSTA COUNTY PROBATION

## ADMINISTRATION

50 Douglas Drive, Suite 200  
Martinez, CA 94553  
(925) 313-4000

## CONTACT

Isiah Thompson  
(925) 387-9300  
[Isiah.Thompson@prob.cccounty.us](mailto:Isiah.Thompson@prob.cccounty.us)



Esa Ehmen-Krause, MPA  
CHIEF PROBATION OFFICER

**FOR IMMEDIATE RELEASE**

Thursday, August 22, 2024

## Contra Costa County Probation

Seeks Applicants for Juvenile Justice Coordinating Council

**Martinez, CA** - The Contra Costa County Board of Supervisors is seeking applicants interested in serving on its 20-member Juvenile Justice Coordinating Council (JJCC). Regular meetings of the Council and other standing committees are held at least quarterly based on a schedule adopted by the Council; that schedule may be changed or augmented as needed. The following positions are vacant and will be held for a two-year term:

- Two (2) At-Large youth seats, 14 to 25 years old residing or working within Contra Costa County
- One (1) At-Large member residing or working within Contra Costa County

The JJCC is a multi-agency advisory body that contributes to the development and implementation of a countywide juvenile justice plan. It is composed of several critical parts, including, but not limited to, an assessment of existing law enforcement, probation, education, mental health, health, social services, drugs, alcohol, and youth resources, which specifically target both at-risk youth, as well as system involved youth, and their families.

The JJCC will also coordinate the work of governmental and non-governmental organizations engaged in activities designed to reduce the incidence of juvenile crime and delinquency in the greater community. Further, the JJCC will develop information and intelligence sharing systems to ensure county actions are fully coordinated and equipped to provide data and appropriate outcome measures. The body is composed of the following members:

*Twelve (12) Ex-Officio Members:*

- Chief Probation Officer, Chair
- District Attorney's Office representative
- Public Defender's Office representative
- Sheriff's Office representative

- Board of Supervisors' representative
- Employment and Human Services Department representative
- Behavioral Health Services (Mental health) representative
- County Alcohol and Drugs Division representative
- Public Health representative
- Juvenile Justice Commission Chair
- City Police Department representative (rotating between Richmond, Antioch, Concord)
- County Office of Education or School District representative

*Eight (8) Additional Members, appointed by the Board of Supervisors:*

- Four At-Large members residing or working within Contra Costa County
- Two Community-Based Organization representatives
- Two At-Large youth, 14 to 25 years old residing or working within Contra Costa County

Applications are due by 5 p.m. Friday, September 20. All applicants who submit by the deadline will be invited to the public interview process conducted by the Public Protection Committee. This committee will then recommend a selection of applicants for the Board of Supervisors to appoint. Interviews with the Public Protection Committee will occur October 7, and appointments with the Board of Supervisors will occur on October 22.

Applications can be obtained from the Clerk of the Board of Supervisors by calling (925) 655-2000 or visiting the County webpage at <http://www.contracosta.ca.gov/3418/>. Completed applications should be emailed to [ClerkoftheBoard@cob.cccounty.us](mailto:ClerkoftheBoard@cob.cccounty.us) or mailed to the Clerk of the Board of Supervisors Office at 1025 Escobar Street, 1st Floor, Martinez, CA 94553.

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Contra Costa County

Please return completed applications to: Clerk of the Board of Supervisors 1025 Escobar Street, 1st Floor Martinez, CA 94553 or email to: ClerkofTheBoard@cob.cccounty.us

BOARDS, COMMITTEES, AND COMMISSIONS APPLICATION

First Name: George, Middle Initial: A, Last Name: Balan, Home Address - Street, City: Orinda, State: CA, Postal Code: 94563, Primary Phone, Email Address, Resident of Supervisorial District: 2, District Locator Tool, Do you work in Contra Costa County? No, Current Employer, Job Title, Length of Employment, How long have you lived or worked in Contra Costa County?

Board, Committee, or Commission: Juvenile Justice Coordinating Council (JJCC), Seat Name: At-Large Youth, Have you ever attended a meeting of the advisory board for which you are applying? Yes, If Yes, how many? 1

EDUCATION

Check appropriate box if you possess one of the following: High School Diploma, CA High School Proficiency Certificate, G.E.D. Certificate, Colleges or Universities Attended table, Occupational Licenses Completed, Other Trainings Completed, Certificate Awarded for Training?

Do you have any obligations that might affect your attendance at scheduled meetings? No, If Yes, please explain:

Would you like to be considered for appointment to other advisory bodies for which you may be qualified? Yes, Are you a veteran of the U.S. Armed Forces? No

**Please explain why you would like to serve on this particular board, committee, or commission.**

With exposure to the intersection of K-12 education, LGBTQ+ advocacy, and juvenile justice, I seek to be a determined student voice on the Juvenile Justice Coordinating Council. As a junior at Miramonte High School focused on progressive reform, I was recently appointed to the LGBTQ+ State Task Force by Superintendent Thurmond.

Having worked to create measures tackling criminal justice reform and reparative justice as State President of the California High School Democrats, I believe I can offer a valuable student perspective to the commission. I am eager to explore additional avenues for juvenile justice in our own community and would appreciate the chance to be part of this essential work.

**Describe your qualifications for this appointment. (NOTE: you may also include a copy of your resume).**

See Resume.

**I am including my resume with this application:**

Please check one:  Yes  No

**Are you currently or have you ever been appointed to a Contra Costa County advisory board?**

Please check one:  Yes  No

If Yes, please list the Contra Costa County advisory board(s) on which you are **currently** serving:

If Yes, please also list the Contra Costa County advisory board(s) on which you have **previously** served:

**List any volunteer and community experience, including any boards on which you have served.**

Chair of Public Relations for the Orinda Teen Advisory Council; Volunteer/Intern for the Democratic Party of Contra Costa County; Volunteer at the Lafayette Library; Miramonte High School Leadership Commissioner.

**Do you have a familial relationship with a member of the Board of Supervisors?** (Please refer to the relationships listed under the "Important Information" section on page 3 of this application or Resolution No. 2021/234).

Please check one:  Yes  No

If Yes, please identify the nature of the relationship:

**Do you have any financial relationships with the county, such as grants, contracts, or other economic relationships?**

Please check one:  Yes  No

If Yes, please identify the nature of the relationship:

I CERTIFY that the statements made by me in this application are true, complete, and correct to the best of my knowledge and belief, and are made in good faith. I acknowledge and understand that all information in this application is publicly accessible. I understand and agree that misstatements and/or omissions of material fact may cause forfeiture of my rights to serve on a board, committee, or commission in Contra Costa County.

Signed: George Balan Date: 9/20

**Submit this application to:** [ClerkofTheBoard@cob.cccounty.us](mailto:ClerkofTheBoard@cob.cccounty.us) **OR** Clerk of the Board  
1025 Escobar Street, 1st Floor  
Martinez, CA 94553

*Questions about this application? Contact the Clerk of the Board at (925) 655-2000 or by email at [ClerkofTheBoard@cob.cccounty.us](mailto:ClerkofTheBoard@cob.cccounty.us)*

**Important Information**

1. This application and any attachments you provide to it is a public document and is subject to the California Public Records Act (CA Government Code §6250-6270).
2. All members of appointed bodies are required to take the advisory body training provided by Contra Costa County.
3. Members of certain boards, commissions, and committees may be required to: 1) file a Statement of Economic Interest Form also known as a Form 700, and 2) complete the State Ethics Training Course as required by AB 1234.
4. Meetings may be held in various locations and some locations may not be accessible by public transportation.
5. Meeting dates and times are subject to change and may occur up to two (2) days per month.
6. Some boards, committees, or commissions may assign members to subcommittees or work groups which may require an additional commitment of time.
7. As indicated in Board Resolution 2021/234, a person will not be eligible for appointment if he/she is related to a Board of Supervisors' member in any of the following relationships: (1) Mother, father, son, and daughter; (2) Brother, sister, grandmother, grandfather, grandson, and granddaughter; (3) Husband, wife, father-in-law, mother-in-law, son-in-law, daughter-in-law, stepson, and stepdaughter; (4) Registered domestic partner, pursuant to California Family Code section 297; (5) The relatives, as defined in 1 and 2 above, for a registered domestic partner; (6) Any person with whom a Board Member shares a financial interest as defined in the Political Reform Act (Gov't Code §87103, Financial Interest), such as a business partner or business associate.

# GEORGE BALAN

## EDUCATION

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**Miramonte High School**, Acalanes Union High School District August 2022 - Present  
High School Junior (Class of 2026) - 4.0 GPA (UW) Orinda, CA

## LEADERSHIP POSITIONS

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**California High School Democrats (CAHSD)** May 2024 - Present  
Statewide Chair/President

- Oversee a statewide organization of more than 1,000 students, focusing on directing outreach strategies, political programs, and advocacy initiatives aimed at enhancing youth engagement in civics and government.
- Lead coalition-building initiatives with candidates, including Rep. Schiff and Mayor Liccardo to create opportunities.

**California Department of Education LGBTQ+ State Task Force** June 2024 - Present  
Student Representative

- Appointed by State Superintendent Thurmond to collaborate with state education leaders and professionals on shaping policies that create safe, inclusive environments for LGBTQ+ students across California.
- Develop events and workshops to raise awareness about available resources and information.

**Contra Costa County Elections Division** August 2023 - Present  
Student Election Ambassador

- Promote voter education and civic engagement among youth to increase electoral participation among students through social media campaigns and voter registration drives.

**Orinda Teen Advisory Council** August 2023 - Present  
Chair of Public Relations & Outreach

- Increased council membership by 30% through enhanced outreach and engagement with Orinda schools.

## INTERNSHIPS & WORK EXPERIENCE

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**Alameda County District Attorney - Hayward City Attorney's Office** May 2024 - August 2024  
Student Intern

- Acquired knowledge of criminal justice & police reform by providing various support to attorneys: drafting legal documents, conducting research, preparing case materials, and actively exploring policy changes.

**Democratic Party of Contra Costa County (DPCCC)** August 2023 - August 2024  
Student Intern

- Spearheaded efforts to increase youth participation by organizing educational workshops that resulted in a notable rise in youth involvement within the Democratic Party of Contra Costa County.

## AWARDS & HONORS

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**State Championship Finalist - Congressional Debate** April 2024  
California High School Speech Association

**Outstanding Defense Witness** April 2024  
Contra Costa County Mock Trial

**National First Generation Recognee** April 2024  
College Board

**Padilla Excellence in Leadership Award** November 2023  
California High School Democrats

# Application Form

## Profile

Ellen

First Name

M

Middle  
initial

Faden

Last Name

[Redacted]

Home Address

Suite or Apt

Richmond

City

CA

State

94804

Postal Code

[Redacted]

Primary Phone

[Redacted]

Email Address

## [District Locator Tool](#)

### Resident of Supervisorial District:

District 1

Albany Unified School  
District

Employer

Credentialed Teacher

Job Title

### Length of Employment

10 years

### Do you work in Contra Costa County?

Yes  No

### If Yes, in which District do you work?

1

### How long have you lived or worked in Contra Costa County?

15 years

### Are you a veteran of the U.S. Armed Forces?

Yes  No

## Board and Interest

### Which Boards would you like to apply for?

Juvenile Justice Coordinating Council: Submitted



**Seat Name**

Ad-hoc Member

**Have you ever attended a meeting of the advisory board for which you are applying?**

Yes  No

**If Yes, how many meetings have you attended?**

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**Education**

**Select the option that applies to your high school education \***

High School Diploma

**College/ University A**

**Name of College Attended**

SUNY Stony Brook

**Degree Type / Course of Study / Major**

B.A. English

**Degree Awarded?**

Yes  No

**College/ University B**

**Name of College Attended**

CCNY

**Degree Type / Course of Study / Major**

M.A. English

**Degree Awarded?**

Yes  No

---

**College/ University C**

**Name of College Attended**

Chapman

**Degree Type / Course of Study / Major**

Teaching Credential

**Degree Awarded?**

Yes  No

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**Other Trainings & Occupational Licenses**

**Other Training A**

Paralegal

**Certificate Awarded for Training?**

Yes  No

**Other Training B**

Life Coaching

**Certificate Awarded for Training?**

Yes  No

**Occupational Licenses Completed:**

Paralegal Certified Life Coach

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**Qualifications and Volunteer Experience**

**Please explain why you would like to serve on this particular board, committee, or commission.**

I am focusing my interests at this time in my life in helping youth attain mental health services. I am particularly interested in helping daters find healthy partners, and I am actually writing a book about this topic.

**Describe your qualifications for this appointment. (NOTE: you may also include a copy of your resume with this application)**

I have been on the Board of Directors of my congregation for 5 years, I am currently on the Board of Directors in Marina Bay, Richmond. As a teacher in Oakland, I wrote 30 IEPs and understand differentiated learning. I was also a founding member of the Morris Center for Adult Survivors of Child Abuse.

[Upload a Resume](#)

**Would you like to be considered for appointment to other advisory bodies for which you may be qualified?**

Yes  No

**Do you have any obligations that might affect your attendance at scheduled meetings?**

Yes  No

**If Yes, please explain:**

I may be substitute teaching on those days, but I can adjust my schedule.

**Are you currently or have you ever been appointed to a Contra Costa County advisory board?**

Yes  No

**If Yes, please list the Contra Costa County advisory board(s) on which you are currently serving:**

**If Yes, please also list the Contra Costa County advisory board(s) on which you have previously served:**

**List any volunteer or community experience, including any advisory boards on which you have served.**

I am a member of the Temescal Artists Community and Richmond Art Center.

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### **Conflict of Interest and Certification**

**Do you have a familial or financial relationship with a member of the Board of Supervisors? (Please refer to the relationships listed under the "Important Information" section below or Resolution No. 2021/234)**

Yes  No

**If Yes, please identify the nature of the relationship:**

**Do you have any financial relationships with the County such as grants, contracts, or other economic relationships?**

Yes  No

**If Yes, please identify the nature of the relationship:**

### **Please Agree with the Following Statement**

**I CERTIFY that the statements made by me in this application are true, complete, and correct to the best of my knowledge and belief, and are made in good faith. I acknowledge and understand that all information in this application is publicly accessible. I understand that misstatements and/or omissions of material fact may cause forfeiture of my rights to serve on a board, committee, or commission in Contra Costa County.**

I Agree

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  - (2) Brother, sister, grandmother, grandfather, grandson, and granddaughter;
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  - (4) Registered domestic partner, pursuant to California Family Code section 297;
  - (5) The relatives, as defined in 1 and 2 above, for a registered domestic partner;
  - (6) Any person with whom a Board Member shares a financial interest as defined in the Political Reform Act (Gov't Code §87103, Financial Interest), such as a business partner or business associate.

# Application Form

## Profile

Rojan Mikael  
First Name

K  
Middle Initial

Habon  
Last Name

[Redacted]  
Home Address

Suite or Apt

BRENTWOOD  
City

CA  
State

94513  
Postal Code

[Redacted]  
Primary Phone

[Redacted]  
Email Address

## District Locator Tool

### Resident of Supervisorial District:

District 3

Mabuhay  
Employer

Cashier  
job Title

### Length of Employment

3 years

### Do you work in Contra Costa County?

Yes  No

### If Yes, in which District do you work?

District 3

### How long have you lived or worked in Contra Costa County?

12

### Are you a veteran of the U.S. Armed Forces?

Yes  No

## Board and Interest

### Which Boards would you like to apply for?

Juvenile Justice Coordinating Council: Submitted

**Seat Name**

At-large youth seats

**Have you ever attended a meeting of the advisory board for which you are applying?**

Yes  No

**If Yes, how many meetings have you attended?**

---

**Education**

**Select the option that applies to your high school education \***

None of the above

**College/ University A**

**Name of College Attended**

**Degree Type / Course of Study / Major**

**Degree Awarded?**

Yes  No

**College/ University B**

**Name of College Attended**

**Degree Type / Course of Study / Major**

**Degree Awarded?**

Yes  No

---

**College/ University C**

**Name of College Attended**

**Degree Type / Course of Study / Major**

**Degree Awarded?**

Yes  No

---

**Other Trainings & Occupational Licenses**

**Other Training A**

---

**Certificate Awarded for Training?**

---

Yes  No

**Other Training B**

---

**Certificate Awarded for Training?**

---

Yes  No

**Occupational Licenses Completed:**

---

---

**Qualifications and Volunteer Experience**

**Please explain why you would like to serve on this particular board, committee, or commission.**

---

Serving on this board, committee, or commission is a deeply personal commitment for me, shaped by my experiences growing up in Brentwood and my identity as a first-generation, gay Filipino American. Having lived through the challenges faced by our community, particularly the emotional impact of events like COVID-19 and the pressures placed on our youth, I have witnessed firsthand the struggles and resilience of our young people. The lack of proper support for our youth can lead them to seek solace in unhealthy coping mechanisms. This is a concern that resonates deeply with me, and I am passionate about addressing it. My unique perspective as someone who has navigated these challenges myself equips me with the insight needed to understand and address the specific needs of diverse groups within Contra Costa County. I believe that by bringing my background and experiences to this board, I can contribute valuable perspectives and propose effective solutions tailored to our community's needs. I am committed to leveraging my understanding of the issues at hand to create meaningful change and to provide support where it is most needed. Serving on this board represents an opportunity for me to make a positive impact and to advocate for the well-being and success of our youth and marginalized communities.

**Describe your qualifications for this appointment. (NOTE: you may also include a copy of your resume with this application)**

I am well-qualified for this appointment to the Juvenile Justice Commission due to my extensive experience in youth advocacy, policy development, and community engagement. My current role with GENup, a nationwide student-led social justice organization, has provided me with a deep understanding of educational policy reform and the complexities of advocating for systemic change. This experience has equipped me with the skills necessary to contribute effectively to the Juvenile Justice Commission's mission of improving juvenile justice systems. My involvement with the Brentwood Youth Commission further enhances my qualifications. Serving on this commission has allowed me to directly engage with local issues and work towards meaningful policy changes within our community. I have addressed disparities and worked on initiatives to improve the well-being of youth in Brentwood, focusing on creating equitable opportunities for all. This role has deepened my understanding of local needs and the importance of tailored solutions, which will be valuable in addressing juvenile justice concerns. Additionally, my background as a gay Filipino American brings a unique perspective that I believe is crucial for representing marginalized communities in Brentwood. I am committed to advocating for the needs of the gay and Asian American communities, ensuring that their voices are heard and their issues are addressed. My experience in community organizing and my dedication to addressing disparities position me well to contribute to the Juvenile Justice Commission's goals of fostering a fair and inclusive justice system for all youth.

Upload a Resume

**Would you like to be considered for appointment to other advisory bodies for which you may be qualified?**

Yes  No

**Do you have any obligations that might affect your attendance at scheduled meetings?**

Yes  No

**If Yes, please explain:**

**Are you currently or have you ever been appointed to a Contra Costa County advisory board?**

Yes  No

**If Yes, please list the Contra Costa County advisory board(s) on which you are currently serving:**

**If Yes, please also list the Contra Costa County advisory board(s) on which you have previously served:**

**List any volunteer or community experience, including any advisory boards on which you have served.**

Brentwood Youth Commission Contra Costa County NAMI Brentwood TCTA



---

**Conflict of Interest and Certification**

**Do you have a familial or financial relationship with a member of the Board of Supervisors? (Please refer to the relationships listed under the "Important Information" section below or Resolution No. 2021/234)**

Yes  No

**If Yes, please identify the nature of the relationship:**

---

**Do you have any financial relationships with the County such as grants, contracts, or other economic relationships?**

Yes  No

**If Yes, please identify the nature of the relationship:**

---

**Please Agree with the Following Statement**

---

**I CERTIFY that the statements made by me in this application are true, complete, and correct to the best of my knowledge and belief, and are made in good faith. I acknowledge and understand that all information in this application is publicly accessible. I understand that misstatements and/or omissions of material fact may cause forfeiture of my rights to serve on a board, committee, or commission in Contra Costa County.**

---

I Agree

---

Important Information

1. This application and any attachments you provide to it is a public document and is subject to the California Public Records Act (CA Government Code §6250-6270).
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# Application Form

## Profile

Sara  
First Name

E  
Middle Initial

Hall  
Last Name

[Redacted]  
Home Address

Suite or Apt

Concord  
City

CA  
State

94521  
Postal Code

[Redacted]  
Primary Phone

[Redacted]  
Email Address

## [District Locator Tool](#)

### Resident of Supervisorial District:

District 4

Wellpath  
Employer

Psychologist  
Job Title

### Length of Employment

4 years

### Do you work in Contra Costa County?

Yes  No

### If Yes, in which District do you work?

### How long have you lived or worked in Contra Costa County?

11 years

### Are you a veteran of the U.S. Armed Forces?

Yes  No

## Board and Interest

### Which Boards would you like to apply for?

Juvenile Justice Coordinating Council: Submitted

### Seat Name

**Have you ever attended a meeting of the advisory board for which you are applying?**

Yes  No

**If Yes, how many meetings have you attended?**

---

**Education**

**Select the option that applies to your high school education \***

High School Diploma

**College/ University A**

**Name of College Attended**

San Diego State University

**Degree Type / Course of Study / Major**

Bachelor's

**Degree Awarded?**

Yes  No

**College/ University B**

**Name of College Attended**

John F Kennedy University

**Degree Type / Course of Study / Major**

Doctor of psychology

**Degree Awarded?**

Yes  No

---

**College/ University C**

**Name of College Attended**

**Degree Type / Course of Study / Major**

**Degree Awarded?**

Yes  No

---

**Other Trainings & Occupational Licenses**

**Other Training A**

---

**Certificate Awarded for Training?**

---

Yes  No

**Other Training B**

---

**Certificate Awarded for Training?**

---

Yes  No

**Occupational Licenses Completed:**

---

---

**Qualifications and Volunteer Experience**

**Please explain why you would like to serve on this particular board, committee, or commission.**

---

I would like to help make our county a safer place while also ensuring our juvenile population can learn and thrive. I am passionate about reaching younger generations while they're still malleable and helping them see a better way of life.

**Describe your qualifications for this appointment. (NOTE: you may also include a copy of your resume with this application)**

---

I am a psychologist with 7 years of experience working with individuals in the criminal justice system. I have a good understanding of what leads individuals to enter into the criminal lifestyle and would love the opportunity to be able to help change that for youth in our county. I also have young children and want to help make their community a better place to grow up in.

[Upload a Resume](#)

**Would you like to be considered for appointment to other advisory bodies for which you may be qualified?**

---

Yes  No

**Do you have any obligations that might affect your attendance at scheduled meetings?**

---

Yes  No

**If Yes, please explain:**

---

**Are you currently or have you ever been appointed to a Contra Costa County advisory board?**

Yes  No

**If Yes, please list the Contra Costa County advisory board(s) on which you are currently serving:**

**If Yes, please also list the Contra Costa County advisory board(s) on which you have previously served:**

**List any volunteer or community experience, including any advisory boards on which you have served.**

---

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**If Yes, please identify the nature of the relationship:**

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I Agree

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**Sara E. Hall, Psy.D.**  
Licensed Clinical Psychologist PSY# [REDACTED]  
[REDACTED]  
[REDACTED]

**EDUCATION**

John F. Kennedy University	Psy.D. in Clinical Psychology	2017
John F. Kennedy University	M.A. in Clinical Psychology, non-terminal	2014
San Diego State University	B.A. in Psychology	2009
Complutense de Madrid	Minor in Spanish	2006

**CLINICAL EXPERIENCE**

2022-Present **Clinical Psychologist, Private Practice**

*Virtual throughout California*

- Providing evidenced-based psychotherapy to a diverse population of adults with a specialization in couple's therapy, public safety officials, and first responders.

2020-Present **Psychologist/Program Director, Wellpath Jail Based Competency Treatment**

*Humboldt & Shasta County, CA*

- Humboldt County Correctional Facility houses approximately 441 male and female inmates. Acts as JBCT program psychologist and completes initial intake assessments, regular competency to stand trial evaluations, neuropsychological, intellectual, cognitive, personality, and malingering testing, and submitted legal reports for the courts. Works closely with correctional staff to coordinate treatment of inmates.
- Shasta County Jail is a correctional facility that houses approximately 332 male and female inmates. In role as JBCT program psychologist, completes initial intake assessments, regular competency to stand trial evaluations, neuropsychological, intellectual, cognitive, personality, and malingering testing, and submitted legal reports for the courts. In role as JBCT program director, supervises employees, works closely with correctional and medical staff to coordinate inmate treatment, develops weekly treatment schedules, coordinates with contracting counties to coordinate transportation as well as for continuity of care, communicates with the Department of State Hospitals to ensure program compliance, conducts monthly audits to guarantee program adherence, provides clinical training and support to mental health clinician and competency trainer, coordinates and leads weekly treatment team meetings, and coordinates involuntary medication order/administrative law judge hearings.

2017-2020 **Psychologist, California Department of Corrections and Rehabilitation, California Medical Facility**

*Vacaville, CA*

- California Medical Facility is a level II correctional facility that houses approximately 2,300 male inmates. Services provided include medical, dental, and psychiatric care.



- Worked in the administrative segregation unit as well the Enhanced Outpatient Program and provided individual and group therapy, conducted intake assessments, provided behavioral consultations to correctional staff, conducted crisis intervention assessments and treatment recommendations, completed gender reassignment surgery evaluations, and assessed suicide and/or homicide risk level and referred as appropriate.

2016-2017 **Doctoral Psychology Intern, Spring Grove Hospital Center**  
*Catonsville, MD*

- Spring Grove Hospital Center is a 377-bed inpatient psychiatric hospital that provides a broad spectrum of acute and long-term psychiatric treatment to adolescents and adults with severe and persistent mental illness. The psychology internship training program has been continuously fully accredited by APA since 1971.
- Worked in a multidisciplinary setting, conducted intake assessments, comprehensive psychological and neuropsychological assessments, provided individual and group therapy, provided competency restoration services, conducted competency and criminal responsibility evaluations and wrote subsequent reports for the courts, developed and implemented an undergraduate in-field experience, assisted in carrying out clinical research with patients with treatment-resistant schizophrenia spectrum disorders, provided behavioral consultations to other departments, assisted with the development and implementation of Continued Education workshops, supervised practicum students, and provided an in-service training to the psychology department staff.

2015-2016 **Practicum Extern, Etkin Lab at Stanford University/Palo Alto VA**  
*Palo Alto, CA*

- Etkin Lab is a research lab with multiple ongoing studies dedicated to identifying neural mechanisms involved in common psychopathologies such as depression, anxiety, and post-traumatic stress, as well as understanding that of emotional and cognitive regulation.
- Worked in a multidisciplinary setting, conducted intake, pre/post treatment, and follow-up clinical assessments, communicated differential diagnosis, assisted with fMRI and rTMS treatments, and attended weekly neuroscience trainings and Grand Rounds.

2014-2016 **Practicum Extern, JFKU Assessment Practicum**  
*Pleasant Hill, CA*

- JFKU Assessment Program provides psychological assessment services to children and adults referred by local agencies.
- Completing full psychological and neuropsychological assessments in order to identify accurate diagnoses and current cognitive functioning, rule out neurological deficits, determine capacity, and help guide treatment.

2014-2015 **Practicum Trainee, ANKA Behavioral Health Inc., U.S. Probation**  
*Concord, CA*

- Anka Behavioral Health's U.S. Probation provides outpatient mental health services to adults on federal probation or in the pre-trial status.
- Provided evidenced-based individual psychotherapy, assisted with urinary analysis coordination and collection, and completed substance abuse and

mental health assessments requested by the federal probation department regarding diagnostic clarification, malingering, and treatment recommendations.

- 2014-2015 **Practicum Trainee, ANKA Behavioral Health Inc., Nevin House**  
*Richmond, CA*
- Anka Behavioral Health's Nevin House is a dual-diagnosis residential treatment facility that serves a diverse population of adults ages 18-65.
  - Provided long-term evidence-based individual psychotherapy, created and implemented treatment plans, conducted process and psychoeducational group therapy, coordinated with outside government agencies, handled Medi-Cal billing, and managed crises.
  - Performed psychological assessments on clients referred from other Anka agencies. Reasons for referral include evaluation for malingering, cognitive decline, diagnostic clarification, learning disorders, and treatment suggestions.
- 2013-2014 **Practicum Extern, Mount Diablo Unified School District**  
*Concord, CA*
- Community Counseling Center provides school-based individual and group therapy and crisis management services to children ages 5-18.
  - Provided individual psychotherapy to elementary aged children, managed school-wide crises, identified and managed social and behavioral concerns, and worked with educators and family members to promote optimal development and educational success.
- 2013-2014 **Practicum Trainee, Marin Treatment Center**  
*San Rafael, CA*
- Marin Treatment Center provides intensive outpatient substance abuse treatment as well as medical and mental health services to an underserved population of adults with opioid dependence.
  - Managed an ongoing caseload of 10-15 clients and provided them with weekly evidenced-based individual psychotherapy and treatment planning, and co-facilitated process groups and hepatitis C support groups weekly.
  - Utilized Wellness and Recovery Action Plan, handled advocacy/case management, provided crisis intervention, milieu therapy, collaborated with county agencies, completed MediCal compliant documentation, assisted with program development, audited client charts, and led interdisciplinary team treatment meetings.
- 2009-2011 **Program Supervisor, Stein Education Center**  
*San Diego, CA*
- Stein Education Center Adult Services provides day treatment for individuals with challenging intellectual or developmental disabilities, as well as severe mental illness requiring an intensive level of support.
  - Operated one of the adult behavioral management day programs, which included creating and implementing individual vocational and behavioral plans intended to develop appropriate social, independent living, and employment skills, crisis intervention, completing oral and written reports, performing intake assessments, collaborating with external providers, and

managing employees.

## **RESEARCH EXPERIENCE**

### **2015-2016 Research Assistant Volunteer, Senior Outreach Services**

*Contra Costa County, CA*

- Assisted lead researcher in utilizing quantitative methodology to evaluate the efficacy of local Senior Outreach Services programs, such as Meals on Wheels and in-home exercise programs.

### **2014-2017 Principle Investigator, False Confessions: A Descriptive Phenomenological Study**

*Pleasant Hill, CA*

- Completed my doctoral dissertation that included qualitative interviews and subsequent analyses of proven false confessors' experience of falsely confessing to a crime that they did not commit.

## **TEACHING EXPERIENCE**

### **2013-2015 Graduate Teaching Assistant, John F. Kennedy University**

*Pleasant Hill, CA*

- Assisted faculty with Law & Ethics course, helped with classroom instruction, managed course materials on supplemental website, mentored students, maintained records and various reports, and assisted in creating exam content.

## **OTHER RELEVANT EXPERIENCE**

### **2014-2016 Student Consultant and Liaison, Taylor Study Method**

*Pleasant Hill, CA*

- Taylor Study Method is a comprehensive EPPP test preparation program.
- Provided student and faculty trainings and feedback sessions, assisted with content and curriculum coordination, maintained intercompany contact with other universities, prepared monthly progress reports, and managed complaints and/or concerns.

### **2014-2016 Student Consultant, Time2Track**

*Pleasant Hill, CA*

- Time2Track is an online platform used to track clinical experience for individuals and organizations in behavioral health.
- Conducted trainings and workshops for students, maximized student use and effectiveness, ensured compliance with university protocol and APA accreditation requirements, and identified and resolved omissions or inaccuracies in the database.

### **2014-2016 Student Representative, JFKU PsyD Training Committee**

*Pleasant Hill, CA*

- The PsyD Training Committee is dedicated to managing and optimizing the clinical training program to ensure student success in practicum and internship placements.

- Worked closely with faculty to maximize training utilization and success, ensured appropriate field placements, created internship readiness criterion, organized practicum site visits, and held training workshops for students.

2013-2015 **Treasurer, JFKU PsyD Student Council**

*Pleasant Hill, CA*

- Kept an accurate account of all business transactions and fund disbursements, created annual budgets, organized events, and assisted faculty in new student orientation.

2011-2012 **Ethnographic Trainee, First 5 Monument Community Center**  
*Concord, CA*

- First 5 provides support, programs, and classes for expectant parents and families with children birth to five years.
- Assisted program coordinators with providing services to families with children ages 0-5, co-facilitated groups on positive parenting practices, early childhood development, provided support for parents of children with disabilities, and offered stress management groups, provided local referrals, and assisted with intake evaluations.

## PROFESSIONAL PRESENTATIONS

Adams, H., Vyas, G., Kowalewski, J., Kuptzin, M., Richardson, C., Hall, S., & Kelly, D. (2017). *Cognitive Behavior Therapy for Psychosis (CBTp) in an Inpatient Setting for Individuals with Treatment-Resistant Schizophrenia: Evaluating Efficacy in a Manner Consistent with the Theory*. Presented at the International Congress on Schizophrenia Research in San Diego, CA.

## VOLUNTEER EXPERIENCE

2013-2014 Crisis Counselor, San Francisco Suicide Prevention  
2012-2013 Re-entry Counselor, San Quentin State Prison  
2005-2011 Event Coordinator, American Cancer Society

## PROFESSIONAL AFFILIATIONS

2011-Present American Psychological Association  
Division 40 (Neuropsychology), 41 (Psychology-Law), 12 (Clinical)  
2007-Present Psi Chi National Honors Society

## REFERENCES

Brian McKinney, M.D.	Wellpath	1(714) 697-2888
Peter Van Oot, Ph.D.	John F. Kennedy University	1(925) 969-3404
Chris Padalinski, Psy.D.	California Department of Corrections	1(559) 916-8343

# Application Form

## Profile

Amanda

First Name

M

Middle Initial

Jenkins

Last Name

[Redacted]

Home Address

[Redacted]

Suite or Apt

Richmond

City

CA

State

94804

Postal Code

[Redacted]

Primary Phone

[Redacted]

Email Address

## [District Locator Tool](#)

### Resident of Supervisorial District:

District 1

Self

Employer

Ceo

Job Title

### Length of Employment

2yrs

### Do you work in Contra Costa County?

Yes  No

### If Yes, in which District do you work?

1

### How long have you lived or worked in Contra Costa County?

25yrs

### Are you a veteran of the U.S. Armed Forces?

Yes  No

## Board and Interest

### Which Boards would you like to apply for?

Juvenile Justice Coordinating Council: Submitted

**Seat Name**

---

**Have you ever attended a meeting of the advisory board for which you are applying?**

---

Yes  No

**If Yes, how many meetings have you attended?**

---

---

**Education**

**Select the option that applies to your high school education \***

---

G.E.D. Certificate

**College/ University A**

**Name of College Attended**

---

Contra Costa college

**Degree Type / Course of Study / Major**

---

SPIRIT Graduate, Health and Human services AA, Sociology Major

**Degree Awarded?**

---

Yes  No

**College/ University B**

**Name of College Attended**

---

**Degree Type / Course of Study / Major**

---

**Degree Awarded?**

---

Yes  No

---

**College/ University C**

**Name of College Attended**

---

**Degree Type / Course of Study / Major**

---

**Degree Awarded?**

---

Yes  No

---

**Other Trainings & Occupational Licenses**

**Other Training A**

National Alliance to end Homelessness homeless outreach

**Certificate Awarded for Training?**

Yes  No

**Other Training B**

FIAEB Leadership Training

**Certificate Awarded for Training?**

Yes  No

**Occupational Licenses Completed:**

Phlebotomy certificate

---

**Qualifications and Volunteer Experience**

**Please explain why you would like to serve on this particular board, committee, or commission.**

I have several children one of which is still a minor as well as five grandchildren and I would love to have an opinion or an opportunity to weigh in on the juvenile justice system and what happens concerning the kids in my community. I am very close and active to several of the kids in my neighborhood and I encourage them be better thinkers and better students and stay out of trouble by giving them chances to volunteer with my non profit on a regular basis. I also get involved with activities such as sports or biking and talk to the youth about living a better life in our city and county.

**Describe your qualifications for this appointment. (NOTE: you may also include a copy of your resume with this application)**

I believe my qualifications are also included in why I want to hold this position mentioned above. However I also am a Sociology Major at Contra Costa College as well as a Spirit Graduate and AA in Health and Human Services. I have had several Leadership trainings as well with Faith and Action East Bay. I am an advocate for the unhoused in Richmond as well as hold a seat on the Reimagine Richmond Task force and the Residential Advisory Council.

[Upload a Resume](#)

**Would you like to be considered for appointment to other advisory bodies for which you may be qualified?**

Yes  No

**Do you have any obligations that might affect your attendance at scheduled meetings?**

Yes  No



**If Yes, please explain:**

Only school at night 1 day a week on Tuesdays from 6-9

**Are you currently or have you ever been appointed to a Contra Costa County advisory board?**

Yes  No

**If Yes, please list the Contra Costa County advisory board(s) on which you are currently serving:**

**If Yes, please also list the Contra Costa County advisory board(s) on which you have previously served:**

**List any volunteer or community experience, including any advisory boards on which you have served.**

Reimagine Richmond Task force Resident Advisory Board Richmond Homeless Task Force Richmond Castro Advisory Board Richmond Contra Costa County Equity Committee volunteer Contra Costa County PIT count volunteer CC County strategic planning committee member Richmond strategic planning committee member Rydin Rd Encampment LOC member Castro Encampment LOC member Organizer and Leader with Faith and Action East Bay Fair Housing Campaign as well as Housing is Sacred Campaign.

---

### **Conflict of Interest and Certification**

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Yes  No

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I Agree

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  - (3) Husband, wife, father-in-law, mother-in-law, son-in-law, daughter-in-law, stepson, and stepdaughter;
  - (4) Registered domestic partner, pursuant to California Family Code section 297;
  - (5) The relatives, as defined in 1 and 2 above, for a registered domestic partner;
  - (6) Any person with whom a Board Member shares a financial interest as defined in the Political Reform Act (Gov't Code §87103, Financial Interest), such as a business partner or business associate.

# Amanda Jenkins

## Peer support partner/ Community Outreach

Richmond, CA 94804



Compassionate peer support specialist seeking a position in peer support or case management.

## Work Experience

### Peer Support Specialist

Community Volunteerism - Richmond, CA

May 2015 to Present

- Provide peer support through lived experience to the unhoused in my community.
- Provided meals, clothes, emotional support, mental health support and resources
- Connected individuals with resources for housing and shelters, health van access, free showers and places to receive case management help.

### On site general Manager and Director/CEO

Operation Ground 0 INC/ Safe Park - Richmond, CA

May 2019 to June 2023

- Worked side by side with the supervisors and directors as well as the mayor and city council to manage over 40 rv residents in Richmond, CA.
- Started what was known as Richmonds 1st mobile RV safe park Castro site for homeless living in North Richmond.
- Oversee all everyday activities as well as conflict resolutions, hauling of trash, process and assign spaces, and every day chores.
- Managing numerous donations and coordinating services as well as light security and case management as needed.

### Stocker/security

Mike's Liquor Store - San Pablo, CA

August 2019 to September 2022

- Helped ensure a clean work environment every night as well as restocked shelves.
- Provided security 2 nights a week
- Washed, folded and dried garments for scheduled customers

### Community Engagement Coordinator

Sos richmond - Richmond, CA

May 2020 to September 2021

- Community engagement specialist for SOS Richmond
- Facilitated cleanups, water delivery, shower access points, food deliveries, access to health vans
- Helped resolve conflicts between residents and businesses in the area of the encampments.

### **Caregiver/Personal Assistant**

██████████ - Richmond, CA

May 2019 to August 2020

- Provided care and personal assistance around the clock for a 600 lb 43 yr old man with little to no mobility.
- Performed duties such as bathing, cooking, cleaning, and companionship until he passed.

### **General Laborer (Temp)**

Blue crew - San Francisco Bay Area, CA

December 2015 to June 2016

- Performed numerous positions that varied by job such as but not limited to:
  - Commercial moving
  - Cashier
  - General laborer
  - Busser

## Education

### **Service Provider Individualized Recovery Intensive Training (SPIRIT) Program**

Contra Costa College - San Pablo, CA

January 2024 - July 2024

### **AA in Sociology**

Contra Costa College - San Pablo, CA

September 2023 to Present

### **High school or equivalent**

Some College or Technical - Richmond, CA

January 2001 to June 2002

## Skills

- Public speaking - 3 years
- Group facilitation - 3 years
- Active listening - 2 years
- Leadership - 4 years
- Organizing - 5 years

## Certifications and Licenses

### **Certified Phlebotomy Technician I**

February 2001 to February 2002

Received certificate for phlebotomy during Medical Assistant classes at Silicon Valley College in Emeryville CA need Recert to be up to date.

**Harm reduction**

May 2023 to Present

Certificate from The National Alliance to End Homelessness

**Intro to Case management**

May 2023 to Present

Certificate from The National Alliance to End Homelessness online

**Leader and organizer**

January 2023 to Present

Organizing and leadership certificates from both The school of Faith and Power in Los Angeles thru the Pico Network and Faith and Action East Bay.

**Cultural Humility**

March 2023 to March 2023

Certificate from The National Alliance to End Homelessness

**Certificate in racial equity and inclusion**

September 2023 to Present

C4 solutions part 1 and will be attending part 2 in October 2023.

**Certificate in Housing First**

May 2023 to Present

Basic housing first certificate from national alliance to end homelessness.

**Basic homelessness outreach**

May 2023 to Present

Certificate from national alliance to end homelessness

**Groups**

**Reimagining Richmond Public Safety Taskforce**

September 2023 to Present

**Faith in Action East Bay leader and organizer**

May 2022 to Present

**Castro Advisory Council member**

October 2022 to Present

**Equity Committee for Contra Costa County**

November 2022 to Present

**Homeless task force City of Richmond**

March 2022 to Present

**Richmond strategic planning committee**

May 2022 to March 2023

**Steering Committee for Contra Costa County**

April 2022 to November 2022

**Resident Advisory Council**

January 2024 - Present

**Publications**

**Reimagining Richmond Public Safety taskforce highlight member of the month**

[https://linktr.ee/ReimagineRichmondTogether?fbclid=PAAaa9eeCYc6jxwQGJuyfLjRE8XCqbwSh7LUmFWqkIvlatWX79N1\\_mAxKS1CQ](https://linktr.ee/ReimagineRichmondTogether?fbclid=PAAaa9eeCYc6jxwQGJuyfLjRE8XCqbwSh7LUmFWqkIvlatWX79N1_mAxKS1CQ)

September 2023

Podcast and publication in there newsletter episode 4

**Leader and organizer of the month**

May 2023

Faith and action east bay newsletter

**A push for long-term RV site in richmond**

<https://richmondconfidential.org/2020/11/02/a-push-for-a-long-term-rv-community-in-richmond/> November 2020

Richmond standard local newspaper did an article on my safe park that I started in 2019.

**Our training is our experience, one woman's journey from homelessness to advocacy**

<https://www.mercurynews.com/2023/05/07/our-training-is-our-lived-experience-one-womans-journey-from-homelessness-to-advocacy/>

May 2023

A follow up article from my 1st article in 2020 from Richmond standard

**Homeless encampment rally**

<https://www.gettyimages.fi/detail/uutiskuva/residents-brenda-bolanos-left-shows-amanda-jenkins-her-sign-uutiskuva/1425375717>

September 2022

Rally for services promised to encampment from city of Richmond

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**Profile**

Rachel  
First Name

Lei  
Middle Initial Last Name

[Redacted]  
Home Address

Suite or Apt

Brentwood  
City

CA  
State

94513  
Postal Code

[Redacted]  
Primary Phone

[Redacted]  
Email Address

**[District Locator Tool](#)**

**Resident of Supervisorial District:**

None Selected

Employer

Job Title

**Length of Employment**

**Do you work in Contra Costa County?**

Yes  No

**If Yes, in which District do you work?**

**How long have you lived or worked in Contra Costa County?**

**Are you a veteran of the U.S. Armed Forces?**

Yes  No

---

**Board and Interest**

**Which Boards would you like to apply for?**

Juvenile Justice Coordinating Council: Submitted

**Seat Name**

At-Large Youth Member

Have you ever attended a meeting of the advisory board for which you are applying?

Yes  No

If Yes, how many meetings have you attended?

---

**Education**

Select the option that applies to your high school education \*

None of the above

**College/ University A**

Name of College Attended

Degree Type / Course of Study / Major

Degree Awarded?

Yes  No

**College/ University B**

Name of College Attended

Degree Type / Course of Study / Major

Degree Awarded?

Yes  No

---

**College/ University C**

Name of College Attended

Degree Type / Course of Study / Major

Degree Awarded?

Yes  No

---

**Other Trainings & Occupational Licenses**

Other Training A



**Certificate Awarded for Training?**

Yes  No

**Other Training B**

**Certificate Awarded for Training?**

Yes  No

**Occupational Licenses Completed:**

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**Qualifications and Volunteer Experience**

**Please explain why you would like to serve on this particular board, committee, or commission.**

I am passionate about supporting initiatives that aim to serve youth populations! I believe that it's really important to get people my age engaged with the community by expanding access to more opportunities - hopefully, by serving on this council, I will be equipped with more information on youth-affecting policies & be more aware of issues affecting youth populations to build a stronger connection between students and government officials through other things I'm involved like (for example, releasing key details on the Press). Furthermore, as a commissioner of the city of Brentwood I can share input on key events the Brentwood Youth Commission and Parks and Recreation Committee are setting up. Lastly, I love coming up with new ideas to better support youth in the county- from advising mental health efforts to creating more student opportunities, I would be honored to contribute to the council.

**Describe your qualifications for this appointment. (NOTE: you may also include a copy of your resume with this application)**

Through my experience with the Brentwood Youth Commission and my regular attendance at the Parks and Recreation Commission, I am aware of general council procedures and how to hold formal discussions. Furthermore, my connections to the greater youth population in my city through both the commission and the Press would allow me to effectively gather and spread essential information. Lastly, my work with school clubs like AFJROTC and speech/debate has furthered my communication skills and ability to lead/cooperate with students.

[Upload a Resume](#)

**Would you like to be considered for appointment to other advisory bodies for which you may be qualified?**

Yes  No

**Do you have any obligations that might affect your attendance at scheduled meetings?**

Yes  No

**If Yes, please explain:**

The only potential issue would be getting consistent transportation, however this is something I can easily work out with my parents. It's just something up in the air for now!

**Are you currently or have you ever been appointed to a Contra Costa County advisory board?**

Yes  No

**If Yes, please list the Contra Costa County advisory board(s) on which you are currently serving:**

**If Yes, please also list the Contra Costa County advisory board(s) on which you have previously served:**

**List any volunteer or community experience, including any advisory boards on which you have served.**

I currently serve on the Brentwood Youth Commission and regularly volunteer around the Brentwood area with Air Force Junior ROTC.

---

### **Conflict of Interest and Certification**

**Do you have a familial or financial relationship with a member of the Board of Supervisors? (Please refer to the relationships listed under the "Important Information" section below or Resolution No. 2021/234)**

Yes  No

**If Yes, please identify the nature of the relationship:**

**Do you have any financial relationships with the County such as grants, contracts, or other economic relationships?**

Yes  No

**If Yes, please identify the nature of the relationship:**

### **Please Agree with the Following Statement**

**I CERTIFY that the statements made by me in this application are true, complete, and correct to the best of my knowledge and belief, and are made in good faith. I acknowledge and understand that all information in this application is publicly accessible. I understand that misstatements and/or omissions of material fact may cause forfeiture of my rights to serve on a board, committee, or commission in Contra Costa County.**

I Agree

---

## Important Information

1. This application and any attachments you provide to it is a public document and is subject to the California Public Records Act (CA Government Code §6250-6270).
2. All members of appointed bodies are required to take the advisory body training provided by Contra Costa County.
3. Members of certain boards, commissions, and committees may be required to: (1) file a Statement of Economic Interest Form also known as a Form 700, and (2) complete the State Ethics Training Course as required by AB 1234.
4. Meetings may be held in various locations and some locations may not be accessible by public transportation.
5. Meeting dates and times are subject to change and may occur up to two (2) days per month.
6. Some boards, committees, or commissions may assign members to subcommittees or work groups which may require an additional commitment of time.
7. As indicated in Board Resolution 2021/234, a person will not be eligible for appointment if he/she is related to a Board of Supervisors' member in any of the following relationships:
  - (1) Mother, father, son, and daughter;
  - (2) Brother, sister, grandmother, grandfather, grandson, and granddaughter;
  - (3) Husband, wife, father-in-law, mother-in-law, son-in-law, daughter-in-law, stepson, and stepdaughter;
  - (4) Registered domestic partner, pursuant to California Family Code section 297;
  - (5) The relatives, as defined in 1 and 2 above, for a registered domestic partner;
  - (6) Any person with whom a Board Member shares a financial interest as defined in the Political Reform Act (Gov't Code §87103, Financial Interest), such as a business partner or business associate.

# RACHEL LEI

Juvenile Justice Coordinating Council of Contra Costa County

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## EDUCATION

**Heritage High School**

Brentwood, CA  
Class of 2026

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## EXPERIENCE

**City of Brentwood**

*Youth Commissioner*

July 2024 —Present

- Developed and maintained effective communication between the Youth Commission and the Parks and Recreation Commission to ensure youth voices and developments were heard by city officials.
- Furthered thoughtful discussion on upcoming youth events (such as the Halloween youth service event) to advance comprehensive plans.

**The Press**

*Chief Co-Editor of the Brentwood Youth Press*

August 2023 —Present

- Spearheaded initiatives to elevate youth voices through journalism and press publication.
- Leveraged direct communication with local youth populations and the Press through social media interactions, thus establishing a clear line of dialogue between changemakers and emerging student opinions.
- Organized monthly discussions for students, establishing a platform for collaboration, thoughtful writing, and youth involvement in local governance.

---

## ACTIVITIES

**Speech and Debate Club at Heritage High School**

*Logistics Manager and Lincoln-Douglas Debate Co-Lead*

July 2022 —Present

- Organize and maintain all major logistics within the club including tournament registry and official parent documents to ensure all students get accessibility to enriching competitions.
- Lead nearly a dozen youth within the Lincoln-Douglas debate team through 5+ tournaments a year.
- Competed in several nationally-recognized tournaments, engaging in policy debates and examining critical literature surrounding prevalent issues.

**AFJROTC at Heritage High School**

*Cadet Tech-Sergeant and Academic Bowl Coordinator*

July 2022 —Present

- Contributed to serving the local community through 35+ hours in volunteer events such as road clean ups, logistical management, and attending county-wide veteran ceremonies.
- Served over 15+ hours of flag detail service through raising and lowering Heritage High School's flags.
- Lead a dozen cadets through the semifinals of the JLAB academic competition, organizing bi-weekly meetings, curriculum, and competition entry.

---

## SKILLS & INTERESTS

**Relevant Courses:** AP United States History, AP Research, ADJUS110

**Soft Skills:** Public speaking, research, collaboration with youth, techniques in journalism

**Interests:** Aspiring criminologist with an interest in public policy, literature analysis, and youth psychology. Also an avid digital artist and pianist!

# Application Form

## Profile

CAMERON

First Name

E

Middle Initial

PARR

Last Name

[Redacted]

Home Address

[Redacted]

Suite or Apt

Pittsburgh

City

CA

State

94565

Postal Code

[Redacted]

Primary Phone

[Redacted]

Email Address

## [District Locator Tool](#)

Resident of Supervisorial District:

None Selected

Employer

Job Title

## Length of Employment

Do you work in Contra Costa County?

Yes  No

If Yes, in which District do you work?

Pleasant Hill

How long have you lived or worked in Contra Costa County?

1 year /6 months

Are you a veteran of the U.S. Armed Forces?

Yes  No

## Board and Interest

Which Boards would you like to apply for?

Juvenile Justice Coordinating Council: Submitted

Seat Name

**Have you ever attended a meeting of the advisory board for which you are applying?**

Yes  No

**If Yes, how many meetings have you attended?**

10+

---

**Education**

**Select the option that applies to your high school education \***

High School Diploma

**College/ University A**

**Name of College Attended**

National University

**Degree Type / Course of Study / Major**

Masters In Education

**Degree Awarded?**

Yes  No

**College/ University B**

**Name of College Attended**

California State University, Dominguez Hills

**Degree Type / Course of Study / Major**

BA Political Science Minor Sociology

**Degree Awarded?**

Yes  No

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**College/ University C**

**Name of College Attended**

**Degree Type / Course of Study / Major**

**Degree Awarded?**

Yes  No

## Other Trainings & Occupational Licenses

### Other Training A

---

Emerging Leaders

#### Certificate Awarded for Training?

---

Yes  No

### Other Training B

---

CCC of Education Homelessness Training

#### Certificate Awarded for Training?

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Yes  No

#### Occupational Licenses Completed:

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The National Society of Leadership and Success

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## Qualifications and Volunteer Experience

**Please explain why you would like to serve on this particular board, committee, or commission.**

---

I am an educator, self-published author, educator, Father, Contra Costa County Office of Education employee, have lived in experience of homelessness, worked for the Department of Homeland Security as a Customs and Border Protection Officer in San Ysidro, CA (the largest port of entry in the world), and have traveled to various countries. This has allowed me to experience and live around countless different cultures around the world.

**Describe your qualifications for this appointment. (NOTE: you may also include a copy of your resume with this application)**

---

I am an educator, self-published author, educator, Father, Contra Costa County Office of Education employee, have lived in experience of homelessness, worked for the Department of Homeland Security as a Customs and Border Protection Officer in San Ysidro, CA (the largest port of entry in the world), and have traveled to different countries. This has allowed me to experience and live around countless different cultures around the world.

[Upload a Resume](#)

**Would you like to be considered for appointment to other advisory bodies for which you may be qualified?**

---

Yes  No

**Do you have any obligations that might affect your attendance at scheduled meetings?**

---

Yes  No

**If Yes, please explain:**

I am currently a full-time employee for the Contra Costa County Office of Education.

**Are you currently or have you ever been appointed to a Contra Costa County advisory board?**

Yes  No

**If Yes, please list the Contra Costa County advisory board(s) on which you are currently serving:**

**If Yes, please also list the Contra Costa County advisory board(s) on which you have previously served:**

**List any volunteer or community experience, including any advisory boards on which you have served.**

Emerging Leader in Contra Costa County Office of Education, Back-pack giveaways in Oceanside, CA, Feeding the homeless in Los Angeles, CA (Skid Row), Churches, community clean-ups, tutoring and education, and coaching.

---

**Conflict of Interest and Certification**

**Do you have a familial or financial relationship with a member of the Board of Supervisors? (Please refer to the relationships listed under the "Important Information" section below or Resolution No. 2021/234)**

Yes  No

**If Yes, please identify the nature of the relationship:**

**Do you have any financial relationships with the County such as grants, contracts, or other economic relationships?**

Yes  No

**If Yes, please identify the nature of the relationship:**

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I Agree



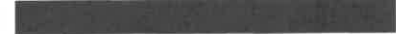
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  - (3) Husband, wife, father-in-law, mother-in-law, son-in-law, daughter-in-law, stepson, and stepdaughter;
  - (4) Registered domestic partner, pursuant to California Family Code section 297;
  - (5) The relatives, as defined in 1 and 2 above, for a registered domestic partner;
  - (6) Any person with whom a Board Member shares a financial interest as defined in the Political Reform Act (Gov't Code §87103, Financial Interest), such as a business partner or business associate.

# CAMERON EVERETT PARR

● Pittsburg, CA



## Youth Services Specialist – Contra Costa County Office of Education

Passionate and transformational Youth Services Specialist driven to empower at-risk youth and families through compassionate support and evidence-based interventions. Adept at developing and implementing effective plans, fostering positive relationships, and promoting healthy growth. Skilled in crisis management, behavior modification, and family support, with a strong commitment to delivering high-quality services that align with the organization's mission. Excels in building trust with diverse populations, ensuring confidentiality, and demonstrating cultural sensitivity. Dedicated to making a lasting impact in the lives of youth and families.

### *Selected Highlights:*

- **Professionally delivered Integrated Reading Curriculum (IRC) to 10 students at Children's Defense Fund**, leveraging ingenuity and dedication to overcome challenges, reading comprehension, and fluency.
- **Excelled as a Harambee leader and educator, earning commendations for professionalism and superb attention to detail** while consistently exceeding expectations and delivering the Integrated Reading Curriculum, facilitating improvements in reading comprehension and fluency at Children's Defense Fund.
- **Elevated professional expertise through proactive academic pursuit**, completing Children's Defense Fund (CDF) Freedom Schools® National Training and in-town training with Freedom School Partners.
- **Developed and delivered comprehensive law enforcement courses**, including contemporary issues, prompting high student satisfaction, increased student participation, and enhanced student-led discussions at UEI College.

### *Core Competencies*

*Education | Project Coordination | Planning & Organization | Communication | Leadership | Team Collaboration | Recordkeeping | Problem Solving | Attention to Detail | Staff Support | Counseling | Case Management | Youth Development | Family Support | Crisis Intervention | Behavior Modification | Mental Health | Trauma-Informed Care | Community Outreach | Program Development | Teamwork | Cultural Competence | Emotional Intelligence | Advocacy*

## PROFESSIONAL EXPERIENCE

### **Contra Costa County Office of Education, Contra Costa County, CA** **Youth Services Specialist**

2023 – Present

- Secured millions in grant funding from the California Department of Education and other sources.
- Fostered partnerships with community organizations, expanding resources and services for youth.
- Orchestrated participant satisfaction with YS programs via regular feedback and quality improvement efforts.
- Implemented a trauma-informed care training program for staff, improving service delivery.
- Spearheaded a significant increase in high school graduation rates among foster youth through targeted academic support and mentorship.
- Placed several program participants in jobs or internships within a few months of completing the workforce development program.

### **Summit Denali High School, Sunnyvale, CA** **9th grade Modern World I History Teacher**

2022 –2023

- Championed self-directed learning structures that increased student autonomy and student engagement.
- Collaborated with colleagues to develop and implement a curriculum that increased student mastery of skills.
- Cultivated a supportive school environment, with a higher percentage of students reporting a strong sense of belonging and connection to the school community.
- Developed and led targeted interventions that reduced the achievement gap for historically underserved student populations.
- Coached students to complete personalized learning plans, setting them up for success in post-secondary education and careers.

### **UEI College, Oceanside, CA** **Instructor – Criminal Justice**

2019 – 2022

- Taught academic courses, with excellent pass rates and boosted student enrollment in the programs.
- Mentored and advised students, with a commendable success rate in student internships and job placements in law enforcement and related fields.
- Delivered specialized law enforcement courses, empowering student engagement, and enhancing student-led projects and presentations.

**Department of Homeland Security, San Diego, CA  
Customs and Border Protection Officer**

2011 – 2019

- Conducted thorough searches of vehicles simultaneously while collaborating with up to 50 colleagues.
- Identified counterfeit documents, leveraging expertise as a resident specialist in document authentication.
- Trained incoming officers on organizational practices and immigration laws, fostering knowledge retention.
- Fostered an increase in legitimate trade and travel through effective analysis of charts and conduct of secondary inspections, earning a shortlist nomination for the prestigious Superior Achievement Award (JAC).
- Authored comprehensive reports and paperwork with accuracy, streamlining workflow and minimizing administrative errors.

**Children’s Defense Fund, Long Beach, CA  
Servant Leader Intern**

2008 – 2011

- Expanded professional expertise by attending CDF Freedom Schools National Training and in-town training sessions, enhancing teaching skills and knowledge.
- Effectively guided afternoon activities and special events for students, ensuring safety and engagement.
- Maintained total compliance with health and safety standards, exceeding performance objectives.
- Recognized by senior staff as a positive role model for Freedom School Partners scholars, demonstrating exceptional communication, interpersonal, and problem-solving skills.
- Fostered a positive and supportive team environment, prompting a commendable staff satisfaction rate with team coordination and collaboration.
- Streamlined classroom management methods, increasing efficiency while maintaining total adherence to guidelines and instructions.

**Additional Experience:**

**Paraprofessional** at Los Angeles Unified School District, Los Angeles, CA (2008– 2011)

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**PROJECTS**

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**The Book That Never Ends**

- Developed "The Book That Never Ends" to help individuals reconnect with their goals and priorities, addressing the modern challenge of work-life balance and the pursuit of meaningful purpose.
- Created a thought-provoking resource for those seeking substance and depth in a world dominated by superficiality, providing a guiding light for readers to re-evaluate their values and aspirations.

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**EDUCATION**

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**National University, San Diego, CA: 2023**

Master's Degree in Education (GPA: 3.87)

**California State University, Dominguez Hills**

Bachelor of Arts, Political Science/Minor, Sociology

- Awards/Honors: Dean’s List

**Certifications or Additional Education:**

CBEST (California Basic Educational Skills Test)

30-Day Substitute Teaching Permit (CTC)

Bureau of Security and Investigative Services Guard Registration

Certified HeartSaver Instructor for the American Heart Association

National Society of Leadership Success: NSLS Foundations of Leadership Training Program

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**ADDITIONAL CREDENTIALS**

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**Technical Skills:** Microsoft Office Suite

**Honors & Awards:** Superior Achievement Award – Department of Homeland Security / Dean’s List for Academic Achievement – California State University

**Community Engagement:** Oceanside, CA - Backpack giveaway



Contra  
Costa  
County

**Print Form**

Please return completed applications to:  
Clerk of the Board of Supervisors  
1025 Escobar Street, 1st Floor  
Martinez, CA 94553  
or email to: ClerkofTheBoard@cob.cccounty.us

**BOARDS, COMMITTEES, AND COMMISSIONS APPLICATION**

First Name: Maxwell Middle Initial: Z Last Name: Prost  
 Home Address - Street: [Redacted] City: Richmond State: CA Postal Code: 94805  
 Primary Phone (best number to reach you): [Redacted] Email Address: [Redacted]  
 Resident of Supervisorial District (if out of County, please enter N/A): District 1 [District Locator Tool](#)  
 Do you work in Contra Costa County?  Yes  No If Yes, in which District do you work? District 1  
 Current Employer: none Job Title: none Length of Employment: none  
 How long have you lived or worked in Contra Costa County? 11 years

Board, Committee, or Commission: Juvenile Justice Coordination Committee Seat Name: At-large youth seat  
 Have you ever attended a meeting of the advisory board for which you are applying?  
 Please check one:  Yes  No If Yes, how many? 2

**EDUCATION**  
 Check appropriate box if you possess one of the following:  
 High School Diploma  CA High School Proficiency Certificate  G.E.D. Certificate

Colleges or Universities Attended	Degree Type/ Course of Study/Major	Degree Awarded	
none	none	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
none	none	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
none	none	<input type="checkbox"/> Yes	<input type="checkbox"/> No

Occupational Licenses Completed: none  
 Other Trainings Completed: none  
 Certificate Awarded for Training?  
 Yes  No  
 Yes  No

Do you have any obligations that might affect your attendance at scheduled meetings?  Yes  No  
 If Yes, please explain: Depending on when meetings are held, I might be in school as I am a High Schooler.

Would you like to be considered for appointment to other advisory bodies for which you may be qualified?  Yes  No  
 Are you a veteran of the U.S. Armed Forces?  Yes  No

Please explain why you would like to serve on this particular board, committee, or commission.

I'm a high school student deeply invested in community organizing, politics, and social work, with a particular focus on issues within America's criminal justice system, especially the school-to-prison pipeline dilemma. I have conducted extensive research, including multiple papers submitted for school and the Model United Nations Club. I firmly believe that addressing these issues starts at the grassroots level within our own communities and among the people within them. I desire to be a part of the solution by giving back to my community and supporting youth like myself, working towards solutions to this nationwide problem

Describe your qualifications for this appointment. (NOTE: you may also include a copy of your resume).

I am a highly ambitious, well spoken activist, advocate, and aspiring politician ready to work hard and contribute my best effort into anything asked of me. I have a 4.2 Weighted GPA in highschool, am a varsity Track and Field/Cross Country runner and captain, and involved in clubs such as Model UN and Speech and Debate, both of which I serve as club leader. I have also worked with and in AAPI Youth Rising, an Asian American advocacy group, and have served on the Albany Board Policy Committee. I worked in close association with Supervisor John Gioia, and assisted him and his team over the summer.

I am including my resume with this application:

Please check one:  Yes  No

Are you currently or have you ever been appointed to a Contra Costa County advisory board?

Please check one:  Yes  No

If Yes, please list the Contra Costa County advisory board(s) on which you are currently serving:

none

If Yes, please also list the Contra Costa County advisory board(s) on which you have previously served:

none

List any volunteer and community experience, including any boards on which you have served.

Volunteer at District 1 summer Thrive Thursday's.  
Worked with the fire advisory commission of District 1 in El Cerrito.  
Interned at District 1 Supervisor John Gioia's office.

Do you have a familial relationship with a member of the Board of Supervisors? (Please refer to the relationships listed under the "Important Information" section on page 3 of this application or Resolution No. 2021/234).

Please check one:  Yes  No

If Yes, please identify the nature of the relationship: none

Do you have any financial relationships with the county, such as grants, contracts, or other economic relationships?

Please check one:  Yes  No

If Yes, please identify the nature of the relationship: none

I CERTIFY that the statements made by me in this application are true, complete, and correct to the best of my knowledge and belief, and are made in good faith. I acknowledge and understand that all information in this application is publicly accessible. I understand and agree that misstatements and/or omissions of material fact may cause forfeiture of my rights to serve on a board, committee, or commission in Contra Costa County.

Signed: Maxwell Prost Date: 8/25/24

**Submit this application to:** ClerkofTheBoard@cob.cccounty.us OR Clerk of the Board  
1025 Escobar Street, 1st Floor  
Martinez, CA 94553

*Questions about this application? Contact the Clerk of the Board at (925) 655-2000 or by email at ClerkofTheBoard@cob.cccounty.us*

**Important Information**

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# Max Prost

Richmond, CA 94805

## EXPERIENCE

### Intern at Office of Contra Costa County Supervisor John Gioia's Office May 2024 - August 2024

I worked closely with Supervisor John Gioia and his team over the summer to come up with smart, creative solutions to various problems in CCC, including: equitable healthcare, climate activism, and affordable housing. I also learned valuable skills such as networking, cold-calling, and advertising.

### Albany City Council Board Policy Committee

November 2023 - Present

I collaborate with administrators to develop programs that address current challenges faced by the student body and maintain accurate records of student activities and interactions with staff members. Similarly, I encourage diversity initiatives to foster an inclusive environment for all learners.

### Student Advocacy Committee

January 2022 - Present

I assist students with understanding their rights and responsibilities, and advocate for their needs to my city's educational department. I facilitate communication between faculty members and students regarding academic issues and compile student data and feedback to present to the Albany City Council.

### Model United Nations

January 2022 - Present

Research and analyze global political issues such as human rights, international law, and economic development. I conduct mock negotiations with other delegates to simulate real-world diplomatic interactions. In Model UN we deliver powerful speeches in front of large audiences to advocate for a particular position or resolution. I write detailed and elaborate reports with carefully thought-out proposals that address complex international conflicts.

### Speech and Debate

January 2022 - Present

In Speech and Debate I focus on impromptu speaking and debating. I provide constructive critiques for debate team member performances to help newer members. I also work on vocal technique and speech structure and strategy to deliver charismatic and logically sound on-the-fly speeches. I interact with my audience during presentations to engage and capture their attention.

### Outward Bound USA Graduate

Jun 8 - Jul 24, 2022

I am an experienced outdoor enthusiast with a passion for leading backpacking expeditions through rugged terrain. Proven track record of guiding groups safely while fostering teamwork and personal growth. Skilled in wilderness navigation, risk management, and emergency response protocols. Committed to providing transformative outdoor experiences and promoting environmental stewardship.

### Student Advocacy Committee

January 2022 - Present

I assist students understand their rights, and advocate for their needs to my city's educational department. I facilitate communication between faculty members and students regarding academic issues and compile student data and feedback to present to Albany City Council.

## SUMMARY

I am a hard working, creative, and disciplined high school student with an interest in the humanities: specifically politics, sociology, moral philosophy, and writing/history. My focus and drive to succeed is driven by my own desire to better myself and achieve something significant in my life.

## AWARDS

### Speech and Debate:

Finalist and Award Winner at Bay Area Speech Competition at Las Lomas High School 2023.

### Model UN:

Outstanding Delegate at BMUN 2024 Spring Conference at UC Berkeley.

### Art:

2023 Bay Area Creative Youth Foundation award winner.

### Literature:

Harvard Crimson Global Creative Essay Competition top 50 finalist 2023

## LANGUAGES

Native fluency in Mandarin.

Intermediate proficiency in Spanish.

## EDUCATION

### Albany High School - Rising Junior

Graduation Year: 2026

4.0 unweighted GPA

4.2 weighted GPA

Captain of Varsity Cross Country and Track and Field distance running as a freshman.

2nd Place at Farmer Invitational 2023  
19th Place at Lowell Invitational 2023

# Application Form

## Profile

Christine  
First Name

M  
Middle Initial

Reimer  
Last Name

[Redacted]  
Home Address

Suite or Apt

Walnut Creek  
City

CA  
State

94597  
Postal Code

[Redacted]  
Primary Phone

[Redacted]  
Email Address

## [District Locator Tool](#)

### Resident of Supervisorial District:

District 4

Employment And Human  
Services Contra Costa  
County  
Employer

Social Worker-Case Reviewer  
Job Title

### Length of Employment

8 yrs

### Do you work in Contra Costa County?

Yes  No

### If Yes, in which District do you work?

Central

### How long have you lived or worked in Contra Costa County?

47 years

### Are you a veteran of the U.S. Armed Forces?

Yes  No

## Board and Interest

### Which Boards would you like to apply for?

Juvenile Justice Coordinating Council: Submitted



**Seat Name**

---

**Have you ever attended a meeting of the advisory board for which you are applying?**

---

Yes  No

**If Yes, how many meetings have you attended?**

---

---

**Education**

**Select the option that applies to your high school education \***

---

High School Diploma

**College/ University A**

**Name of College Attended**

---

San Francisco State University

**Degree Type / Course of Study / Major**

---

BA-Liberal Studies with a minor in Children Family Studies

**Degree Awarded?**

---

Yes  No

**College/ University B**

**Name of College Attended**

---

**Degree Type / Course of Study / Major**

---

**Degree Awarded?**

---

Yes  No

---

**College/ University C**

**Name of College Attended**

---

**Degree Type / Course of Study / Major**

---

**Degree Awarded?**

---

Yes  No

---

**Other Trainings & Occupational Licenses**

**Other Training A**

---

Certified Case Reviewer for CDSS-California Department of Social Services

**Certificate Awarded for Training?**

---

Yes  No

**Other Training B**

---

**Certificate Awarded for Training?**

---

Yes  No

**Occupational Licenses Completed:**

---

---

**Qualifications and Volunteer Experience**

**Please explain why you would like to serve on this particular board, committee, or commission.**

---

I am committed to being an active member-resident of CCC. I have lived, worked, and raised my family in CCC, and I want to see every resident receive excellent service, representation, and opportunities. I believe in the power of community and the ability of people to thrive when given the opportunity. I stand firm that equity and fairness for all populations are the most important parts of a healthy community and county.

**Describe your qualifications for this appointment. (NOTE: you may also include a copy of your resume with this application)**

---

I have worked as a social worker for CCC for the past ten years as an Emergency Response Social Worker, an After-Hours Social Worker, and in my current position as a Case Reviewer for the Quality Assurance division. I have had the opportunity to work for local nonprofits serving clients who are often disproportionately represented. I am currently serving on the Family First prevention program board to work on ways to strengthen families in CCC and prevent families from entering the Child Welfare System by offering community-based services to families to mitigate safety concerns and encourage families to reach out to natural support systems in their communities. I have volunteered my time serving in positions in the local school system, worked with probation on case reviews, and attended youth probation training. I have been credited for my interpersonal skills and trained in solution-focused interviewing. I am highly trained in Cultural Awareness, Diversity, and Civil Rights.

[Upload a Resume](#)

**Would you like to be considered for appointment to other advisory bodies for which you may be qualified?**

---

Yes  No

**Do you have any obligations that might affect your attendance at scheduled meetings?**

Yes  No

**If Yes, please explain:**

**Are you currently or have you ever been appointed to a Contra Costa County advisory board?**

Yes  No

**If Yes, please list the Contra Costa County advisory board(s) on which you are currently serving:**

**If Yes, please also list the Contra Costa County advisory board(s) on which you have previously served:**

**List any volunteer or community experience, including any advisory boards on which you have served.**

---

### **Conflict of Interest and Certification**

**Do you have a familial or financial relationship with a member of the Board of Supervisors? (Please refer to the relationships listed under the "Important Information" section below or Resolution No. 2021/234)**

Yes  No

**If Yes, please identify the nature of the relationship:**

**Do you have any financial relationships with the County such as grants, contracts, or other economic relationships?**

Yes  No

**If Yes, please identify the nature of the relationship:**

## Please Agree with the Following Statement

---

**I CERTIFY that the statements made by me in this application are true, complete, and correct to the best of my knowledge and belief, and are made in good faith. I acknowledge and understand that all information in this application is publicly accessible. I understand that misstatements and/or omissions of material fact may cause forfeiture of my rights to serve on a board, committee, or commission in Contra Costa County.**

---

I Agree

---

### Important Information

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  - (4) Registered domestic partner, pursuant to California Family Code section 297;
  - (5) The relatives, as defined in 1 and 2 above, for a registered domestic partner;
  - (6) Any person with whom a Board Member shares a financial interest as defined in the Political Reform Act (Gov't Code §87103, Financial Interest), such as a business partner or business associate.

# Application Form

## Profile

Maren

First Name

Middle Initial

Shahade

Last Name

[Redacted]

Home Address

Suite or Apt

Benicia

City

CA  
State

94510

Postal Code

[Redacted]

Primary Phone

[Redacted]

Email Address

## District Locator Tool

### Resident of Supervisorial District:

N/A - Out of County

Contra Costa County Public Works Department

Employer

Student Intern

Job Title

### Length of Employment

1 year

### Do you work in Contra Costa County?

Yes  No

### If Yes, in which District do you work?

5

### How long have you lived or worked in Contra Costa County?

6 years

### Are you a veteran of the U.S. Armed Forces?

Yes  No

## Board and Interest

### Which Boards would you like to apply for?

Juvenile Justice Coordinating Council: Submitted

**Seat Name**

At-Large Youth

**Have you ever attended a meeting of the advisory board for which you are applying?**

Yes  No

**If Yes, how many meetings have you attended?**

---

**Education**

**Select the option that applies to your high school education \***

High School Diploma

**College/ University A**

**Name of College Attended**

Diablo Valley College - Present

**Degree Type / Course of Study / Major**

Social Justice

**Degree Awarded?**

Yes  No

**College/ University B**

**Name of College Attended**

**Degree Type / Course of Study / Major**

**Degree Awarded?**

Yes  No

---

**College/ University C**

**Name of College Attended**

**Degree Type / Course of Study / Major**

**Degree Awarded?**

Yes  No

## Other Trainings & Occupational Licenses

### Other Training A

---

CPR Certified

### Certificate Awarded for Training?

---

Yes  No

### Other Training B

---

First Aid Certified

### Certificate Awarded for Training?

---

Yes  No

### Occupational Licenses Completed:

---

---

## Qualifications and Volunteer Experience

**Please explain why you would like to serve on this particular board, committee, or commission.**

---

I would like to serve on this particular board because I am studying Social Justice. I have attended city and school meetings prior, and have been an advocate for social justice issues including LGBTQ+ rights, minority rights, race and gender related rights, as well as juvenile justice. I believe serving on this board would further my knowledge in this area, and give me more insight on the process of mental health and law enforcement behind these issues. Additionally, it would help me be a better advocate for these issues with more familiarity in how the systems are formed.

**Describe your qualifications for this appointment. (NOTE: you may also include a copy of your resume with this application)**

---

I have taken numerous Social Justice, Sociology, and Critical Thinking courses studying the juvenile justice system, including one of my finals specifically focusing on it. I am a volunteer for the Rainbow Community Center which assists unhoused and mentally ill youth, giving them access to further resources. I have spoken at numerous city and school meetings within the county, speaking out for minority rights. Additionally, I created a safe space in High school for queer kids to gather and express their art. I have numerous leadership and team building skills, and am able to vocalize my feelings and facts in a mature and independent manner. I am also currently working for the county and familiar with it's system.

[Upload a Resume](#)

**Would you like to be considered for appointment to other advisory bodies for which you may be qualified?**

---

Yes  No

**Do you have any obligations that might affect your attendance at scheduled meetings?**

Yes  No

**If Yes, please explain:**

**Are you currently or have you ever been appointed to a Contra Costa County advisory board?**

Yes  No

**If Yes, please list the Contra Costa County advisory board(s) on which you are currently serving:**

**If Yes, please also list the Contra Costa County advisory board(s) on which you have previously served:**

**List any volunteer or community experience, including any advisory boards on which you have served.**

I have volunteered for county cleanup groups, picking up trash around cities and beaches. Additionally I have worked with the Rainbow Community Center for a few years, helping with the youth program and summer camp. Adding on, I have volunteered to help fundraise towards LGBTQ+ communities, as well as help facilitate Pride events. I have been interviewed for numerous news sources speaking out for LGBTQ+ rights, which are linked within my resume.

---

### **Conflict of Interest and Certification**

**Do you have a familial or financial relationship with a member of the Board of Supervisors? (Please refer to the relationships listed under the "Important Information" section below or Resolution No. 2021/234)**

Yes  No

**If Yes, please identify the nature of the relationship:**

**Do you have any financial relationships with the County such as grants, contracts, or other economic relationships?**

Yes  No

**If Yes, please identify the nature of the relationship:**

I am currently employed by the Public Works Department as a temporary Student Intern.



**Please Agree with the Following Statement**

---

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---

I Agree

---

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# Maren Shahade

Benicia, CA 94510

## Work Experience

---

### **Student Intern**

Public Works Department-Martinez, CA

June 2024 to Present

Within this position, I do a daily mail run which includes driving around to other offices and exchanging their mail. I frequently visit the Auditors office, County Council, Clerk of the Board, Recorder's Office, etc. Outside of this, I am trained as a receptionist and help with filing and keeping the office space organized.

### **Cashier**

Panera Bread-Concord, CA

April 2023 to Present

At Panera, I assist customers with ordering along with bussing tables, keeping the space clean, stocking shelves, and efficiently communicating with my peers in order to upkeep consistent service to customers. I thoroughly clean and close the restaurant each evening in order for the morning employees to successfully open the restaurant the following day.

### **Sales Associate**

Gilded Frond-Martinez, CA

June 2022 to February 2023

I use my customer service skills to accommodate all customers with a friendly attitude. I restock items, package items, and assist customers however I can. I manage stock when necessary and help tag items and prepare them for the shelves. Additionally, I help make pottery for sale with our store resources, materials, glaze pottery, and put it on display. I learned how to handle a cash register responsibly as well. I individually opened and closed the store during each of my shifts following a thorough routine.

### **Babysitter**

Meredith

June 2022 to August 2022

I babysat for two children over the summer of 2022. I cared for them Monday-Friday throughout the whole day. I transported them to activities such as piano practice, swim lessons, and other extracurricular activities. I prepared 3 meals for both of them daily and ensured their comfortability. I thoroughly communicated with the parent about the children's activities and behavior.

### **Busser/Food Runner**

Roxx on Main-Martinez, CA

August 2021 to June 2022

I'm able to time manage in a busy environment and juggle many tasks such as bussing tables, serving food, resetting tables, keeping a clean work space, and more. This job has taught me many skills and improved my communication. I served as a liaison between staff and customers. I ensure the task thoroughly and securely close the restaurant each night.

### **Babysitter**

Kristan-Martinez, CA

February 2021 to September 2021

In this work environment, I cared for a toddler for a few months. I transported him home from school, prepared a meal for him, organized his living space, and followed steps in order for him to get ready for bed. I used time management and communication skills with the parents in order to balance between my other priorities. I am able to take many aspects into consideration while in a demanding environment.

## Education

---

### **Community College in Social Justice**

Diablo Valley College - Pleasant Hill, CA

August 2023 to Present

### **High school diploma**

Alhambra High School - Martinez, CA

August 2019 to June 2023

## Skills

---

- Pet Sitting (6 years)
- Babysitting (6 years)
- Childcare (6 years)
- Meal Preparation (4 years)
- Cooking (10+ years)
- Toddler Care (6 years)
- Nannying (6 years)
- Infant Care (6 years)
- Pet Care (6 years)
- Tutoring (4 years)
- Food Preparation (6 years)
- Cashiering (2 years)
- Time Management (10+ years)
- Caregiving (6 years)
- Busser (2 years)
- Food Service (2 years)
- Leadership (10+ years)
- Civil rights (6 years)
- Communication skills (10+ years)
- Organizational skills (10+ years)
- Theater (6 years)
- Front Desk

## Languages

---

- American Sign Language - Intermediate

## Awards

---

### **Summa Cum Laude**

June 2023

I was awarded with the Summa Cum Laude award at the high school I graduated from for achieving a consistent 4.0 GPA throughout my education.

### **Superintendent's Honor Roll**

June 2023

Due to the successful upkeep of my grades and involvement within the Alhambra community, I was awarded with the Superintendent's Honor Roll.

## Certifications and Licenses

---

### **First Aid Certification**

March 2021 to June 2025

I took a First Aid Training course while babysitting as well as volunteering for a summer camp in order to ensure the safety of the children around me.

### **CPR**

March 2021 to June 2025

I took a CPR course while babysitting as well as volunteering for a summer camp in order to ensure the safety of the children around me.

### **Driver's License**

October 2021 to August 2025

### **Food Handler Certification**

## Groups

---

### **Drama Club**

August 2019 to June 2023

Throughout High School, I was heavily apart of my school's Drama Club. During my senior year, I served as a leadership position as club president. I helped create a safe environment for my fellow actors as well as leading in warm ups, organizing backstage, organizing events and gifts, managing our social media platforms, using remind.com to communicate with all of my fellow peers, fundraising, and additional support.

### **Service Club**

August 2022 to June 2023

During High School I participated in our Service Club which consisted of weekly campus cleanups. I have previous experience in volunteering for local cleanup organizations and was proud to contribute to a cleaner campus.

### **GSA**

August 2022 to Present

As apart of my High School's GSA, I helped organize the revival of this club in order to ensure a safe space for queer students. I contributed by organizing bake sales for fundraising and managing the exchange of

funds, presenting informational slideshows to staff members as well as the Martinez Board of Education, leading weekly meetings with prepared slideshows, and working with other queer members to further represent and include our community. Currently I am working with our GSA to help organize Martinez's first Pride event which I will be volunteering at as well.

### **Rainbow Community Center**

September 2022 to Present

While working with the Rainbow Community Center, I have been offered numerous opportunities including protests for minority rights, volunteering at a queer safe summer camp, contributing to their teen youth program, and representing this community at Concord City meetings as well as articles through the SF Chronicle and Mercury News. I enjoy having the opportunity to be apart of such a welcoming, supportive, and resourceful LGBTQ+ community and am proud to be able to represent them.

### **Writing Club**

August 2019 to June 2023

Throughout High School I was involved in our writing club known as Backroads. During my junior-senior year I served as Vice President and eventually President of this club. I ran weekly meetings and helped create a welcoming and creative environment as well as organizing poetry performances, fundraising, managing our social media page in order to provide resources and keep it up to date, advertising events, creating and publishing 2 magazines, and communicating with my team of officers as well as club members while using remind.com

## **Publications**

---

### **These two major shifts sparked a mental health crisis among LGBTQ youth in California**

<https://www.sfchronicle.com/health/article/LGBTQ-mental-health-17714619.php>

January 2023

Through the San Francisco Chronicle, I was featured in an article discussing LGBTQ+ mental health in correspondence to the pandemic and current discrimination against the queer community. I discussed my personal experience with coming out as well as how watching my community be attacked impacts me as a young queer individual.

### **California's LGBTQ+ kids in the crosshairs as a surge of bills targeting gender identity reaches record high**

<https://www.mercurynews.com/2023/03/27/californias-lgbtq-kids-in-the-crosshairs-as-a-surge-of-bills-targeting-gender-identity-reaches-record-high/amp/>

May 2023

This article discusses recent potential anti-LGBTQ+ bills within California. I discussed how I can see these bills further harming the queer community as well as how our safety as queer youth is being targeted.

### **A Step in the Right Direction**

<https://ahsdogwatcher.com/718/clubs/a-step-in-the-right-direction/>

February 2023

As apart of my High School's GSA, I was published in an article crediting my presentation towards the staff members informing them on LGBTQ+ awareness such as vocabulary, student confidentiality, and queer student safety.

---

**Profile**

Myeshia

First Name

Woodards

Last Name

Middle  
Initial

[Redacted]

Home Address

Suite or Apt

Richmond

City

CA  
State

94804

Postal Code

[Redacted]

Primary Phone

[Redacted]

Email Address

[District Locator Tool](#)

**Resident of Supervisorial District:**

None Selected

Employer

Job Title

**Length of Employment**

**Do you work in Contra Costa County?**

Yes  No

**If Yes, in which District do you work?**

**How long have you lived or worked in Contra Costa County?**

35years

**Are you a veteran of the U.S. Armed Forces?**

Yes  No

---

**Board and Interest**

**Which Boards would you like to apply for?**

Juvenile Justice Coordinating Council: Submitted

**Seat Name**

**Have you ever attended a meeting of the advisory board for which you are applying?**

Yes  No

**If Yes, how many meetings have you attended?**

---

**Education**

**Select the option that applies to your high school education \***

High School Diploma

**College/ University A**

**Name of College Attended**

**Degree Type / Course of Study / Major**

**Degree Awarded?**

Yes  No

**College/ University B**

**Name of College Attended**

**Degree Type / Course of Study / Major**

**Degree Awarded?**

Yes  No

---

**College/ University C**

**Name of College Attended**

**Degree Type / Course of Study / Major**

**Degree Awarded?**

Yes  No

---

**Other Trainings & Occupational Licenses**

**Other Training A**

**Certificate Awarded for Training?**

Yes  No

**Other Training B**

**Certificate Awarded for Training?**

Yes  No

**Occupational Licenses Completed:**

---

**Qualifications and Volunteer Experience**

**Please explain why you would like to serve on this particular board, committee, or commission.**

Born in raised in Richmond ca faced with many hardships and environmental trauma and cycles from a young age I wanna bring dedicated action and support to make our communities safe and see growth amongst our youth and overlooked issues we face

**Describe your qualifications for this appointment. (NOTE: you may also include a copy of your resume with this application)**

Lived experiences that shaped me into being wholeheartedly supportive and caring and a community overall advocate for the voiceless

[Upload a Resume](#)

**Would you like to be considered for appointment to other advisory bodies for which you may be qualified?**

Yes  No

**Do you have any obligations that might affect your attendance at scheduled meetings?**

Yes  No

**If Yes, please explain:**

**Are you currently or have you ever been appointed to a Contra Costa County advisory board?**

Yes  No

**If Yes, please list the Contra Costa County advisory board(s) on which you are currently serving:**



If Yes, please also list the Contra Costa County advisory board(s) on which you have previously served:

---

List any volunteer or community experience, including any advisory boards on which you have served.

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### Conflict of Interest and Certification

Do you have a familial or financial relationship with a member of the Board of Supervisors? (Please refer to the relationships listed under the "Important Information" section below or Resolution No. 2021/234)

---

Yes  No

If Yes, please identify the nature of the relationship:

---

Do you have any financial relationships with the County such as grants, contracts, or other economic relationships?

---

Yes  No

If Yes, please identify the nature of the relationship:

---

### Please Agree with the Following Statement

---

I CERTIFY that the statements made by me in this application are true, complete, and correct to the best of my knowledge and belief, and are made in good faith. I acknowledge and understand that all information in this application is publicly accessible. I understand that misstatements and/or omissions of material fact may cause forfeiture of my rights to serve on a board, committee, or commission in Contra Costa County.

---

I Agree

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Important Information

1. This application and any attachments you provide to it is a public document and is subject to the California Public Records Act (CA Government Code §6250-6270).
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3. Members of certain boards, commissions, and committees may be required to: (1) file a Statement of Economic Interest Form also known as a Form 700, and (2) complete the State Ethics Training Course as required by AB 1234.
4. Meetings may be held in various locations and some locations may not be accessible by public transportation.
5. Meeting dates and times are subject to change and may occur up to two (2) days per month.
6. Some boards, committees, or commissions may assign members to subcommittees or work groups which may require an additional commitment of time.
7. As indicated in Board Resolution 2021/234, a person will not be eligible for appointment if he/she is related to a Board of Supervisors' member in any of the following relationships:
  - (1) Mother, father, son, and daughter;
  - (2) Brother, sister, grandmother, grandfather, grandson, and granddaughter;
  - (3) Husband, wife, father-in-law, mother-in-law, son-in-law, daughter-in-law, stepson, and stepdaughter;
  - (4) Registered domestic partner, pursuant to California Family Code section 297;
  - (5) The relatives, as defined in 1 and 2 above, for a registered domestic partner;
  - (6) Any person with whom a Board Member shares a financial interest as defined in the Political Reform Act (Gov't Code §87103, Financial Interest), such as a business partner or business associate.

# Myeshia Woodward

Richmond, Ca



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## Education

**FiveKeys Charter School**  
Highschool Diploma

**Insert Year**

---

## Work Experience

**Minact Inc.; San Francisco, Ca**  
Purchasing Clerk

**June 2023 - Present**

- Process purchase orders accurately and timely, ensuring compliance with company policies and procedures.
- Communicate with vendors to negotiate prices, terms, and delivery schedules.
- Coordinate with various departments to determine purchasing needs and ensure timely procurement of materials and supplies.
- Maintain records of purchases, pricing, and inventory levels using electronic systems.
- Resolve discrepancies between purchase orders and invoices to ensure accurate payment processing.

**Minnie Mascots; Vallejo, Ca**

**December 2021 - Present**

Day Monitor Activity Lead

- Lead and supervise a team of monitors responsible for overseeing arts and crafts, field trips, and games.
- Ensure compliance with company policies, procedures, and regulatory requirements.
- Train new hires on monitoring procedures, system operation, and relevant policies.
- Monitor activities in real-time to detect and respond to security breaches, policy violations, or other incidents.
- Conduct regular quality assurance checks to ensure accuracy and effectiveness of monitoring activities.

**McDonald; Stockton, Ca**

**February 2020 - November 2021**

Cashier/ Asst. Manager

- Greeted customers in a friendly and welcoming manner, providing prompt and efficient service.
- Processed customer orders accurately and efficiently using POS systems.
- Handled cash transactions and maintained a balanced cash drawer at all times.
- Assisted with food preparation and assembly as needed to support kitchen operations.
- Maintained cleanliness and organization of the front counter and dining area.
- Collaborated with team members to ensure smooth and efficient operation of the restaurant.

---

## Skills and Certifications

**Computer:** Google Suites, Microsoft Office, Powerpoint, Excel, Canvas

**Certifications:** Mental Health Counseling, Behavioral Health and Behavioral Therapy, Crisis Intervention,

**Training:** Case Management, Conducting Intakes, Conflict Management, Medication Administration

# Application Form

## Profile

Marya

First Name

Middle Initial

Wright

Last Name

[Redacted]

Home Address

Suite or Apt

Richmond

City

CA

State

94806

Postal Code

[Redacted]

Primary Phone

[Redacted]

Email Address

## [District Locator Tool](#)

### Resident of Supervisorial District:

District 1

Wright Community Services LLC

Employer

Founder / CEO

Job Title

### Length of Employment

6 years

### Do you work in Contra Costa County?

Yes  No

### If Yes, in which District do you work?

1

### How long have you lived or worked in Contra Costa County?

3 years

### Are you a veteran of the U.S. Armed Forces?

Yes  No

## Board and Interest

### Which Boards would you like to apply for?

Juvenile Justice Coordinating Council: Submitted

**Seat Name**

Have you ever attended a meeting of the advisory board for which you are applying?

Yes  No

If Yes, how many meetings have you attended?

---

**Education**

Select the option that applies to your high school education \*

High School Diploma

**College/ University A**

Name of College Attended

San Diego State University

Degree Type / Course of Study / Major

Bachelor / Social Work

Degree Awarded?

Yes  No

**College/ University B**

Name of College Attended

Cal State East Bay

Degree Type / Course of Study / Major

Masters / Social Work

Degree Awarded?

Yes  No

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**College/ University C**

Name of College Attended

University of Southern California

Degree Type / Course of Study / Major

Doctorate / Social Work

**Degree Awarded?**

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Yes  No

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**Other Trainings & Occupational Licenses**

**Other Training A**

---

**Certificate Awarded for Training?**

---

Yes  No

**Other Training B**

---

**Certificate Awarded for Training?**

---

Yes  No

**Occupational Licenses Completed:**

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**Qualifications and Volunteer Experience**

**Please explain why you would like to serve on this particular board, committee, or commission.**

---

I am applying for the Economic Opportunity Council, Assessment Appeals Board, and Juvenile Justice Coordinating Council because I believe my expertise and passion for community service align well with the missions of these advisory boards. As a Doctor of Social Work, entrepreneur, and community advocate, I am deeply invested in ensuring equity, access, and justice within our systems, particularly for marginalized communities. Serving on the Economic Opportunity Council is an opportunity to advocate for economic justice and create pathways for underserved populations to access resources that will improve their quality of life. My experience in social work, specifically within child welfare and community engagement, has given me a clear understanding of the systemic barriers that impact economic opportunity, and I am committed to helping dismantle those barriers. The Assessment Appeals Board presents a chance to contribute my knowledge of equitable practices to ensure that the appeals process is fair and accessible to all, especially those who may not have the resources to navigate such processes. With a strong background in policy analysis and community engagement, I am prepared to approach complex issues with fairness and objectivity. The Juvenile Justice Coordinating Council aligns with my long-standing passion for child welfare and juvenile justice reform. I have extensive experience working with youth and advocating for restorative justice practices that focus on rehabilitation rather than punishment. I believe in creating systems that support youth development and address the root causes of juvenile offenses, such as poverty, trauma, and lack of educational and community support. My qualifications include leadership in various social work organizations, experience in community outreach, and a history of advocating for policy changes that improve outcomes for vulnerable populations. Serving on these boards would allow me to further contribute to my community and bring my professional expertise to help shape equitable, impactful policies.

**Describe your qualifications for this appointment. (NOTE: you may also include a copy of your resume with this application)**

Please view my CV attached to this application.

Upload a Resume

**Would you like to be considered for appointment to other advisory bodies for which you may be qualified?**

Yes  No

**Do you have any obligations that might affect your attendance at scheduled meetings?**

Yes  No

**If Yes, please explain:**

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Yes  No

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**List any volunteer or community experience, including any advisory boards on which you have served.**

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### **Conflict of Interest and Certification**

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Yes  No

**If Yes, please identify the nature of the relationship:**

**Do you have any financial relationships with the County such as grants, contracts, or other economic relationships?**

Yes  No



**If Yes, please identify the nature of the relationship:**

---

**Please Agree with the Following Statement**

---

**I CERTIFY that the statements made by me in this application are true, complete, and correct to the best of my knowledge and belief, and are made in good faith. I acknowledge and understand that all information in this application is publicly accessible. I understand that misstatements and/or omissions of material fact may cause forfeiture of my rights to serve on a board, committee, or commission in Contra Costa County.**

---

I Agree

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**Dr. Marya Wright  
Founder & CEO**

**SUMMARY**

Nationally distinguished Black social worker, published author, researcher, consultant, educator, and facilitator. Striving to empower system-involved families through awareness, services, and education while also providing consultation, training, and system specific facilitation to the agencies that services these communities.

**EDUCATION**

**2021–2024 University of Southern California, Los Angeles, CA**

**Doctor of Social Work (DSW)**

DSW Student Ambassador

Distinguished Deans Honor List 2024

Phi Alpha Honor Society, President

\$1,000 Grant Awarded – Spring 2024 Chapter Service Learning and Engagement

\$500 Grant Awarded – Fall 2023 Chapter Service Award

**2023–2024 The California State University Equity-Minded Pedagogy Community of Practice**

**Achievement, Commitment and Accomplishment in Enhancing Educational Equity**

Equity-minded data analysis, interviewing for empathy, journey mapping, prototyping for change, and integrating co-creation as part of an equitable course design.

**2021–2024 The California State University Chancellor’s Doctoral Incentive Program  
Chancellor Doctoral Fellow**

Published Researcher

**2021–2022 The Association of College and University Educators and The American Council on Education (ACUE)**

**Credential in Effective College Instruction, Teaching Practices Graduate**

Micro credential in Promoting Active Learning Online

Micro credential in Designing Student-Centered Courses

Micro credential in Inspiring Inquiry and Lifelong Learning in Your Online Course

Micro credential in Creating an Inclusive and Supportive Online Learning Environment

**2017–2023 Board of Behavioral Science Associate Clinical Social Worker**

As of November 17, 2021, completed clinical supervision requirements.

Passed the Law and Ethics Exam

**2014–2016 California State University, East Bay, Hayward, CA**

**Master of Social Work (MSW)**

MSW Child Welfare Title IV-E, Graduate

California Social Work Education Center UC Berkeley, Statewide Student Coordinator

**2012–2014 San Diego State University (SDSU), San Diego, CA**

**Bachelor of Social Work (BSW)**

BSW Child Welfare Title IV-E, Graduate

Student of the Week, January 5–18, 2014

**2009–2012 San Diego City College, San Diego, CA**

**Associate of Arts in Social Work**

Associated Student Body Vice President

### ACADEMIC EXPERIENCE

**Summer 2024 School of Social Work, Boston University, Boston, Massachusetts**

*Online Course Facilitator*

Racial Justice and Cultural Oppression

**Fall 2023 – Present Social Work Department, Cal State East Bay, Hayward, CA**

*Adjunct Professor / Advance Practice: CYF Course Lead*

Generalist Practice in Social Work

Human Behavior and the Social Environment

Advance Practice: Children Youth and Families (CYF)

**Spring 2020–Present Department of Sociology, Cal State East Bay, Hayward, CA**

*Lecturer*

Spring 2022 Semester: Soc. 360 (Sociology of Sexualities)

Fall 2021 Semester: Soc. 360 (Sociology of Sexualities) and Soc. 403 (Sociology of Family)

Summer 2021 Semester: Soc. 360 (Sociology of Sexualities)

Winter 2021 Intersession: Soc. 360 (Sociology of Sexualities)

Fall 2020 Semester: Soc. 403 (Sociology of Family) and Soc. 496.02 (Sexual Violence)

Spring 2020 Semester: Soc. 410 (Child Welfare Policy)

### PROFESSIONAL ACTIVITIES

**2019–Present Wright Community Services LLC, Oakland, CA**

*CEO / President / Marya Wright Consulting / Social Worker. / Qualified Expert Witness*

- MSW Student Intern Supervisor for case management services
- Provide private court services for Dependency Investigations contested hearings
- Qualified Expert Witness:
  - Child Welfare Case Management; Child Welfare Safety and Risk Assessments; Family Systems; Parent-Child Relationships; Child Welfare Best Practice
- Independent Contracted Court Services:
  - Alameda County Parent Counsel Panel
  - Dependency Court Social Worker

- Parent Education Social Worker  
Contra Costa County Social Worker Attorney Support Panel
  - Resentencing  
Contra Costa County Public Defender's Office
  - Youthful Offender  
Prosecution Initiated Resentencing (PIR)
  - Federal Criminal Courts
    - Criminal Defense Social Worker
  - Los Angeles County Expert Witness Panel
    - Criminal Defense Social Worker
  - San Francisco City & County Juvenile Dependency Court Attorney Panel
    - Court Appointed Family Engagement Specialist, Agent of Attorney
  - San Francisco City & County Criminal Defense Attorney Panel
    - Youthful Offender
- Therapeutic services under supervision by Focused Clinical Solutions for insurance-based clients
  - Facilitate and train professionals, community partners, parents, and youth
  - Develop and build curriculum for training course content, materials, and participant workbook
  - Provide innovating, high-value, and culturally responsive training content for professionals
  - Coordinate with program directors, managers, and supervisors to provide necessary training to staff and organization
  - Manage consulting business and create and send invoices, scheduling, and prospecting
  - Create, code, and update business website to provide accurate information
  - Conduct topic research, curriculum development, presentation, and participant workbook design and build continuing education unit trainings that provide high-value education and supplemental learning for professionals.

Training titles and topics offered ([Click here to view Catalog](#))

- Understanding the Benefits of Motivational Interviewing
- Building Client-Centered Relationships with Multisystem-Involved Youth and Families
- Advanced Practice for Professionals Using Motivational Interviewing When Working with System-Involved Youth—Focusing on OARS and the Righting Reflex
- Learning How to Resist the Righting Reflex
- Introduction to Motivational Interviewing for Professionals Working with System-Involved Youth and Families
- Building Relationships with Multisystem Involved Youth and Families: Collaborating, Engaging, and Reframing
- Motivational Interviewing (OARS) Practice and Skills Workshop for Professionals Working with System-Involved Youth and Families
- Resisting the Righting Reflex
- Practical Knowledge for Mandated Reporting in California
- Developing Tools for Working with CSEC Youth in Child Welfare (CSEC 101)
- Improving Our Support and Response to Child Welfare System-Involved Families
- The Impact of Implicit Bias within Clinical Supervision and Manager Roles
- Understanding Implicit Bias and Unconscious Decision-Making
- Understanding How Implicit Bias Affects Case Management
- The Impact of Implicit Bias within Clinical Supervision and Manager Roles
- General Overview of Implicit Bias

- Understanding How Implicit Bias Impacts Case Management
- Developing Effective Teams
- Repairing the Relationship after a Rupture

**2022–2024 Focused Clinical Solutions, Oakland, CA**

*Associate Clinical Social Worker*

- Provide therapeutic services for insurance-based clients in California
- Provide treatment planning and services for clients experiencing mental health crisis

**2016–2023 Alameda County/Children and Family Service, Oakland, CA**

*Child Welfare Worker II / Dependency Investigator / Primary Social Worker / Court*

- Agency top performing Child Welfare Worker with client engagement
- Supervise and manage caseloads of foster youth and nonminor dependents to point when juvenile court judge decides on disposition for child in custody.
- Review, understand, and comply with Welfare and Institutions (W&I) Code Section 300
- Assess needs and support for clients with mental illness and substance abuse problems
- Collaborate, advise, and partner with court, judge, attorneys, and county council
- Coordinate with district attorneys and special victims' units to conduct and observe forensic interviews
- Conduct investigations and file petitions with juvenile court on behalf of child who has been or is at imminent risk of child abuse or neglected by parent or guardian
- Conduct investigations related to change of dependency status
- Evaluate and make recommendations to juvenile court
- Prepare information for court to ensure compliance with W&I Code Section 300
- Prepare related case and court reports according to legislative and judicial mandates
- Provide intensive casework services to keep families intact or ensure safety of child
- Assess and case manage services needed while hearings associated with determining jurisdiction and disposition proceed
- Coordinate services and activities with therapists, school personnel, hospital staff, and community agencies
- Develop service plans with families to establish specific, measurable, achievable, relevant, time-oriented objectives as appropriate
- Assess and provide support to clients with mental illness, substance abuse problems, and disabilities
- Counsel natural parents considering relinquishment of their child and explain and inform their legal rights
- Collaborate with court, judge, attorneys, and county counsel to determine legal outcomes
- Coordinate with district attorney and Special Victims Unit to conduct and observe forensic interviews
- Volunteer at Annual Caregiver Appreciation Dinner

**2015–2016 County of Contra Costa/Child and Family Services, Pleasant Hill, CA**

*MSW Title IV-E Intern / Primary and Secondary Social Worker / Case Manager / Researcher*

- Completed 900 hours of professional education, training, and development in Child Welfare
- Used crisis intervention, motivational interviewing, and strength-based cognitive behavioral therapy

- Received training in commercial sexual exploitation (CSE) of Children 101 and 102
- Provided casework support in home-based setting
- Managed caseloads of more than 10 foster youth aged 0–18 years
- Met with system-involved clients and families who were involuntary and voluntary
- Conducted biopsychosocial assessments, prepared treatment plans, and entered case notes into Child Welfare Services / Case Management System (CWS/CMS)
- Participated in team decision-making, youth treatment meetings, Individualized Education Plan, 504 Plan, Multidisciplinary Team, and disposition interagency executive management meetings to collaborate services ensuring safety and well-being of clients
- Utilized safety decision making (SDM) tool, safety organized practice (SOP), safe measures, CWS/CMS, Outlook, court reports, and court memos to keep updates on client information
- Collaborated with attorneys in dependency court system on client updates and discovery
- Utilized crisis intervention, motivational interviewing, strength-based cognitive behavioral therapy, and multifamily system treatment and engagement tools
- Served clients within emergency response, family maintenance, family reunification, AB 12, Independent Living Skills Program, legal guardianship, and families pursuing alternate modes of permanency
- Observed forensic interviewing for specialized cases with sexual abuse or severe physical abuse

**2014–2015 Aldea Treatment Foster Care Agency, Fairfield, CA**

*MSW Title IV-E Intern / Secondary Social Worker / Case Manager / Trainer*

- Managed caseload of foster youth and foster family homes and maintained timely case notes
- Coordinated parent–child visitations to occur weekly and at preferred location
- Supervised parent–child visits, completed visit notes, and provided feedback to parents
- Conducted biopsychosocial and Child & Adolescent Needs and Strengths (CANS) assessments on youth and families
- Prepared treatment plans based on child and family’s needs
- Received and processed prospective foster parent applications
- Managed completion of foster home studies and assessments
- Led coordination and facilitation of foster parent training
- Coordinated and co-led certified Parent Resources for Information, Development, and Education (PRIDE) trainings for foster parents
- Participated in certifications and trainings, including CANS, 3-5-7 Grief and Loss Model, and PRIDE

**2013–2014 County of San Diego/Child Welfare Services, Chula Vista, CA**

*BSW Title IV-E Intern / Secondary Social Worker / Case Manager Assistant*

- Completed 400 hours of professional education, training, and development in Child Welfare
- Used structured decision-making risk and safety tools to assess child abuse and neglect
- Interviewed and assessed child safety at the US–Mexican border while coordinating with US Customs and Border Protection
- Managed caseloads of five clients aged 0–18 years as secondary social worker
- Conducted biopsychosocial assessments, prepared treatment plans, and utilized CWS/CMS
- Assessed risk and safety and use of SDM tool
- Met with clients weekly to discuss case plan, goals, and progress

- Shadowed and assisted emergency response, drug endangered children, sexual abuse, court, and reunification case management

**2013 Metro of San Diego, San Diego, CA**

*BSW Intern / Volunteer*

- Assisted in storage, organization, and distribution of food bank and Good Neighbor Center
- Assisted participants with résumé and job skills and applying for county benefits
- Helped students with life skills and schoolwork by utilizing motivational interviewing techniques
- Maintained client case files and documentation
- Attended gang risk intervention meetings and community events

**2010–2011 Urban Corps of San Diego, San Diego, CA**

*Summer Hire-A-Youth Eligibility Clerk*

- Performed administrative duties such as faxing, coping, answering multiline telephones, and filling
- Maintained office organization and operations
- Managed screening applicants for program eligibility requirements and documentation
- Performed outreach activities to engage community
- Prepared tabling booth events, edited videos, promoted programs, and designed posters
- Trained staff in program task and daily operation needs

**2009–2012 San Diego Community College District, San Diego, CA**

*World of Cultures Information Assistant / Executive Director / Manager*

- Managed office documentation and contracts
- Greeted and directed guest speakers to their destination and provided general information
- Managed and served as executive director for Vagina Monologues
- Planned and assisted with special projects and events on campus
- Answered multiline telephone, routed calls, and took accurate messages
- Kept records of budget and finances

**2011 Hands Across California, San Diego, CA**

*Manager/Leader/Student Representative*

- Advertised for event, such as posting status updates on blogs
- Attended workshops, conferences, and conference calls for statewide preparation and training
- Performed duties such as campus email blast, poster creation, and mail services
- Managed student sign-ups to volunteer and community members to participate

**2009–2010 TRIO Center San Diego City College, San Diego, CA**

*Information Assistant*

- Managed office documentation and daily program needs
- Greeted/directed visitors and students to their destination while providing general information
- Answered multiline telephone, routed calls, and took accurate messages
- Planned and assisted with special projects regarding program services and awareness

**PROFESSIONAL INVOLVEMENT**

- 2023–Present**    **Dependency Law Standing Committee, California**  
Member
- 2023–Present**    **From the Ground Up, Bay Region, California**  
Member
- 2023–Present**    **Reimagine Child Safety Bay Area and Beyond, California**  
Steward in Leadership  
Coalition Member
- 2019–2023**      **Safety Organized Practice, Alameda County, CA**  
Cochair, Implementation Team  
Co-lead with division director team of 28 Child Welfare (CW) staff to include coach/field advisors, program managers, parent and youth advocate, case family programs, CW supervisors and managers, staff development specialist, and senior management analyst  
Attend State of California, Department of Social Services IV-E Waiver SOP Collaborative
- 2019–2023**    **Alameda County Training & Education Center, Alameda County, CA**  
Volunteer/Trainer
- 2019–2023**      **Equity & Inclusion Fellowship Task Team, Alameda County, CA**  
Member  
Curriculum support and development
- 2019–2023**    **Bay Area Collaboration of American Indian Resources, Oakland, CA**  
Member
- 2019–2023**    **CSEC Action Team, Oakland, CA**  
Workgroup member of California Child Welfare Council
- 2018–2023**      **Service Employees International Union Local 1021, Alameda County, CA**  
Active Member  
Shop Steward, Alameda County Social Services  
2021 Convention Delegate  
Committee on Political Education, member  
Labor Management Team, member  
2019 Bargaining Unit 5 for Alameda County Social Services Contract Extension
- 2018–2023**    **Human Resources Department Employee Relations Unit Disaster/Emergency Preparedness Program, Alameda County, CA**  
Volunteer
- 2016–2023**      **Safety Committee, Alameda County, CA**  
Member



### SPEAKING ENGAGEMENTS

- 2024 39<sup>th</sup> Annual Pacific Rim International Conference on Disability and Diversity**  
Accepted to present on Unlocking Empathy: Confronting the Stigma Surrounding Disabilities and Mental Health – did not present due to funding.
- 2023 22<sup>nd</sup> Annual Fall Social Work Conference, The University of Alabama**
- 2023 Girl Talk Mental Health Conference**
- 2023 Cal State East Bay CalSWEC Title IV-E Students**  
Provided a training on Structured Decision-Making tools used in Child Welfare practice
- 2022 Reality Changers – College Changes Everything, San Diego, CA**
- 2021 San Francisco State University, MSW 1<sup>st</sup> year students**
- 2021 Safety Organized Practice statewide conference**
- 2021 California Welfare Directors Association (CWDA)**
- 2021 California State University, East Bay, MSW Social Policy Series**  
Child Welfare policy development, advocacy, and programs that are developed after policies are enacted connecting historical policy to current policy that dictates social work
- 2020 Alameda County Board of Supervisors’ Social Services Committee**  
Presented alongside division director and program manager to share update on Children and Family Services Equity & Inclusion Fellowship
- 2018–2019 Panelist for mock interviews for CalSWEC Title IV-E Program**  
Prepared MSW students for County Child Welfare employment interviews
- 2017–Present Alameda County Children & Family Services Parent Orientation**  
Child Welfare worker, dependency investigator, and guest speaker
- 2016 San Quentin State Prison Restorative Justice Conference**  
Connected childhood trauma to adult decisions
- 2016 Leadership Public Schools—Richmond Gompers (Samuel) Continuation School**  
Presented on teen partner violence, unhealthy relationships, and internet bullying

### CONSULTING, TRAINING, AND FACILITATION

- 2024 East Bay Children’s Law Center**

- 2023 Alameda County Behavioral Health Department**
- 2022 Hively**
- 2022 Aspiranet Hope Forward**
- 2022 Foster & Kinship Care Education Program**
- 2021 Richmond Area Multi-Services, Inc.**
- 2021 SENECA**
- 2021 Side by Side**
- 2021 Children’s Law Center of California**
- 2021 Lincoln Family Services**
- 2020 Fred Finch Youth Services**
- 2020 First 5 Alameda**
- 2020 Family Paths, Inc.**
- 2020 East Bay Agency for Children**
- 2019 Alameda County Training and Education Center Volunteer Trainer**
- 2019 A Better Way Inc.**
- 2014 Aldea Children and Family Services**

### **RESEARCH EXPERIENCE**

**Imagining new futures beyond predictive systems in child welfare: A qualitative study with impacted stakeholders, 2021 – Published 2022**

Middle author

Accepted into the FAccT22, ACM Conference on Fairness, Accountability, and Transparency

**California State University, East Bay, Graduate Research Project, August 2015–June 2016**

Title: “Descriptive Analysis of the Commercially Sexually Exploited Children in Contra Costa County Foster Care System”

Invited to present at California’s statewide student research competition at CSU, Bakersfield

### **PUBLISHED CONTRIBUTION**

Hohman, M. (2021). *Motivational interviewing in social work practice* (2nd ed.). Guilford Press.

### **HONORS AND AWARDS**

- 2021 National Association of Black Social Workers, Inc.**  
Chapter Individual Service Award
- 2020 Department of Sociology, California State University, East Bay**  
Exceptional Effort Award
- 2019 Commendation from Board of Supervisors, County of Alameda, State of California**  
Completion of the Human Resource Services, Training & Education Center Volunteer  
Facilitation Academy
- 2019 Developing the Leader in You Series, Alameda County Training & Education  
Center**
- 2019 Certificate of Stewardship, SEIU Local 1021**  
“In recognition of outstanding commitment to unite working people and achieve a just society”
- 2019 Alameda County Training & Education Center and Volunteer Trainer Academy**
- 2014 Leadership Award, San Diego State University**  
“In recognition of your leadership and contribution to the School of Social Work at San Diego  
State University”

### **PROFESSIONAL AFFILIATIONS**

- National Association of Social Workers, Child Welfare Standards Task Force**  
Member & Co-Author, 2024 – Present
- National Organization of Forensic Social Work**  
Membership role, 2023 – Present
- National Association of Social Workers, Social and Economic Justice & Peace (SEJP)  
Specialty Practice Section**  
Membership role, 2023 – Present  
Committee Alternate, 2023 – Present
- California Society for Clinical Social Work**  
Membership role, 2022–Present

Training participant, 2021–Present

**Bay Area Association of Black Social Workers**

Membership role, 2018–Present

Leadership role—Student Outreach and Scholarship committee chair, 2020–2022

**National Association of Social Workers, California**

Membership role, 2012–2016

Leadership role—California Lobby Days team leader, 2013–2016

**National Association of Black Social Workers**

Membership role, 2012–Present

**UNIVERSITY SERVICE**

**University of Southern California, Suzanne Dworak-Peck School of Social Work**

**2023–2024 Phi Alpha Honor Society, Omicron Epsilon Chapter**

*President*

Lead an executive board to fulfill the mission and vision of Phi Alpha and USC honors.

Student volunteer at the Council on Social Work Education Program Meeting

**2023–2024 DSW @ USC Student Ambassador**

*Student Ambassador*

Attend student webinars and information session to share experiences and answer questions.

**2023–2024 Black Student Social Work Caucus**

*VAC Representative*

Engage, support, and communicate with online student population.

**California State University, East Bay**

**2015–2016 California Social Work Education Center, State of California**

*Student Coordinator*

Elected as one of three student coordinators statewide who managed and led Title IV-E participants from across California in planning and preparing Student Day (a conference for Title IV-E students to attend seminars, network, and focus on social issues/concerns that are influencing social work practice)

**2014–2015 California Social Work Education Center, California State University, East Bay**

*Student Representative*

Attended regional meetings with student representatives from Title IV-E programs to discuss social issues and concerns that are influencing social work practice

**2015–2016 Title IV-E Club, California State University, East Bay**

*Chair*

Lead group of Title IV-E students in campus activities, networking, and educational needs

**San Diego State University**

**2013–2014 Associated Students**

*College of Health and Human Services representative*

Represented students by advocating, supporting, and being their voice on college counsel and at Associated Student meetings

**2013–2014**

*Student Representative*

**Recruitment and Retention of Underrepresented Faculty**

Attended meetings with university faculty, administrators, and staff (as only student at table, I provided voice for student concerns about lack of diversity within faculty)

**Campus Community Commission**

Coordinated events and activities that bring public community around SDSU and campus together

**Appointments & Review Committee**

Interviewed candidates for board of directors  
Sustainability representative

**Academic Policy & Planning Committee**

Advocated for student concerns when addressing academia needs at SDSU

**2013–2014 Black Social Work Student Caucus**

*President*

Lead caucus by supporting officers and members and provided support to Black communities while representing Black social workers

**2013–2014 Undergraduate Social Work Association, School of Social Work**

*Curriculum Committee BSW student representative*

Attended faculty meetings to discuss curriculum and voice student concerns and interest  
Completed research on student outcomes, class needs, and online class considerations

**2013–2014 Social Action Committee**

*Government affairs officer*

National Association of Social Work Legislative Lobby Day coordinator  
Led largest group of students from SDSU to attend Lobby Days

**2012–2014 International Student Tutor Mentor Program***Mentor*

Provided tutoring and mentoring support to international students at SDSU

**2012–2014 Fair Trade Committee Member***Treasurer*

Managed campaign to make SDSU recognized Fair Trade University

**2012–2013 Social Action Committee***President*

Oversaw logistics of club, such as events; involved in fundraising, community activities, and National Association of Social Workers Legislative Lobby Days

Organized, managed, and led student registration for 2012 President Elections outside of Hepner Hall to support students' learning about election and voter registration

**2012–2013 Black Social Work Student Caucus***Treasurer*

Managed funds of student organization and led community service events

**2012–2013 Educational Opportunity Program (EOP) and Ethnic Affairs Student Advisory Board***Community college outreach and recruitment officer*

Attended Education Opportunity Program information sessions at community colleges to support transfer student needs

**San Diego City College**

**2010–2011 Associated Student Body Vice President**

**2010 Associated Student Body Chief Administrator**

**2010–2012 Price Scholar Recipient**

**2008–2012 TRIO and Education Opportunity Program and Services Participant**

**2009–2010 College Success Club President**

**Merritt College**

**2008–2009 English Tutor**

Led in-class English tutor support for peers

## **Eureka Senior High School**

### **Student Government Multicultural Commissioner**

Coordinated with assistant principal and attendance secretary to develop and produce school's first-ever Black History Month celebration that lasted entire month (inclusive of African American/Black culture and history while educating staff, teachers, and students)

### **Distributive Education Clubs of America (DECA) Public Relations Officer**

Second place in national competition for business overview project

### **Navy Junior Reserve Officers' Training Corps (JROTC) Lieutenant Commander**

Managed and led three-day military boot camp for over 20 students  
Coordinated color flag at school-wide events, inspected uniforms, and managed student needs

### **Student Mediator**

As student leader on campus, provided mediation to peers who had disagreements and required de-escalation support

## **CONFERENCES ATTENDED**

### **2019 22nd Annual CALICO Alameda County Collaborative Training**

Speaker, Cory Jewell Jensen, MS, CCSOT CBI Consulting, Inc.  
"People Who Sexually Offend Against children: Understanding and Responding to Crimes Against Children"  
Alameda County District Attorney  
Center for Child Protection, UCSF Benioff Children's Hospital, Oakland

### **2019 Bay Area Indian Child Welfare Act (ICWA) Symposium**

### **2019 Northern California 1st Annual Judges' Dinner, Judicial Gathering, Casey Family Programs**

### **2018 California Association of Black Social Workers Symposium**

The Homeless Epidemic: Impact on the African American Family & Communities

### **2018 21st Annual CALICO Alameda County Collaborative Training**

Speaker, Sue Hardie, RN, PhD, President, California Professional Society on the Abuse of Children  
"Child Sexual Abuse Accommodation Syndrome"  
Speak, Jerri Sites, Regional Training Specialist, Southern Regional Children's Advocacy Center  
"Research to Practice: Considerations for the MDT Approach to Recantation"

### **2017 Alameda County Crossover Youth Practice Model**

## **2014 San Diego State University Annual Martin Luther King Jr. Luncheon**

### **CERTIFICATIONS**

**2020 Shelter Management**, American Red Cross

**2019 Developing the Leader in You**, Alameda County Training and Education Center

**2014 PRIDE Training for Foster Parent, Trainer**, Aldea Children and Family Services

**2014 Early Childhood CANS**, Aldea Children and Family Services

**2014 3-5-7 Grief and Loss Model © A Well-Being and Safety Practice to Permanency**, Aldea Children and Family Services

### **COMPLETED TRAININGS**

#### **2024**

Forensic Social Work Certificate Program

#### **2023**

Effective Post-Conviction Strategies

Pacific Juvenile Defender Center 20<sup>th</sup> Annual Roundtable: Testify Training

#### **2020**

Commercial Sexual Exploitation of Children (CSEC) 101

COVID-19 Safety

Equity & Inclusion Fellowship (Line Staff), Modules 5–7

Safety Organized Practice (SOP) Coaching—Group

Shelter Fundamentals

Shelter Management

#### **2019**

Developing the Leader in You Series: For the Aspiring and Emerging Leader Session 1–6

Emotional Intelligence (EQ)

Coaching for Managers

Commercial Sexual Exploitation (CSE) of Native Americans

Motivational Interviewing Facilitation: A Train the Trainer for Child Welfare Professionals

Safety Organized Practice (SOP) Coaching—Group

Workplace Harassment Prevention for Employees, State of California

Law and Ethics for Youth Service Providers, Sessions 1–2

Equity & Inclusion Fellowship (Line Staff), Modules 1–4

Equity & Inclusion Fellowship (Task Team), Modules 4–5



**2018**

Adult, Child & Infant CPR with First Aid and AED  
Emergency 2-Way Radio Operations  
Equity & Inclusion Fellowship (Task Team), Modules 1–3  
Law and Ethics: In Social Work and Mental Health Practice  
Preventing Sexual Harassment in the Workplace  
Safety Organized Practice (SOP) Coaching—Group  
Shelter Management  
SOP: Behaviorally Based Case Plans  
Why Didn't I Run: Understanding Commercially Sexually Exploited Youth for Professionals

**2017**

Assessment Block: Collaborative Assessment, Planning, and Support: Safety & Risk in Teams  
Safety Organized Practice (SOP) Modules 4 and 5  
SDM Assessment Knowledge and Skills Lab  
SOP Coaching—Group

**2016**

Assessing for Key Child Welfare Issues  
Child Maltreatment Identification  
Child Welfare Practice in a Multicultural Environment  
Civil Rights  
Commercially Sexually Exploited Children (CSEC) 101: Identification & Awareness  
Critical Thinking and Assessment  
CWS Documentation for Use in Legal System  
Educational Rights of Children in Foster Care  
Health and Safety in the Workplace  
Indian Child Welfare Act (ICWA)  
Intimate Partner Violence (IPV)  
Introduction to Child Development  
Mandated Reporting  
Mental Health and Mental Disorders  
Preventing Sexual Harassment in the Workplace  
Preventing Violence in the Workplace  
Program Evaluation and Research  
Safety Organized Practice (SOP) Models 1–3  
SDM (Structured Decision Making) Skills Lab  
Security Awareness: PII  
SOGIE—Sexual Orientation, Gender Identity and Expression  
Stress Management in Child Welfare Practice  
Team Decision Making (TDM)  
Time Management in Child Welfare Practice  
Values and Ethics  
Warrants Training

**JUVENILE JUSTICE COORDINATING COUNCIL APPLICANTS' SUMMARY**

<b>Last</b>	<b>First</b>	<b>District Lives or Works in</b>	<b>Seat</b>	<b>City Lives or Works in</b>	<b>Current Employment/Volunteer</b>	<b>Interest</b>
Balan	George	Lives in District 2	At-Large Youth Seat	Lives in Orinda	The individual currently holds several positions in various organizations, including serving as the Statewide Chair/President of the California High School Democrats, representing students on the California Department of Education LGBTQ+ State Task Force, working as a Student Election Ambassador for the Contra Costa County Elections Division, and acting as the Chair of Public Relations & Outreach for the Orinda Teen Advisory Council. Additionally, they have gained experience through internships at the Alameda County District Attorney - Hayward City Attorney's Office and the Democratic Party of Contra Costa County.	This individual is passionate about advocating for progressive reform in K-12 education, LGBTQ+ rights, and juvenile justice. They have been involved in various initiatives, including serving on the LGBTQ+ State Task Force and working on criminal justice reform as the State President of the California High School Democrats. Their goal is to be a determined student voice on the Juvenile Justice Coordinating Council and to contribute a valuable student perspective to the commission.
Faden	Ellen	Lives in District 1		Lives in Richmond	This individual has served on the Board of Directors for five years and is currently a member of the Board of Directors in Marina Bay, Richmond. They previously worked as a teacher in Oakland, where they wrote 30 Individualized Education Programs (IEPs) and gained an understanding of differentiated learning. Additionally, they were a founding member of the Morris Center for Adult Survivors of Child Abuse.	This person is focused on helping youth access mental health services and is also interested in guiding individuals toward healthy relationships. They are writing a book on this topic.
Habon	Rojan Mikael	Lives in District 3	At-Large Youth Seat	Lives in Brentwood	This individual has significant experience in youth advocacy, policy development, and community engagement. They are currently working with GENup, a nationwide student-led social justice organization, where they have gained a deep understanding of educational policy reform and the difficulties of advocating for systemic change. Additionally, they are actively engaged with the Brentwood Youth Commission and Contra Costa County NAMI Brentwood TCTA.	This person is passionate about supporting youth, especially in the wake of COVID-19, and addressing the lack of proper support that leads to unhealthy coping mechanisms. With a deep understanding of the challenges faced by diverse communities in Contra Costa County, this person aims to bring their unique perspective to advocate for the well-being and success of youth and marginalized communities.

Hall	Sara	Lives in District 4		Lives in Concord	This individual has a diverse and extensive background in various roles, including Clinical Psychologist, Program Director, Research Assistant, Crisis Counselor, Re-entry Counselor, and Event Coordinator for the American Cancer Society. Their experience also includes positions such as Student Consultant, Graduate Teaching Assistant, and Treasurer. It's evident that they have a broad range of skills and have been involved in various impactful roles throughout their career.	This person is a Clinical Psychologist with 7 years of experience working with individuals in the criminal justice system. They have a deep understanding of the factors that lead people into criminal lifestyles and are passionate about helping prevent this, especially for the youth in the community. Additionally, as a parent, they are motivated to make their children's community a safer and better place to grow up.
Jenkins	Amanda	Lives in District 1		Lives in Richmond	This person has been actively involved in various social and community initiatives. They have volunteered and served on several boards and committees, focusing on homelessness, equity, strategic planning, and housing advocacy. Their work includes involvement with organizations like Reimagine Richmond Task Force, Richmond Homeless Task Force, and Faith and Action, East Bay Fair Housing Campaign.	This person is passionate about juvenile justice and community involvement, actively engaging with youth through their nonprofit and activities like sports and biking. They work to encourage kids to think critically, excel academically, and avoid trouble while promoting better living in their city and county.
Lei	Rachel	Lives in District 3	At-Large Youth Seat	Lives in Brentwood	This person is actively involved in various leadership and communication activities. They are a member of the Brentwood Youth Commission and regularly attend the Parks & Recreation Commission meetings. Additionally, they serve as the Chief Co-Editor of the Brentwood Youth Press and are involved in school clubs such as AFJROTC and speech/debate. These experiences have helped them develop strong communication and leadership skills, allowing them to collaborate with other students effectively.	This individual is passionate about supporting youth-focused initiatives and believes in involving young people in the community by expanding access to opportunities. They are interested in serving on the council to gain valuable insights into youth-related policies and issues and to strengthen the connections between students and government officials. They are also interested in providing input on events organized by the Youth Commission and the Parks and Recreation Committee, as well as generating ideas to support youth, including efforts related to mental health and providing opportunities for students.
Parr	Cameron	Lives in District 5		Lives in Pittsburg	The individual has an extensive background in education, having worked as a 9th-grade history teacher at Summit Denali High School and as a Criminal Justice instructor at UEI College. As a Youth Services Specialist at Contra Costa County Office of Education, they secured grant funding, fostered community partnerships, and implemented programs to support foster youth. They also have a history of volunteer work, including organizing backpack giveaways, feeding the homeless, participating in community clean-ups, and providing tutoring and coaching services.	This individual is passionate about empowering at-risk youth and families through compassionate support and evidence-based interventions. They are skilled in crisis management, behavior modification, and family support, and are dedicated to making a lasting impact in the lives of youth and families. They excel in building trust with diverse populations, ensuring confidentiality, and demonstrating cultural sensitivity.

Prost	Maxwell	Lives in District 1	At-Large Youth Seat	Lives in Richmond	This individual's volunteer work and internships include working with the Fire Advisory Commission of District 1, interning at District 1 Supervisor John Gioia's Office, and participating in the Student Advocacy Committee. Additionally, and has been part of the Albany City Council Board Policy Committee, Model United Nations Speech & Debate, and is a graduate of Outward Bound USA.	This individual is a dedicated high school student passionate about community organizing, politics, and social work. They are particularly focused on addressing issues within America's criminal justice system, with a strong emphasis on the school-to-prison pipeline dilemma. Their extensive research and involvement in activities such as the Model United Nations Club reflect their commitment to understanding and addressing these critical issues. They firmly believe that the solutions to these problems must begin at the grassroots level within our communities, and they are dedicated to giving back and supporting youth in their community as they work towards finding solutions to this nationwide problem.
Reimer	Christine	Lives in District 4		Lives in Walnut Creek	This individual has been employed by CCC for the past ten years, serving as an Emergency Response Social Worker, an After-Hours Social Worker, and currently as a Case Reviewer for the Quality Assurance division. They have also worked for local nonprofits, focusing on serving clients who are often underrepresented. Additionally, they are currently a board member of the Family First prevention program. They have volunteered in the local school system, collaborated with probation on case reviews, and participated in youth probation training. They are known for their exceptional interpersonal skills and have received training in solution-focused interviewing. Furthermore, they are highly experienced in Cultural Awareness, Diversity, and Civil Rights.	The individual is deeply committed to the community of CCC and has a strong belief in the power of community and the ability of people to thrive when given the opportunity. They have a decade of experience working as a social worker for CCC and have been actively involved in various local programs and initiatives aimed at strengthening families and communities. They are highly skilled in interpersonal communication, cultural awareness, diversity, and civil rights.
Shahade	Maren	Works in District 5		Works in Martinez	This individual has an impressive background in social justice and advocacy. They have taken several relevant courses focusing on the juvenile justice system. They volunteer at the Rainbow Community Center, assisting unhoused and mentally ill youth. Additionally, they have spoken at various meetings advocating for minority rights and created a safe space for queer youth in high school. They possess leadership and team-building skills, and they are familiar with the county's system due to their current job there.	The individual is interested in serving on a particular board to further their knowledge in social justice, mental health, and law enforcement. They have attended city and school meetings and have advocated for LGBTQ+ rights, minority rights, race, and gender-related rights, as well as juvenile justice. Serving on the board would provide them with more insight into these issues and help them become a better advocate with a deeper understanding of how the systems are formed.
Woodards	Myeshia	Lives in District 1		Lives in Richmond	This individual has experience working as a Purchasing Clerk at Minact Inc., a Day Monitor Activity Lead at Minnie Mascots, and a Cashier/Assistant Manager at McDonald's. They have certifications in Mental Health Counseling, Behavioral Health & Behavioral Therapy, Crisis Intervention, and training in Case Management, Conducting Intakes, Conflict Management, and Medication Administration.	This person grew up in Richmond, CA, and faced hardships and environmental trauma from a young age. The person wants to take dedicated action and provide support to make their communities safe and help the youth. They have lived experiences that have shaped them into being supportive and caring, and they advocate for the voiceless in the community.

Wright	Marya	Lives in District 1		Lives in Richmond	<p>The individual is a Doctor of Social Work, entrepreneur, and community advocate with expertise in social work, child welfare, and community engagement. They have a strong passion for advocating for economic justice, equitable practices, and juvenile justice reform. Their qualifications include leadership in social work organizations, experience in community outreach, and a history of advocating for policy changes to improve outcomes for vulnerable populations.</p>	<p>Empowering system-involved families through awareness, services, and education. Providing consultation, training, and system-specific facilitation to agencies serving these communities. They are deeply invested in ensuring equity, access, and justice within systems, particularly for marginalized communities.</p>
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**CONTRA COSTA COUNTY JUVENILE JUSTICE COORDINATING COUNCIL MEMBERSHIP**

SEAT	INCUMBENT	REPRESENTING	EXPIRATION DATE
Chief Probation Officer	Esa Ehmen-Krause	Probation Department	Ex-Officio
Board of Supervisors	Candace Andersen	Board of Supervisors – District II	Ex-Officio
Chair of the Juvenile Justice Commission	Ri Scott	Juvenile Justice Commission	Ex-Officio
City Police Department	Steve Albanese	Pittsburg Police Department	Ex-Officio
Community-Based Drug and Alcohol Program	Fatima Matal Sol	County Alcohol and Other Drugs	Ex-Officio
Department of Social Services	Cindy Vogl	Employment and Human Services Department	Ex-Officio
Department of Mental Health	Steven Blum	Behavior Health – Health Services Department	Ex-Officio
Contra Costa County District Attorney	Stephanie Kang	District Attorney’s Office	Ex-Officio
County Office of Education	Lynn Mackey	Contra Costa County Office of Education	Ex-Officio
Contra Costa County Public Defender	Jonathan Laba	Public Defender’s Office	Ex-Officio
Contra Costa County Public Health	Sefanit Mekuria	Public Health – Health Services Department	Ex-Officio
Contra Costa County Sheriff Department	Mark Rodriguez	Sheriff Department	Ex-Officio
At-Large Community Representative 1	Tumani Drew	District 1	08/15/2025
At-Large Community Representative 2	Raymond Chimezie	District 1	08/15/2025
At-Large Community Representative 3	Denise Coleman	District 1	03/19/2026
At-Large Community Representative 4	Vacant	District	
At-Large Youth Representative 1	Vacant	District	
At-Large Youth Representative 2	Vacant	District	
Nonprofit Community-Based Organization 1	Julius VanHook	CBO	03/19/2026
Nonprofit Community-Based Organization 2	Owen Spishock	CBO	08/13/2026
<b>Updated 09/20/2024</b>			



# CONTRA COSTA COUNTY

1025 ESCOBAR STREET  
MARTINEZ, CA 94553

## Staff Report

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**File #:** 24-3253

**Agenda Date:** 10/7/2024

**Agenda #:** 5.

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### COMMUNITY CORRECTION PARTNERSHIP

Meeting Date: September 20, 2024

Subject: Community Advisory Board's Updated AB 109 Funding Recommendations for One-Time \$15 Million of Reserve Funding

Submitted For: Esa Ehmen-Krause, Chief Probation Officer

Presenter: Nicole Green, Chair, Community Advisory Board

Contact: Patrice Guillory, Director, Office of Reentry & Justice - 925-313-4087

### Referral History:

The County ended fiscal year 2022-23 with approximately \$39 million in AB 109 Public Safety Realignment Community Corrections Partnership (AB 109) reserve fund balance. The Community Corrections Partnership reserve policy requires a fund balance of at least 50% of the annual expenditure budget. FY 2023-24 expenditures were budgeted at approximately \$37.5 million, and therefore required at least \$18.8 million in reserves. The current fund balance of approximately \$40 million is sufficient considering the \$18.8 million and the \$15 million assigned for CAB and Community Corrections Partnership one-time allocation.

The Community Advisory Board (CAB) in collaboration with the Community Corrections Partnership - Community Corrections Partnership Executive Committee (CCP - CCP EC) engaged in a process to develop an AB 109 fund balance utilization plan, which would allocate \$15 million of the approximate \$39 million reserve funding to expand reentry services. The CAB identified four funding priority areas, which include housing, behavioral health, employment, and pre-release engagement. At its April 26, 2023, meeting, the CCP - CCP EC approved the proposal moving forward to the Public Protection Committee (PPC) for its consideration, while the CAB further developed the application and funding processes of the proposal.

At its May 1, 2023, meeting, the PPC approved the recommendations of the CCP - CCP EC for approval of a one-time \$15 million fund balance allocation, to be presented to the Board of Supervisors at a later date. The PPC directed the CCP - CCP EC and CAB to further develop the proposal so that solicitation processes and specific allocation amount recommendations for each priority area were clearly defined.

The CAB initiated a process to solicit feedback and assess the County's current reentry service delivery system through a variety of data-driven tools and methods to better understand how to best utilize the one-time \$15 million fund balance allocation. Their methods included an analysis of the annual AB 109 Provider Survey (May 18, 2023); the dissemination of an In-Custody Survey soliciting feedback from individuals in-custody at all three detention facilities (August 8, 2023); and AB 109 Community Program Provider presentations on gaps in service delivery during CAB's Program and Services Subcommittee meetings in September and October 2023.

At its December 1, 2023 meeting, the CCP - CCP EC approved the baseline budget requests for the FY 2024-25

AB 109 budget. Budget requests from various departments included FY 2024-25 program modifications to enhance and expand current services. None of the program modifications were approved by the CCP - CCP EC due to the total cost of approximately \$2 million relying on the allocation of AB 109 reserves to balance. The CCP - CCP EC instead requested that departments and CBOs with budget modifications work with the CAB to determine whether the program modifications aligned with the CAB reserve funding priorities and could be included in the CAB's reserve funding recommendations.

In response to the CCP - CCP EC's request, the CAB's Policy & Budget Subcommittee held planning sessions with both County departments and AB 109 Community Program contracted providers in December 2023 through March 2024 for consideration and inclusion of the FY 2024-25 AB 109 budget and program modifications. The planning sessions provided opportunities for County departments, CBOs, and other relevant community stakeholders to present and provide information related to service needs, recommended interventions, and expected annual expenditures to expand service operations or implement new piloted programs for each of the CAB's four funding priority areas.

At its May 13, 2024, meeting, the CCP - CCP EC heard the CAB's proposed AB 109 funding recommendations. *Attachment B* to this report is the CAB's original funding recommendation to the CCP EC. The full report and attachments as presented to the CCP - CCP EC can be accessed by clicking on the following link:

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<https://contra-costa.legistar.com/LegislationDetail.aspx?ID=6662765&GUID=819037F3-022D-4B15-B685-225B63E1F03B&FullText=1> ≥

The CCP - CCP EC unanimously voted to defer for additional CCP - CCP EC study of the priority areas 3 (employment) and 4 (pre/post-release engagement) proposals. Dr. Marla Stuart, Employment and Human Services Director, discussed the current work her department is engaging in on the topic of guaranteed income pilots, per the Board of Supervisors direction for future consideration of Measure X funding. The direction from the CCP EC included that the CAB and Probation Department staff coordinate research efforts with the Employment and Human Services Department, to integrate further study of a CCP funded guaranteed income pilot program with the current ongoing study for a Measure X funded guaranteed income pilot program. The direction also included further development and refinement of the programs proposed in Priority Areas 3 and 4 outlined below and requested that the CAB return to the CCP - CCP EC when that process is complete for additional review:

Priority 3: Employment Proposals - totaling up to \$1.5 million.  
- County Employment Pathway Pilot (up to \$1.5 million)

Priority 4: Pre/Post-Release Engagement Proposals - totaling up to \$3.65 million.  
- Guaranteed Income Pilot (up to \$2 million)  
- Countywide Transportation + Peer Support Service (up to \$450,000)  
- Women's services - in-custody to post-release (up to \$750,000)  
- CORE Team Assessment, Service Coordination, Placement After- Hours (up to \$450,000)

The CCP - CCP EC also unanimously approved moving ahead with a one-time funding allocation of approximately \$10.2 million in AB 109 reserve funding for the projects as listed in *Attachment C*. At its June 3, 2024 meeting, the PPC approved and referred these funding recommendations to the Board of Supervisors. The



Board approved the funding recommendations as presented at its June 25, 2024 meeting.

The PPC also directed the CCP - CCP EC and CAB to return by their October 7, 2024 meeting with an update on the CAB's proposed funding recommendations for priority areas 3 and 4.

**Referral Update:**

In response to the direction set forth by the CCP and PPC, to return at a later meeting date with the remaining funding recommendations, the CAB's Policy & Budget Subcommittee revisited the CAB's recommended Priority Areas 3 (Employment) and 4 (Pre and Post-Release Engagement), focusing its review on the originally recommended service pilots (County Employment Pathway Pilot, Guaranteed Income Pilot, In-custody to Post-Release Gender Responsive/Women's Services, and Countywide Transportation + Peer Support Service) to ensure funds were allocated appropriately and provide additional guidance on how the funds should be spent.

The Subcommittee resumed its planning sessions by way of their regularly scheduled monthly meetings. On July 19, 2024, the Subcommittee received feedback and presentations from CBOs currently providing Gender Responsive services in the county to justice-system involved women and identified service needs and anticipated expenditures for expansion of services. On August 19, 2024, the Subcommittee received information from the county's Workforce Development Board regarding its [CCWORKS program](https://www.wdbccc.com/ccworks/) <<https://www.wdbccc.com/ccworks/>> as a potential model for expansion to the AB 109 reentry population. They also [reviewed materials](https://www.contracosta.ca.gov/AgendaCenter/ViewFile/Agenda/_08192024-6391) <[https://www.contracosta.ca.gov/AgendaCenter/ViewFile/Agenda/\\_08192024-6391](https://www.contracosta.ca.gov/AgendaCenter/ViewFile/Agenda/_08192024-6391)> from the Santa Clara County's Employment Support Unclassified Program (ESUP) administered by their Employment Services Agency <<https://esa.santaclaracounty.gov/opportunities-all-communities>>. This is a model for HR agencies' identification of county entry-level classifications that can provide a pathway toward self-sufficiency for reentry clients and other similar vulnerable populations.

Due to time constraints and scheduling delays of EHSD's public benefits and GI study session with the Board of Supervisors, the Subcommittee was unable to research further into the Guaranteed Income Pilot in time for CAB's scheduled update to the CCP (9/20). However, the CAB has accepted formal invitations from community partners to participate in upcoming EHSD and community stakeholder workgroup meetings in September in preparation for the October 22 Board workshop. CAB continues to recommend launching a GI pilot for reentry participants. During the CAB's General Body meeting on September 12, 2024, the full body considered and voted to approve the Policy & Budget Subcommittee's recommended changes to the original proposal.

*Attachment A* is the CAB's 1<sup>st</sup> addendum to its original funding recommendations, which was proposed to the CCP EC for consideration at its September 20, 2024 meeting. The CCP EC approved the CAB's revised funding recommendations as presented, and with an understanding that the \$1 million request for the guaranteed income pilot is being set aside and an actual allocation pending further consideration once more information is available from the Employment and Human Services Department's larger guaranteed income pilot report to the Board of Supervisors. After such presentation and once the CAB has a further developed guaranteed income pilot proposal, it will return to the CCP for further allocation consideration.

**Recommendation(s)/Next Step(s):**

APPROVE the Community Advisory Board's proposed changes to the remaining AB 109 Community

Corrections Partnership reserve funding recommendations, as approved by the Community Corrections Partnership Executive Committee at its September 20, 2024 meeting, totaling approximately \$5.15 million in reserve funding of re-entry pilot services, including a \$1 million set aside pending further development of a related guaranteed income pilot.

**Fiscal Impact (if any):**

Approval of this request will result in a \$5.15 million one-time reduction of AB 109 Community Corrections Partnership reserve funding.

The AB 109 Community Advisory Board (CAB) would like to submit the following addendum to the memorandum submitted to the Community Corrections Partnership (CCP) on May 13, 2024 for consideration and request public discussion of CAB's proposed policy and budget recommendations for the \$15M in excess AB109 funds. This addendum includes an additional narrative and updated budget for review.

With direction from CCP on May 13<sup>th</sup>, the CAB Policy and Budget Subcommittee revisited CAB's recommended Priority Areas 3 (Employment) and 4 (Pre and Post-Release Engagement) and was tasked with reviewing the originally recommended service pilots (County Employment Pathway Pilot, Guaranteed Income Pilot, In-custody to Post-Release Gender Responsive/Women's Services, and Countywide Transportation + Peer Support Service) to ensure funds were allocated appropriately and provide additional guidance on how the funds should be spent.

The Subcommittee invited The Gemma Project, Centerforce, and Contra Costa County Workforce Development Board to present at subsequent subcommittee meetings. Additionally, the ORJ staff contacted Santa Clara County to request details about their county reentry employment program. All supporting documents can be found in the following agenda packets:

- [Policy & Budget Subcommittee Meeting Friday, July 19, 2024 11:00 a.m. to 12:30 p.m.](#)
- [Policy & Budget Subcommittee Meeting Monday, August 19, 2024 1:00 p.m. to 2:30 p.m.](#)

**Re: County Employment Pathway Pilot**

The Policy & Budget Subcommittee recommends increasing this allocation by \$500,000 for a total of \$2M over three years. This project is aimed to build off the work done in Santa Clara's "Employment Support Unclassified Program" and utilize the infrastructure of the CCWORKS program model (serving CalWORKs recipients) within the Contra Costa County's Employment and Human Services Dept. (EHSD) and the Workforce Development Board. According to EHSD's CCWORKS website: "CCWORKS, a component of the CalWORKs/Welfare to Work program, is an employment program that is highly successful and provides employment training, subsidized work experience, childcare, and supportive services for CalWORKs jobseekers. This program is designed to connect jobseekers with employment opportunities, which will ultimately lead them to self-sufficiency and independence."

By adopting a similar program structure, the County Employment Pathway Pilot for AB109/reentry individuals would provide access to entry level County jobs that ultimately lead to upward mobility and a stable high wage career.

This program can include but is not limited to:

- Utilizing a community-based organization and/or the workforce board to provide supportive services and internal coordination as referred to on [Page 41 of the CAB Policy & Subcommittee 8/19/2024 for the potential workflow](#)
- On the Job Training program to cover the cost of wages - These training opportunities should be used within departments where there are open job vacancies to train an individual in preparation for employment within the respective vacant position.

In the original proposal, the Contra Costa County HR department was allocated \$150,000 to identify available positions AB109/reentry individuals are eligible to apply for and install metrics to measure the County's hiring practices for this population. We believe the HR department can support the convening of departments that currently have experience training, developing, and hiring job candidates with lived experiences by way of research and management consultancy to better understand where the integration of this work can best take place. The County Workforce Development Board should be engaged as a lead or co-leading agency in this effort to ensure positions that are being prioritized are in a growth sector and can lead to long term quality employment.

**Re: Reentry-focused Guaranteed Income Pilot**

The Policy & Budget Subcommittee strongly supports the investment in a guaranteed income (GI) program for the AB 109/reentry population. At the time of the Subcommittee's review of its recommendations, EHSD's GI workshop for the Board of Supervisors and its study findings had not been released and is rescheduled for further discussion later this fall. Therefore, the Subcommittee recommends obligating a \$1M allocation as set-aside funds to support launching a GI pilot with a focus on the AB 109/reentry population. This is a reduction of \$1M from the original recommended \$2M allocation. Once the EHSD report and workshop is made available, the Subcommittee recommends coordinating with EHSD to ensure a reentry-focused GI pilot is aligned with its study findings.

**Re: Women's Services & Gender Responsive Care Across all Investments**

The Policy & Budget Subcommittee recommends increasing its allocation to offer Gender Responsive Women's Services from in-custody to post-release by \$500,000 for a total of \$1.25M over three years. Components of these services may include: Integrated in-custody and reentry programming (i.e. case management, like skills development, gender specific mentorship and cognitive behavioral groups, etc.); job/career development pathways; SUD outpatient treatment; post release housing for women with children; and childcare.

Hearing from two gender responsive providers, it reinforced the need to have gender specific and responsive programming while in-custody and post release. Additionally, the Subcommittee would like to acknowledge that gender responsive programming and practices should be incorporated across all interventions and investments. Where appropriate, this should be included in future RFPs and awarded preference points for proposals that include gender responsive adaptations.

**Re: "West to East" Continuous Transportation + Peer Outreach/Support Service**

The CAB is committed to ensuring the excess funding from the AB 109 reserve fund be utilized in a manner that supports the AB 109 reentry service system by filling in service gaps where often reentry participants have fallen through the cracks during the transition from pre- to post-release. To increase client connections to reentry programming while in-custody and upon those critical first few weeks following release, the CAB originally recognized the importance of establishing a countywide transportation service integrated with peer outreach and supports to encourage client connections with a community of reentry service providers. The CAB continues to recommend its

originally proposed allocation of \$450,000 over three years. Components of this service and its operations may include the following:

- The creation of a field-based Re-entry Care Coordination Team to follow clients from jail release to the community within a specified interim period (within the first 30-60 days following release). The team may be comprised of: (1) Care Manager; and (2) up to three Re-entry Peer Support Workers, all of whom are trained staff with lived experience. It is recommended that alumni of the Behavioral Health Services Division’s SPIRIT Program be a potential hiring pool for these positions.
  - The Re-Entry Care Coordination Team would also coordinate with the new Reentry CORE Team to support individuals’ transition after immediate housing and/or shelter placement.
  - Each individual client would be assigned to a Re-entry Peer Support Worker for a period of up to 30-60 days. The Support Worker would help connect the client to immediate services and coordinate with CBO providers and County system providers throughout their immediate transition. Additionally, the Re-entry Peer Support Worker will act as a liaison between the client and the program to ensure a successful handoff post-release and transition into supportive housing services is achieved.
- In addition to the creation of the Re-Entry Care Coordination Team, funds may be utilized to procure a vehicle(s) to transport reentry participants from immediate housing placement following release to critical appointments with health and social service providers within the interim transitional period. This ensures clients successfully connect and follow-up with key services and sustains engagement and retention.

In order to reduce duplication of similar offerings by new and existing reentry services with a focus on “warm-handoffs” while also anticipating the demand and intensity of such supportive resources, the following options for integration and service enhancement/expansion may be considered:

1. Establish as a distinctly new service through the procurement of on-demand shuttle services via the county’s competitive bidding process. (See example RFP: [County of Santa Clara, #ERFP-CEO-FY23-0200 - Transportation Services for Justice Involved Citizens \(bidsync.com\)](#) and see attached shuttle service flyer)
2. Embed the proposed service model and funding as a component of the existing AB 109 Community Program models, specifically the Reentry Service Hubs model OR expanding the Peer Mentoring (West County) Service countywide.
3. Incorporate the proposed service model and funding with the county Behavioral Health Services’ newly created Behavioral Health On-Demand Mobile Service by amending its model to include the care coordination team with a sole focus on the AB 109 reentry population.

4. Incorporate the proposed service model and funding with the county Health, Housing and Homeless Services Division's newly created Reentry CORE Team by expanding the CORE Team's service offerings with care coordination.
- 

Again, the Policy & Budget Subcommittee would like to thank the Office of Reentry & Justice, and all the organizations and departments that provided information and expertise to guide this work. Thank you for your ongoing commitment to supporting the AB109 population in Contra Costa County and your consideration of CAB's proposal.

## CAB Recommendations for AB 109 Funding Allocations Addendum 1

Priority 1: Housing		Funding Period
CORE Street Outreach	\$ 900,000.00	RFP 3-years
Homeless Prevention & Diversion	\$ 1,000,000.00	RFP 3-years
Rapid Rehousing	\$ 1,500,000.00	RFP 2-years
Interim Bridge Housing	\$ 4,000,000.00	RFP 2-years
TOTAL	\$ 7,400,000.00	
Priority 2: Behavioral Health		Funding Period
CSW Staff (3)	\$ 262,479.00	1-year
BH Mobile on Demand	\$ 669,747.00	1-year
TOTAL	\$ 932,226.00	
Priority 3: Employment		Funding Period
County Employment Pathway Pilot - <b>OLD TOTAL</b>	\$1,500,000.00	RFP 3-years
<b>NEW TOTAL</b>	<b>\$2,000,000.00</b>	
Priority 4: Pre/Post-Release Engagement		Funding Period
Guranteed Income Pilot - <b>OLD TOTAL: \$2,000,000</b>	<b>\$1,000,000.00</b>	RFP 3-years
Countywide Transportation + Peer Support Service	\$ 450,000.00	RFP 3-years
Women's services - in-custody to post-release - <b>OLD TOTAL: \$750,000</b>	<b>\$1,250,000.00</b>	RFP 3-years
CORE Team Assessment, Service Coordination, Placement After- Hours	\$ 450,000.00	3-years
TOTAL	\$ 3,150,000.00	
Departmental/CBO Budget Modification Requests		Funding Period
AB 109 Community Programs	\$ 210,000.00	1-year
CCHS - Detention Health Services	\$ 250,000.00	1-year
District Attorney	\$ 190,479.00	1-year
Public Defender	\$ 182,897.00	1-year
TOTAL	\$ 833,376.00	
Departmental/CBO Training & Project Support		Funding Period
Utilization	\$ -	N/A
County + CBO Housing Services Coordination	\$ 434,000.00	2-years
reporting capacity RE: hiring of reentry candidates	\$ 150,000.00	1-year
Populations	\$ 50,000.00	1-year
Issues	\$ 50,000.00	1-year
TOTAL	\$ 684,000.00	
TOTAL FUNDING ALLOCATION		
	\$ 14,999,602.00	
REMAINING BALANCE		
	\$ 398.00	

# Location

THE SHUTTLE PARKS AT ELMWOOD AND THE REENTRY CENTER

## ELMWOOD CORRECTIONAL FACILITY

(VISITING OFFICE, WEST GATE):

945 THOMPSON ST.,  
MILPITAS, CA 95035

## REENTRY RESOURCE CENTER (RRC)

151 W MISSION ST., SAN JOSE, CA 95110

**SHUTTLE IS AVAILABLE FOR ON-CALL RIDE REQUESTS**

# San Jose Reentry Resource Center (RRC)



## SERVICE LINKAGE SHUTTLE

# NEED A FREE RIDE?

STAFF CAN CALL AND REQUEST A RIDE FOR YOU!

THE SHUTTLE IS WHEELCHAIR ACCESSIBLE 



## Services

USE THE SHUTTLE TO:

- GET A REPLACEMENT SOCIAL SECURITY CARD
- GET A NEW ID CARD
- PICK UP MEDICATION
- GO TO THE HOSPITAL
- GET DROPPED OFF AT BART/GREYHOUND

LIMITED TO SANTA CLARA COUNTY

ONE-WAY TRIPS ONLY (VTA TOKENS AVAILABLE)

ASK STAFF AT THIS LOCATION TO CALL THE SHUTTLE IF YOU NEED A RIDE

IF NO STAFF ARE AVAILABLE, CALL THE RRC AT (408) 535-4299



DAILY SHUTTLE SCHEDULE:  
MONDAY-FRIDAY  
8AM-4:30PM  
(EXCEPT ON HOLIDAYS)



# MEMORANDUM

FY 2024-2025 Funding Recommendations

Community Advisory Board to the Contra Costa County Community Corrections Partnership

The Community Advisory Board (CAB) would like to submit the following memorandum to the Community Corrections Partnership (CCP) for consideration and request public discussion of CAB's proposed policy and budget recommendations for the \$15M in excess AB109 funds. CAB recognizes CCP for its ongoing support and attention to CAB's recommendations over the years and will continue to work in partnership with CCP members and members of the Board of Supervisors to refine, enhance, and improve our local criminal justice system.

The CAB Policy & Budget Subcommittee was tasked by the Community Corrections Partnership (CCP), and supported by the Public Protections Committee (PPC) of the Board of Supervisors, to develop recommendations for utilizing a one-time allocation of \$15M from the AB 109 fund balance on CAB's four priorities related to (1) expanding housing services for justice-involved individuals; (2) expanding behavioral health support for justice-involved individuals; (3) increasing employment opportunities for reentry population; and (4) enhancing pre-release engagement services. During this time, departments and organizations serving AB109 individuals across the county provided written responses to questions, presented at CAB subcommittee meetings, and made themselves available to discuss this important issue. All supporting documents can be found in the following agenda packets:

- [Policy & Budget Planning Session 1: Housing Work Group \(December 15, 2023\)](#)
- [Policy & Budget Planning Session 2: Behavioral Health and Employment Work Group \(February 16, 2024\)](#)
- [Policy & Budget Planning Session 3: Pre to Post Release Engagement and Departmental Budget Modifications \(March 15, 2024\)](#)

Contra Costa County has the opportunity to be at the forefront of testing interventions and addressing barriers for the AB109 population. The energy dedicated to this work exemplifies how committed the county is to ensure funds are spent appropriately, and the voices of those being served are elevated. These funds have the opportunity to immediately impact many lives in our community and influence future allocations for years to come.

Through this work, the response overwhelmingly highlighted the unmet need of resources and available funds dedicated to support this population. The totality of the ask significantly outweighed the amount of available excess funds and we ask the County continues to work toward identify additional funds and ensure allocations are being leveraged to make the largest impact. Additionally, the conversations highlighted the depth of coordination and collaboration of services across departments. Areas for increased collaboration were discussed and several departments walked away with ideas on how to enhance their efforts. The CalAIM initiative is an example of an area of focus that we believe aligns with the housing and healthcare efforts

for justice-involved populations. Creating better collaboration between healthcare services and the reentry process is a key factor in reducing health disparities for the justice-impacted population. Our County needs to continue to prioritize communication, collaboration, and data sharing to strengthen our services. We are always learning, which requires entering a space willing to engage and listen to others supporting the same population.

CAB would like to thank H3, Behavioral Health, Rubicon, CCC Workforce Development Board, CCC Human Resources, Sheriff's Office, Contra Costa Office of Education, District Attorney Diana Becton, the Public Defenders Office, Detention Health, Lao Family Community Development, Hope Solutions, Men and Women of Purpose, the AB 109 Community Program Providers and members of the community who participated in the round table discussions over the past few months. This work cannot be completed without your dedication and commitment to serving the AB109 population in Contra Costa County.

A special thank you to Patrice Guillory, Gariana Youngblood, and the Office of Reentry and Justice team for their tireless effort to communicate with all parties, plan and organize agenda meetings, navigate the complexities of cross-departmental work, and always showing up ready to tackle the task at hand. You made this effort come to life, and the results are a direct reflection of your tremendous dedication to supporting this work.

Attached you will find two documents; a spreadsheet recommending funding allocation by topic and a supporting document with details about each expenditure. These recommendations have been approved by the full CAB and we are confident this will make a positive impact on the AB109 population and community.

In addition to the proposed recommendations, CAB is committed to seeing this work come to fruition and elevate the voices of those most impacted throughout the process. Therefore, CAB would like to partner with the administering agencies in offering feedback on the design of the recommended pilot projects and recommends that a CAB representative be part of the review process for procured services and project implementation.

Thank you for your ongoing commitment to supporting the AB109 population in Contra Costa County and your consideration of CAB's proposal.

**CAB’s AB109 Excess Funding Recommendations Outline**  
**Prepared by: CAB Policy & Budget Subcommittee**

<b>CAB Priority Areas – Service &amp; Funding Recommendations</b>		
<b>Priority Area # 1 Housing</b>	<b>Funding Allocation</b>	<b>Administration</b>
Funding is needed to establish an additional countywide CORE team(s) to focus on homeless reentry population in the community and at the point of immediate release from the county’s detention facilities. The estimated funding would be for the creation of Reentry/Justice CORE position(s).	<b>Street Outreach Staff</b> Est. \$300,000.00 (CCH Page 13 of housing agenda)	CCHS – H3
RFP: In collaboration with H3 & Probation, funding is needed to expand our county’s housing supports specific to the AB109/Reentry population by following H3 and the CoC’s 1-2-4 housing services framework for interim, permanent, and homelessness prevention.	<p><b>A. Homelessness Prevention &amp; Diversion services:</b> Financial assistance, case management, and housing problem-solving.            Est \$1 M (Page 11 in the housing agenda packet)</p> <p><b>B. Rapid Rehousing with Supportive Services from 12 to 24 months of support.</b>            Est \$ 1 M (Page 11 in the housing agenda packet)</p> <ul style="list-style-type: none"> <li>• CAB recommends \$1.5M</li> </ul> <p><b>C. Interim Bridge Housing Services for Jail Releases &amp; Unhoused in the Community</b></p>	CCHS-H3 + Probation + contracted service provider(s)

**CAB’s AB109 Excess Funding Recommendations Outline**  
**Prepared by: CAB Policy & Budget Subcommittee**

	<p>Est. \$3 M (Page 11 in the housing agenda packet)</p> <ul style="list-style-type: none"> <li>• CAB recommends \$4M</li> </ul>	
<b>Total Estimated Funding Allocation for Housing Services - \$7.4 M</b>		
<b>Priority Area # 2 Behavioral Health</b>	<b>Funding Allocation</b>	<b>Administration</b>
Funding is needed to pilot a countywide on-demand mobile outreach service for behavioral health resources that can be accessed anywhere in the community, affording current reentry providers and reentry clients with on-demand supports for behavioral health needs while reducing wait times and system navigation challenges.	<p><b>Behavioral Health Mobile on Demand Pilot</b></p> <p>Est. \$669,747 (Per BHS presentation handout on 2/16/24)</p>	CCHS - BHS
Funding is needed to hire additional Community Support Workers (CSWs) to provide field based mental health services in the community in partnership with CBO providers. CSWs are typically trained and qualified peer support specialists.	<p><b>Community Support Worker (CSW) staff</b></p> <p>Est. \$262,479 for 3 CSW II certified (Per BHS presentation handout on 2/16/24)</p>	CCHS – BHS (Forensics Mental Health Unit)
<b>Total Estimated Funding Allocation for Behavioral Health Services - \$932,226</b>		
<b>Priority Area # 3 Employment</b>	<b>Funding Allocation</b>	<b>Administration</b>
Funding is needed to pilot a countywide employment pathway for reentry participants to fill vacant county positions. To prepare reentry clients for such opportunities, the pilot program would include:	<p><b>County Employment Pathway Pilot</b></p> <p>Est. \$1.5M (based on FY 24-25 AB 109 Community Program Budget request for Employment Services)</p>	TBD

**CAB’s AB109 Excess Funding Recommendations Outline**  
**Prepared by: CAB Policy & Budget Subcommittee**

<p>a. Job training workshops and on-the-job training for preparation into County roles.</p> <p>b. Establish internships and transitional employment opportunities with county departments and CBO providers for job-specific roles.</p> <p>c. Increase and enhance pre-release employment service offerings, including identification of immediate employment opportunities prior to release and support job placement.</p> <p>d. A clean slate program designed to help clients clear their prior record.</p> <p>Program services would be procured through a competitive bidding process (RFP).</p>		
<p><b>Total Estimated Funding Allocation for Employment Services - \$1.5 M</b></p>		
<p><b>Priority Area # 3 Pre/Post-Release Engagement</b></p>	<p><b>Funding Allocation</b></p>	<p><b>Administration</b></p>
<p>Funding is needed to pilot a Guaranteed Income program for justice-involved individuals. These additional resources, on a time-limited basis, provide basic needs assistance and offer opportunities toward greater economic security.</p> <p>Program design and service delivery would be procured through a competitive bidding process (RFP).</p>	<p><b>Guaranteed Income (GI) Pilot Program</b>  <b>Est. \$1M (per GI presentation on 3/15/24)</b></p> <ul style="list-style-type: none"> <li>• CAB recommends \$2M</li> </ul>	<p>TBD</p>

**CAB’s AB109 Excess Funding Recommendations Outline**  
**Prepared by: CAB Policy & Budget Subcommittee**

<p>Funding is needed for a variety of pre and post release services to be utilized as system “gap – fillers” to increase client connections to reentry programming while in-custody and upon those critical first few weeks following release. The following are recommendations for expansion of existing services based on provider staff feedback and CAB’s in-custody survey findings.</p> <ol style="list-style-type: none"> <li>1. Expand transportation and increase mentoring services upon release-24 HR/after hours and weekends countywide.</li> <li>2. Expanding existing service hours for after hours and weekends.</li> <li>3. Expand language services for in-custody and post-release service provision.</li> <li>4. Expansion of in-custody and post-release services for women.</li> </ol>	<p><b>“West to East” Continuous Transportation + Peer Outreach/Support Service</b></p> <p>Est. \$450,000 (based on transportation services offered through Reentry Service Hubs) over a 3-year span</p> <p><b>In-custody to Post-Release Women’s Services</b></p> <p>CAB recommends an est. \$750,000 over a 3-year span</p> <p><b>**Due to limited information, CAB does not recommend a funding allocation for expansion of existing services after business hours or expansion of language services in-custody at this time.</b></p>	<p>Probation-ORJ</p>
<p>Previously accounted for in Priority Area #1 Housing Services, funding is needed to provide Interim Bridge Housing placement for individuals released from the county’s jails facilitated and coordinated by a Reentry-focused CORE Team (see above). For the Pre/Post-Release Engagement Priority Area, CORE team members should have the ability to conduct assessments, arrange housing placements and schedule transportation from the detention facility to the Bridge Housing Program at any time of release. An</p>	<p><b>Jail to Housing Placement After Hours Service</b></p> <p>Est. \$450,000 over a 3-year span</p>	<p>CCHS – H3</p>

**CAB’s AB109 Excess Funding Recommendations Outline**  
**Prepared by: CAB Policy & Budget Subcommittee**

additional set-aside is recommended to account for expenses related to assessing, service coordination and placement beyond business hours.		
<b>Total Estimated Funding Allocation for Pre/Post-Release Engagement Services - \$3.65M</b>		
<b>Total Funding Allocation for CAB’s Four Priority Areas - \$13,482,226</b>		

<b>CAB Recommendations – FY 24-25 Budget Modification Requests</b>		
<i>Department/Agency</i>	<i>Recommended Funding Allocation</i>	<i>Notes</i>
AB 109 Community Programs 1. Reentry Success Center 2. Centerforce Gender-Responsive Program through Reentry Network at HR360	1. <b>Center Renovations - \$150,000 – one-time</b> 2. <b>Centerforce SLE Housing Slots</b> (5-beds for women) - <b>\$60,000 – one-time</b>	Originally approved request by CAB to be considered by CCP – Dec. 2023
CCHS - Detention Health Services	<b>Monthly injection-based opioid addiction treatment medication - \$250,000</b>	CAB recommends as one-time funding only
District Attorney’s Office	<b>Neighborhood Restorative Partnership Program Expansion</b> (2 addl positions + RJ training + Translation Services) - <b>\$190,479</b>	CAB recommends as one-time funding only
Public Defenders Office	<b>Client Services Unit Expansion</b> (1 Program Manager position) - <b>\$182,897</b>	CAB recommends as one-time funding only
<b>Total FY 24-25 Budget Modification Requests - \$833,376</b>		

**CAB’s AB109 Excess Funding Recommendations Outline**  
**Prepared by: CAB Policy & Budget Subcommittee**

**Additional Recommendations for Departmental/CBO Training and Project Support**

\*The following recommendations are suggested for additional technical assistance and support to County Departments and contracted CBO providers to enhance and improve service delivery and quality of funded services.

<b>Areas of Interest</b>	<b>Identified Service Needs &amp; Recommended Actions</b>
<b>Housing</b>	<p><b>Underutilization of emergency shelter beds by reentry population.</b></p> <p><b>RECOMMENDED ACTION:</b> Identify ways to increase the use of AB 109 funded emergency shelter beds. Establish an assessment process to understand barriers to usage/placement and identify approaches to be applied to increase nightly use rate based on assessment findings. <i>(Not applicable for funding allocation)</i></p> <p><b>Siloed housing processes for reentry/justice-involved clientele.</b></p> <p><b>RECOMMENDED ACTION:</b> CBO and County program collaboration should be improved by coordinating program entry and exit processes based on shared knowledge and information on eligibility requirements, housing availability, and exit planning across all housing programs.</p> <ul style="list-style-type: none"> <li>• CAB recommends an allocation of \$434,000 over a 2-year span</li> </ul>
<b>County HR/Employment</b>	<p><b>Improve employment practices for reentry/justice population</b></p> <p><b>RECOMMENDED ACTION:</b> Evaluate HR practices in the County to identify positions that AB109 individuals can fill. This may include:</p> <ol style="list-style-type: none"> <li>a. Create a checklist for HR to share publicly to identify certain positions that may be filled by systems-impacted individuals.</li> </ol>



**CAB’s AB109 Excess Funding Recommendations Outline**

**Prepared by: CAB Policy & Budget Subcommittee**

	<ul style="list-style-type: none"> <li>b. Collect data on metrics related to number of AB 109/reentry candidates that have been interviewed, hired, and retained in county positions, and make reporting findings publicly accessible.</li> <li>c. Provide the community with more Information on nexus determination.</li> <li>d. Collaborate with CBOs and Clean Slate initiative.</li> </ul> <ul style="list-style-type: none"> <li>• CAB recommends an allocation of \$150,000 over a 1-year span</li> </ul>
<p><b>Cultural Sensitivity</b></p>	<p><b>County staff training on working with the justice-impacted population</b></p> <p><b>RECOMMENDED ACTION:</b> Provide all County staff working with justice populations ongoing cultural sensitivity training to better engage and understand the unique needs and challenges facing individuals who have been involved in and impacted by the criminal justice system.</p> <ul style="list-style-type: none"> <li>• CAB recommends an allocation of \$50,000 over a 1-year span</li> </ul>
<p><b>Behavioral Health</b></p>	<p><b>CBO provider staff training on working with reentry clients with behavioral health challenges</b></p> <p><b>RECOMMENDED ACTION:</b> Provide all CBO staff working with reentry clients with ongoing training opportunities to learn how to best support individuals with substance use and mental health challenges, and know how to identify symptoms of behavioral health issues/crisis and what to do about it. CBO providers should also receive Narcan trainings and have access to Narcan kits as needed.</p> <ul style="list-style-type: none"> <li>• CAB recommends an allocation of \$50,000 over a 1-year span</li> </ul>
<p><b>Total Funding Allocation for Departmental/CBO Training, TA, and Project Support - \$684,000</b></p>	
<p><b>TOTAL FUNDING ALLOCATION - \$14,999,602</b></p>	

<b>CAB Recommendations for AB 109 Funding Allocations</b>			<b>Funding Period</b>
<b>Priority 1: Housing</b>			
CORE Street Outreach	\$	900,000.00	3-years
Homeless Prevention & Diversion	\$	1,000,000.00	RFP 3-years
Rapid Rehousing	\$	1,500,000.00	RFP 2-years
Interim Bridge Housing	\$	4,000,000.00	RFP 2-years
<b>TOTAL</b>	<b>\$</b>	<b>7,400,000.00</b>	
<b>Priority 2: Behavioral Health</b>			
CSW Staff (3)	\$	262,479.00	1-year
BH Mobile on Demand	\$	669,747.00	1-year
<b>TOTAL</b>	<b>\$</b>	<b>932,226.00</b>	
<b>Priority 3: Employment</b>			
County Employment Pathway Pilot	\$	1,500,000.00	RFP 3-years
<b>TOTAL</b>	<b>\$</b>	<b>1,500,000.00</b>	
<b>Priority 4: Pre/Post-Release Engagement</b>			
Guaranteed Income Pilot	\$	2,000,000.00	RFP 3-years
Countywide Transportation + Peer Support Service	\$	450,000.00	RFP 3-years
Women's services - in-custody to post-release	\$	750,000.00	RFP 3-years
CORE Team Assessment, Service Coordination, Placement After- Hours	\$	450,000.00	3-years
<b>TOTAL</b>	<b>\$</b>	<b>3,650,000.00</b>	
<b>Departmental/CBO Budget Modification Requests</b>			<i>**CAB recommends one-time funding only; Should not to be included in baseline for future years</i>
AB 109 Community Programs	\$	210,000.00	1-year
CCHS - Detention Health Services	\$	250,000.00	1-year
District Attorney	\$	190,479.00	1-year
Public Defender	\$	182,897.00	1-year
<b>TOTAL</b>	<b>\$</b>	<b>833,376.00</b>	
<b>Departmental/CBO Training &amp; Project Support</b>			
Housing Assessment & Program Improvement RE: Shelter Bed Utilization	N/A		
County + CBO Housing Services Coordination	\$	434,000.00	2-years
Evaluation of County HR practices and data tracking & reporting capacity RE: hiring of reentry candidates	\$	150,000.00	1-year
Cultural Sensitivity Training for Providers working with Justice Populations	\$	50,000.00	1-year
CBO Provider Training on working with Reentry Clients w/ BH Issues	\$	50,000.00	1-year
<b>TOTAL</b>	<b>\$</b>	<b>684,000.00</b>	
<b>TOTAL FUNDING ALLOCATION</b>	<b>\$</b>	<b>14,999,602.00</b>	
<b>REMAINING BALANCE</b>	<b>\$</b>	<b>398.00</b>	

<b>CCP - CCP EC Approved AB 109 Funding Amendments</b>			
<b>Program/Project</b>	<b>Recommended Allocation Amount</b>	<b>Funding Period</b> (to be kept separate from baseline in future years)	<b>Recommended Allocation Recipient</b>
<b>Priority 1: Housing</b>			
CORE Street Outreach	\$ 900,000	3-years	Health Services Department
Homeless Prevention & Diversion	\$ 1,000,000	RFP 3-years	Health Services Department
Rapid Rehousing	\$ 1,500,000	RFP 2-years	Health Services Department
Interim Bridge Housing	\$ 4,000,000	RFP 2-years	Health Services Department
<b>TOTAL PRIORITY 1:</b>	<b>\$ 7,400,000</b>		
<b>Priority 2: Behavioral Health</b>			
CSW Staff (3)	\$ 262,479	1-year	Health Services Department
BH Mobile on Demand	\$ 669,747	1-year	Health Services Department
<b>TOTAL PRIORITY 2:</b>	<b>\$ 932,226</b>		
<b>Departmental/CBO Budget Modification Requests</b>			
AB 109 Community Programs	\$ 210,000	1-year	Probation Department
CCHS - Detention Health Services	\$ 250,000	1-year	Health Services
District Attorney	\$ 190,479	1-year	District Attorney
Public Defender	\$ 182,897	1-year	Public Defender
<b>TOTAL DEPT/CBO MOD REQUESTS:</b>	<b>\$ 833,376</b>		
<b>Departmental/CBO Training &amp; Project Support</b>			
County + CBO Housing Services Coordination	\$ 434,000	2-years	TBD
Evaluation of County HR practices and data tracking & reporting capacity RE: hiring of reentry candidates	\$ 150,000	1-year	TBD
Cultural Sensitivity Training for Providers working with Justice Populations	\$ 50,000	1-year	TBD
CBO Provider Training on working with Reentry Clients w/ BH Issues	\$ 50,000	1-year	TBD
<b>TOTAL DEPT/CBO TRAINING &amp; PROJECT SUPPORT:</b>	<b>\$ 684,000</b>		
<b>District Attorney Major Crimes Investigative Task Force</b>			
DA MCRITF Facility and Lease Cost	\$ 330,000	3-years	District Attorney
<b>TOTAL DA MCITF:</b>	<b>\$ 330,000</b>		
<b>TOTAL FUNDING ALLOCATION RECOMMENDED</b>	<b>\$ 10,179,602</b>		



# CONTRA COSTA COUNTY

1025 ESCOBAR STREET  
MARTINEZ, CA 94553

## Staff Report

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**File #:** 24-3254

**Agenda Date:** 10/7/2024

**Agenda #:** 6.

---

### PUBLIC PROTECTION COMMITTEE

Meeting Date: October 7, 2024  
Subject: Update on the Public Defender's Holistic Intervention Partnership  
Submitted For: Ellen McDonnell, Public Defender  
Department: Public Defender  
Referral No: N/A  
Referral Name: N/A  
Presenter: Ellen McDonnell  
Contact: Susan Woodhouse, (925) 335-8031

### **Referral History:**

In April 2019, the Board of Supervisors approved and authorized the application and acceptance of the Edward Byrne Memorial Justice Assistance Grant (JAG) from the Board of State and Community Corrections (BSCC) for the Public Defender's Holistic Intervention Partnership (HIP).

In November 2019, the Public Defender accepted a three-year \$3 million JAG grant award for HIP. As one of only two Public Defenders Office in the state to receive an initial JAG grant as part of a total \$16.2 million in JAG funding awarded by BSCC, the HIP established an innovative holistic defense system with a focus on early intervention at the time of police contact in misdemeanor cases. Through a public-private partnership between the Contra Costa County Office of the Public Defender, multiple County agencies, and community-based partners, HIP has continued to provide interdisciplinary case management and navigation services to indigent individuals to ensure timely and coordinated access to a client-centered array of housing, behavioral health, transportation and legal services at the critical time of initial law enforcement contact.

The Committee last received a report on the HIP in June of 2022.

### **Referral Update:**

See the attached report, presentation, and supporting documentation from the Office of the Public Defender.

### **Recommendation(s)/Next Step(s):**

ACCEPT an update on the Holistic Intervention Partnership, as presented by the Public Defender.

### **Fiscal Impact (if any):**

There is no fiscal impact.



**CONTRA COSTA COUNTY  
PUBLIC DEFENDER**

Ellen McDonnell  
Public Defender

**MEMORANDUM**

**DATE:** OCTOBER 7, 2024

**TO:** PUBLIC PROTECTION COMMITTEE  
SUPERVISOR JOHN GIOIA, CHAIR  
SUPERVISOR FEDERAL D. GLOVER, VICE CHAIR

**FROM:** ELLEN MCDONNELL, PUBLIC DEFENDER

**SUBJECT:** HOLISTIC INTERVENTION PARTNERSHIP (HIP) PROGRAMMATIC UPDATE

---

**Introduction**

The purpose of this memorandum is to update the Public Protection Committee regarding the Office of the Public Defender’s innovative Holistic Intervention Partnership (HIP) programming for misdemeanor and low-level felony cases in Contra Costa County. Year after year, the vast majority of criminal cases prosecuted in Contra Costa County are misdemeanors and the volume of these cases heavily impacts the criminal legal system. Most individuals facing misdemeanors in Contra Costa are represented by the Public Defender's Office, and much of this population experiences acute housing, behavioral health, and other reentry service needs.

The Public Defender’s Office is committed to the practice of “holistic defense,” which combines vigorous legal advocacy inside of the courtroom with intensive client-centered supportive services to address the root causes of an individual’s system involvement. In the past few years, the Public Defender’s Office has launched several innovative programs designed to meet the acute needs of misdemeanor clients.

**Early Representation Program**

In 2016, the Public Defender launched the Early Representation Program (EarlyRep) to provide legal representation to individuals immediately following their law enforcement contact for misdemeanors. The EarlyRep program has expanded countywide and now serves approximately 5,000 individuals each year. Expanding early access to legal representation has proven to be incredibly successful in lowering the Failure to Appear (FTA) rate<sup>1</sup> and reducing bench warrants for missed court dates,

---

<sup>1</sup> Since the launch of the Early Representation Program, the FTA rate at arraignment in misdemeanor cases decreased from 57% in East County (2015) and 39% in West County (2016) to 27% and 18% respectively in 2023.

which saves the county approximately \$1,057 per FTA avoided,<sup>2</sup> as well as providing assistance related to the critical needs of those served by the Public Defender’s Office. The Early Representation Program was awarded the “Defender Program of the Year” by the California Public Defender Association (CPDA) and has served as a model for similar programs across the country.

### **HIP “1.0”: 2020-23**

In May 2020, at the height of the COVID pandemic, the Public Defender launched Contra Costa County’s Holistic Intervention Partnership (HIP), a public-private partnership led by the Public Defender’s Office that seeks to identify and address the underlying needs of indigent individuals immediately after arrest. HIP builds on the Early Representation Program by focusing on a smaller subset of high-needs clients and looking beyond one’s criminal defense needs.

HIP provides substantial holistic support, including housing funding and reentry resources, for those who have had recent police contact for misdemeanor or low-level felony offenses. HIP’s goal is to utilize a holistic philosophy to seamlessly provide valuable services, leverage existing local services, and reduce future criminal legal system involvement. HIP’s objectives are to reduce the financial and human resource burdens of misdemeanor cases on the criminal system; to reduce recidivism among program participants; and to establish early coordination, collaboration, and linkages across system partners to better serve those most involved in the criminal legal system.

HIP was initially funded through a State of California Edward Byrne Memorial Justice Assistance Grant (JAG) for \$3.1MM over three years. In 2023, the Public Defender’s Office was awarded an additional State BSCC Prop 47 grant to sustain and grow HIP. This “HIP 2.0” program is receiving \$6 million over three years to serve 900 total individuals, tripling the capacity of HIP 1.0. HIP 2.0 has an increased focus on housing and recidivism reduction for individuals arrested for low-level offenses, and the majority of 2.0 funds support housing. HIP clients may be eligible for short-term, emergency stabilization housing and long-term housing support with employment training.

HIP 1.0 proved successful in stabilizing our clients who had the greatest needs, while dramatically reducing recidivism for those clients. Though designed to serve just 100 clients for each of the three years, HIP 1.0 finished with an enrollment of 503 total clients. 155 HIP clients with housing instability were given short-term or permanent housing solutions, and remarkably, 73.1% exited HIP to a permanent housing destination. For those seeking civil legal aid, Rubicon completed 156 legal goals for 85 different clients. Of those goals, 127 were successfully achieved (81.4%). The most common legal goals were restraining order hearings (35.3%) and driver license revocation hearings (31.4%).

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<sup>2</sup> *Reducing Failure to Appear at Criminal Court Arraignment: Evaluation of Contra Costa County, California “Innovative Solutions in Public Defense” - the Early Representation Program*, The Justice Management Institute (Sept. 2019), adjusted for inflation by Bureau of Labor Statistics.

HIP clients were also far less likely to reenter our criminal legal system in the years following their program involvement. Specifically, felony arrests were 181% more likely for non-HIP public defender clients with comparable demographics and criminal backgrounds. New felony charges were two and a half times more likely to occur for the comparison group (236%), and criminal convictions altogether were 238% more likely to occur to the comparison group.

Finally, HIP clients were far less likely to fail to appear (FTA) in court. Just 15.1% of HIP clients failed to appear in court, while the comparison group had an FTA rate of 45%.

### **HIP “2.0”: 2023-26**

In the first year of HIP 2.0, the program has continued to exceed expectations and resulted in continued successes for participants. Of the 238 clients enrolled in year one, only 16% were rearrested. Just six clients were convicted of a new charge, and only one individual received a jail sentence. Through September 2024, the HIP program accepted and served 445 total clients.

HIP serves as a highly effective tool to safely divert clients with mental illness and substance use disorders out of our local jails and connect them with local resources. In providing HIP services, the Public Defender’s Office partners with Contra Costa County Health, Housing and Homeless Services; Behavioral Health Services; Employment and Human Services; and the Antioch, Martinez, and Richmond Police Departments. HIP’s community-based partners include Rubicon Programs, the Reentry Success Center in Richmond, and housing provider Hope Solutions. Additionally, researchers from California State University Long Beach, who are the grant’s evaluators, are collaborating with the HIP partners.

HIP is guided by a diverse Local Advisory Committee, which includes representatives from county agencies, courts, local organizations and service providers, and individuals with lived experience in the criminal legal system.

### **Conclusion**

HIP’s capacity to meaningfully improve personal circumstances and judicial outcomes is clear. Our innovative HIP and EarlyRep programs have expanded access to counsel, reduced incarceration rates related to missing court, and addressed the unmet housing and mental health of hundreds of indigent community members countywide. This holistic model is seen as a best practice among indigent defense providers and reflects a collaborative design that allows county- and community-based partners to work together to address unmet needs. It is clear that HIP is a model that strongly supports community safety in Contra Costa for vulnerable community members, most of whom are black and brown, and should be sustained locally over the long term.

**PUBLIC DEFENDER  
HOLISTIC INTERVENTION  
PARTNERSHIP**

---

**OCTOBER 7, 2024**

**PUBLIC PROTECTION COMMITTEE**

**ELLEN MCDONNELL, Chief Public Defender  
BLANCA HERNANDEZ, Deputy Public Defender**





## Early Representation Program (EarlyRep)

- Public Defender works with law enforcement partners to provide misdemeanor clients with an attorney and legal representation prior to charges being filed or going to court
- Established 2016
- Ongoing AB109 program in all 3 regions of Contra Costa

## Holistic Intervention Partnership (HIP)

- Work with community organizations and County partners to provide community members with supportive, wraparound services designed to address the root causes of system involvement
- Funds access to housing, mental health and substance use treatment, and much more
- Established 2020
- Prop 47 BSCC grant funded



## REDUCING FAILURE TO APPEAR AT CRIMINAL COURT ARRAIGNMENT

Evaluation of Contra Costa County, California "Innovative Solutions  
in Public Defense" – the Early Representation Program

The Justice Management Institute  
September 2019

## BASIC EARLY REPRESENTATION PROGRAM DESIGN

- Starting right after arrest...
- Explain legal processes & procedures
- Monitor court records for filing
- Assist clients with court appearance plans
- Represent clients in arraignment court
- Dramatically reduces failures to appear in court countywide

# EARLY REPRESENTATION PROGRAM OUTCOMES

Work with over 5,000 individuals countywide annually

Decreased FTA rate from:  
57% (2015) to  
27% (2023) in East County  
and  
39% (2016) to  
18% (2023) in West County

90% court appearance rate for individuals successfully contacted

More cases resolved, dismissed, or diverted at or before arraignment



# HIP 1.0 and 2.0

## 2020 GRANT: “HIP 1.0”

**\$3M over 3 years**      BSCC JAG Funding

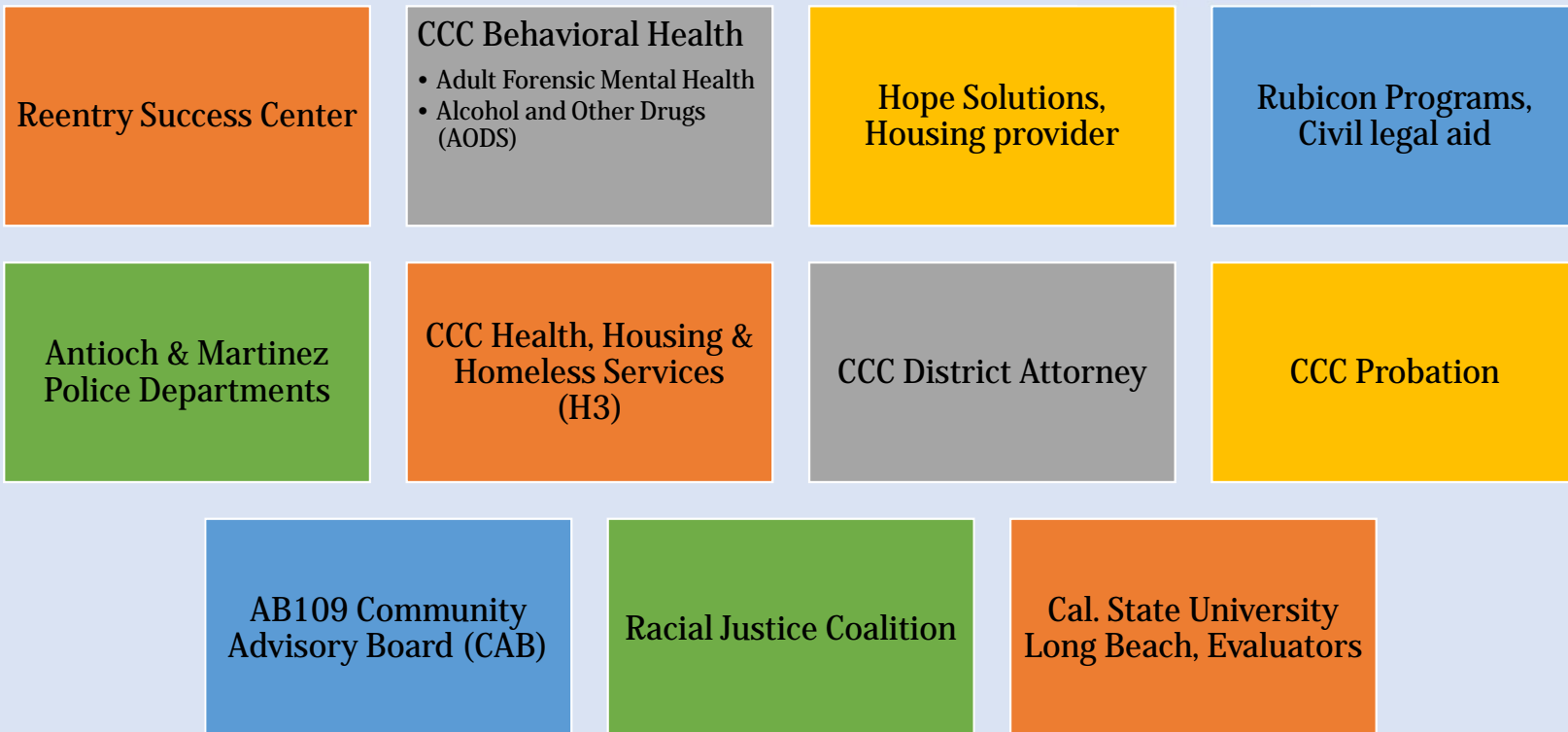
Designed to serve 300 clients (though 503 total served over 3 years)

## 2023 PROGRAM IMPROVEMENTS: “HIP 2.0”

**\$6M over 3 years**      BSCC Prop 47 Funding

1. Caseload capacity – 900 clients over 3 years
2. Housing – 50% of grant funds go to housing
3. Increased staffing for civil legal aid and PD client services

# HIP PARTNERS



# Local Advisory Committee Members

Name	Title/Role	Organization
Diana Becton	District Attorney	District Attorney
Lynn Mackey	Superintendent	County Office of Education
Fatima Matal-Sol	Program Manager	County Health Services/Alcohol and Other Drugs
Pat Mims	Director	Reentry Success Center
Rena Moore	Member	Safe Return Project
Aaron Perez	Division Manager	County Workforce Services Bureau
Michael Pitts	Field Operations Coordinator	Reentry Network/HealthRIGHT 360
Adam Poe	Managing Attorney	Bay Area Legal Aid
Jenny Robbins	Chief of Programs	County Health, Housing, and Homeless Services
Marie Scannell	Program Chief	County Behavioral Health Services/Adult Mental Health
Dana Wargo	Workforce Services Specialist	County Workforce Services Bureau
Antoine Watt	Member	Safe Return Project
Andrew White	Chief of Police	Martinez Police Department
Jeffrey Robinson	Project staff/also CAB representative	Holistic Intervention Partnership & Community Advisory Board member

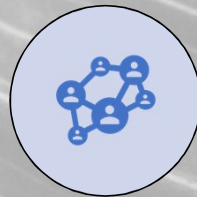
# HIP GOALS & PROGRAM DESIGN



**ENGAGE HIP  
CLIENTS AT THE  
EARLIEST POINT  
IN THE CRIMINAL  
LEGAL PROCESS**



**ADDRESS  
CLIENTS'  
HOLISTIC NEEDS  
FROM DAY ONE**



**PROVIDE  
INDIVIDUALIZED  
CLIENT  
NAVIGATION,  
LINKAGES, AND  
FOLLOW-UP  
BASED ON LEGAL  
& SOCIAL NEEDS**



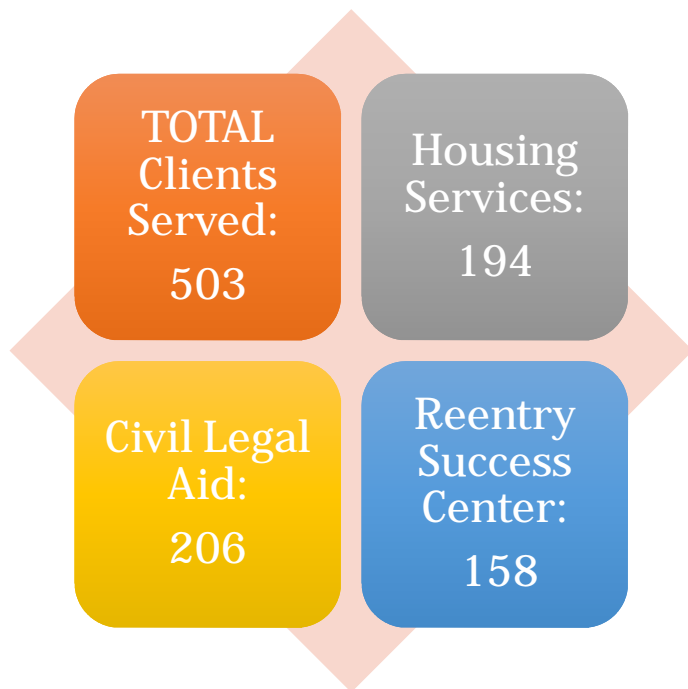
**COLLABORATE  
WITH PARTNERS  
TO LEVERAGE  
EXISTING  
COMMUNITY-  
BASED SERVICES**



**WORK WITH  
CLIENTS TO  
ADDRESS  
HOUSING,  
BEHAVIORAL  
HEALTH &  
OTHER CRITICAL  
NEEDS**

# HIP 1.0 DASHBOARD

## FINAL PROGRAM NUMBERS JUNE 2020 - MARCH 2023







Contra Costa Holistic Intervention Partnership (HIP)  
Final Local Evaluation Report

Agency:  
Contra Costa County Office of the Public Defender

Funding Source:  
Edward Byrne Justice Assistance Grant

Project Period:  
October 2019-March 2023

By

Aili Malm, Ph.D., [Aili.Malm@csulb.edu](mailto:Aili.Malm@csulb.edu)  
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School of Criminology, Criminal Justice and Emergency Management  
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1250 Bellflower Boulevard  
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June 30, 2023

# HIP 1.0 PROGRAM EVALUATION

June 2020 - March 2023  
Cal. State Univ. Long Beach

“a highly needed program that is  
best located within a public  
defender’s office”

# HIP 1.0 Housing Evaluation Highlights

73.1% of H3 clients exited HIP to a permanent housing destination

All 155 H3 clients were provided with short-term or permanent housing solutions.

59 clients enrolled in rapid rehousing program

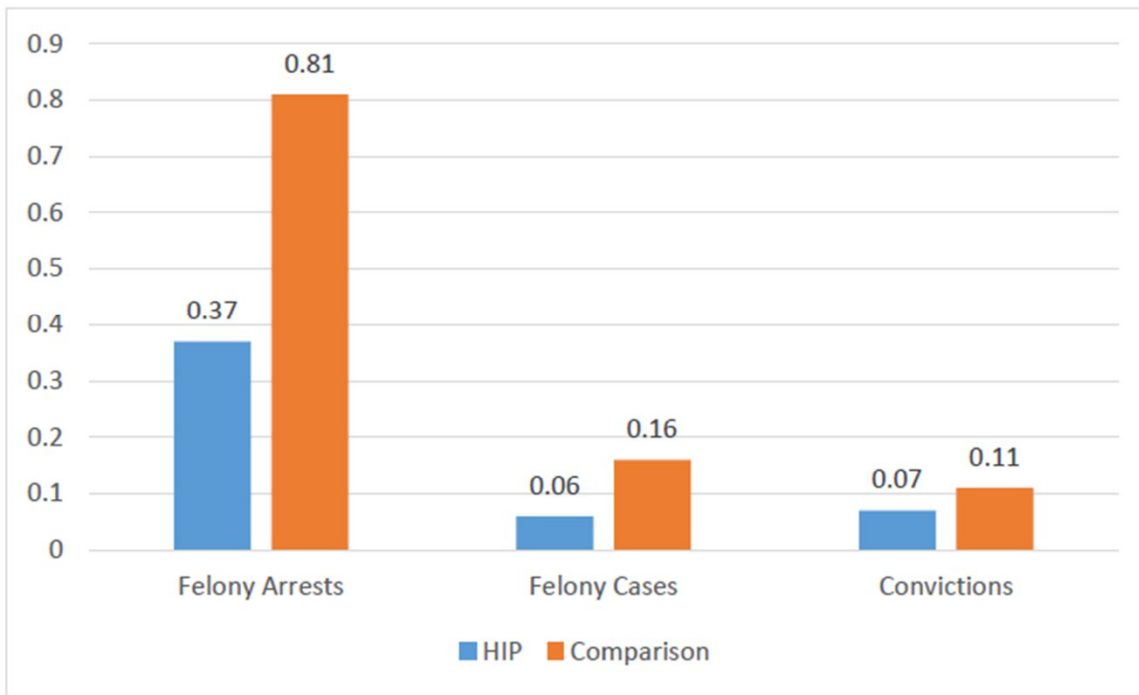
96 clients given homeless prevention services

29 clients received landlord engagement services

38 clients received full or partial rental assistance

# HIP Decreases Future System Involvement for Community Members

Figure 3-6: 12-month significant criminal history outcomes



Felony **ARRESTS** were 181% more likely for non-HIP public defender clients with comparable demographics & criminal backgrounds

Felony **CHARGES** were nearly two and a half times more likely (236%) for comparison group

Criminal **CONVICTIONS** were 238% more likely to occur to comparison group

# HIP 1.0 Failures to Appear (FTA) Evaluation:

HIP client FTA rate: 15.1%

Comparison group: 45%

Table 3-11: Arraignment Outcomes

Arraignment Outcome	HIP (N=152)	Comparison (N=160)
Appeared with Public Defender	70 (46.1%)	74 (46.3%)
Failure to Appear	23 (15.1%)	72 (45%)
Public Defender appeared on PC § 977	50 (32.9%)	7 (4.4%)
ERP	9 (5.9%)	7 (4.4%)

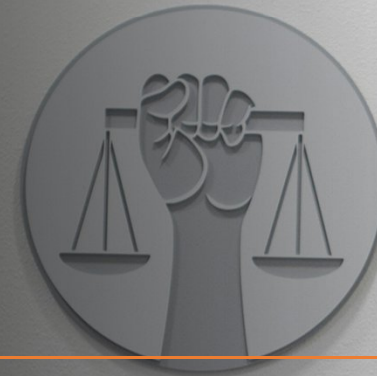
# HIP 2.0 Year One Evaluation

---

April 2023 – March 2024

Released September 6, 2024

Process & Outcome Evaluations



CONTRA  
COSTA  
PUBLIC  
DEFENDERS

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# HIP 2.0 DASHBOARD TO DATE

APRIL 2023 –  
SEPTEMBER 2024

TOTAL Clients  
Served:

445

Substance use  
treatment:

69

Housing  
services:

204

Civil legal aid:

120

Mental health  
treatment:

46

Reentry  
Success Center:

194

Public benefits:

24

# HIP 2.0 Outcome Evaluation: Demographics

HIP enrolled 238 new clients between April 2023 and March 2024

Most HIP clients were male (66.1%) and between the ages of 25 to 44 (35%)

Hispanic/Latino (35.6%), White (27.3%), and Black/African American (25.4%) are the most common race/ethnicity groups

Two-thirds (66.8%) graduated high school or have a GED, and more than half (53.1%) are unemployed

# HIP 2.0 Feedback from Partner Focus Groups

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“We get to meet clients exactly where they're at. Assess them as a whole person, figure out all their different needs. Each client needs an individualized plan. Everyone's different.”



“It's not mandatory that they receive these services. It's strictly up to them. If they don't want it, it's ‘no harm, no foul,’ but we let them know that, even though you were declining today, you may wake up tomorrow feeling different, and these services are always here when you're ready.”



“We have literally done applications, driving clients to interviews, picking them up, getting them work clothes, getting them cell phones so that they can do those calls or do the internet on their phone, setting up emails. These clients are fresh, they don't know life on life's terms, and so I think case management that we've done is literally like, ‘follow me, let me show you. Let me support you. Don't jump off the bridge. We're right here.’”





## HOLISTIC INTERVENTION PARTNERSHIP

If you have had recent police contact, we may be able to connect you with free resources that will help you get back on the right track

- ✓ Employment assistance
- ✓ ID and document retrieval
- ✓ Fight an eviction
- ✓ Substance abuse treatment
- ✓ Counseling
- ✓ Reinstate/apply for benefits
- ✓ Restraining orders
- ✓ Debt collection issues
- ✓ Housing navigation
- ✓ Mental health services

Call, text, or email: **(925) 378-0058** / [help@pd.cccounty.us](mailto:help@pd.cccounty.us)



## ASOCIACIÓN DE INTERVENCIÓN HOLÍSTICA

Si ud ha tenido contacto reciente con la policía, es posible que le podamos conectar con recursos gratuitos para ayudarle a seguir el camino correcto:

- ✓ Asistencia con desempleo
- ✓ Recuperación de identificación y documentos
- ✓ Oposición al desalojo de vivienda
- ✓ Tratamiento de abuso de sustancias
- ✓ Restablecimiento/solicitud de beneficios
- ✓ Ordenes de restricción
- ✓ Asuntos de cobro de deudas
- ✓ Vivienda de navegación
- ✓ Servicios de salud mental

Llamar, mandar texto, o email: **(925) 378-0058** / [help@pd.cccounty.us](mailto:help@pd.cccounty.us)

# THANK YOU!



**Contra Costa Holistic Intervention Partnership (HIP)  
Final Local Evaluation Report**

**Agency:  
Contra Costa County Office of the Public Defender**

**Funding Source:  
Edward Byrne Justice Assistance Grant**

**Project Period:  
October 2019-March 2023**

**By**

**Aili Malm, Ph.D., [Aili.Malm@csulb.edu](mailto:Aili.Malm@csulb.edu)  
Dina Perrone, Ph.D., [Dina.Perrone@csulb.edu](mailto:Dina.Perrone@csulb.edu)  
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**June 30, 2023**

## Table of Contents

Acknowledgements.....	4
Executive Summary.....	5
1. Project Background .....	8
The HIP Process.....	9
2. Evaluation Method and Design .....	11
Process Evaluation .....	11
Semi-Structured Focus Groups and Interviews .....	12
HIP Document Data.....	14
HIP Client Surveys .....	14
Data Analysis.....	14
Outcome and Costing Evaluation .....	15
3. Evaluation Results and Discussion .....	19
Process Evaluation .....	19
How Stakeholders Envision Holistic Defense.....	19
HIP Implementation Challenges .....	21
HIP Implementation Strengths .....	32
Perceived Impact of HIP.....	43
Advice.....	52
Summary of Findings.....	57
Outcome and Costing Evaluation .....	59
Recidivism Analysis .....	63
Arrest Outcomes .....	64
HIP Effects on Criminal Justice System Costs .....	65
Limitations.....	66
4. Conclusions and Recommendations .....	67
5. References.....	68
6. Technical Appendix .....	70
7. Current Logic Model.....	78
8. List of Acronyms .....	80

## Table of Figures and Tables

### Tables

Table 2-1: HIP Focus Groups .....	13
Table 2-2: HIP Interviews .....	14
Table 2-3: HIP Documents.....	14
Table 3-1: HIP Survey: Client Perceptions of the HIP Public Defender .....	51
Table 3-2: Barriers and Facilitators to HIP Implementation .....	58
Table 3-3: HIP Demographics.....	59
Table 3-4: Client Referral Mechanism and Case Information.....	60
Table 3-5: HIP Client Needs at Intake .....	61
Table 3-6: H3 Client Characteristics.....	61
Table 3-7: H3 Services Provided.....	62
Table 3-8: Rubicon Goals Provided .....	63
Table 3-9: HIP Criminal Justice Outcomes by Group .....	63
Table 3-10: HIP Odds Ratios for Significant Criminal Justice Outcomes.....	63
Table 3-11: Arraignment Outcomes .....	64
Table 3-12: HIP Program Costs.....	65

### Figures

Figure 2-1: Evaluation Plan .....	11
Figure 3-1: Holistic Defense Defined .....	19
Figure 3-2: Relationships Between Challenges.....	22
Figure 3-3: Solutions to Challenges.....	34
Figure 3-4: Contributors to Client Success.....	44
Figure 3-6: Recommended Steps for Holistic Defense .....	53
Figure 3-7: 12-month significant criminal history outcomes.....	64
Figure 3-8: HIP Pre and Post Treatment Annual Criminal Justice System Utilization Costs .....	66

## Acknowledgements

This report was funded by the Board of State and Community Corrections. We appreciate their guidance and consistent support of evaluation efforts.

We sincerely thank our partners in Contra Costa County. This report would not have been possible without the assistance of employees from several HIP program partners. We are indebted to these individuals for their time participating in interviews and focus groups and preparing and sharing data. Special thanks are due to project directors Ellen McDonnell and Blanca Hernandez, project managers Susan Woodhouse and Sylvia Wong Tam, and legal assistant Jennifer Evans. The authors also thank the HIP clients who shared their thoughts with us.

Finally, we would like to thank our invaluable research assistants: Emma Bradley-Solis, Launa Chhor, Maria Gamez, and Logan White.

## Executive Summary

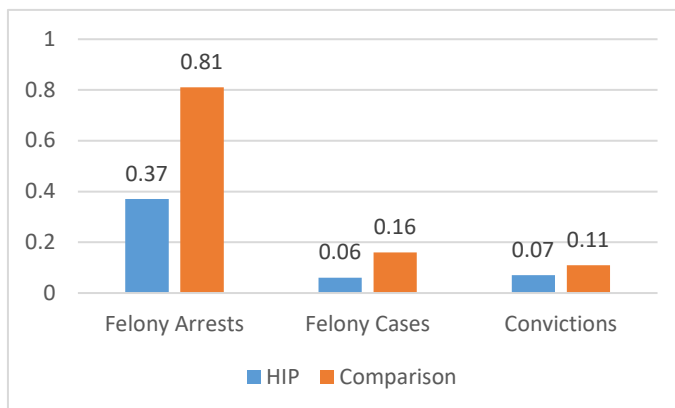
Contra Costa County's Holistic Intervention Partnership (HIP) seeks to identify and address the underlying needs of indigent defendants charged with misdemeanors immediately after arrest. Launched in July 2020, HIP utilizes a holistic philosophy to seamlessly provide community-based services and reduce future justice system involvement.

The CSULB evaluation team was contracted by the Contra Costa County Office of the Public Defender (CCPD) to assess if the goals of HIP were met (outcome evaluation), how HIP met its goals (process evaluation), and if doing so incurred cost savings (costing evaluation). This report documents the results of HIP from July 2020 through March 2023.

### Outcome Evaluation

- The HIP program enrolled 497 clients between June 2020 and March 2023. All clients were screened and assessed in line with HIP intake protocols.
- HIP clients presented with a variety of needs at intake. Almost one-third self-reported an alcohol/substance abuse problem, over forty percent self-reported physical health concerns, and one-third self-report mental health issues. One-third also report being unhoused, and/or being on public assistance.
- All HIP clients who identified as housing insecure were referred to the Health, Housing and Homeless Services Division (H3) of the Contra Costa County Health Department for services and received a vulnerability assessment for housing. Notably, almost three-quarters of H3 clients exited the program to a permanent housing destination.
- Several HIP clients were referred to Rubicon for civil-legal services. Rubicon successfully achieved goals for over 80% of HIP clients during the project period.

*At the 12-month follow-up period, HIP clients had significantly lower rates of felony arrests, filed felony cases, and convictions.*

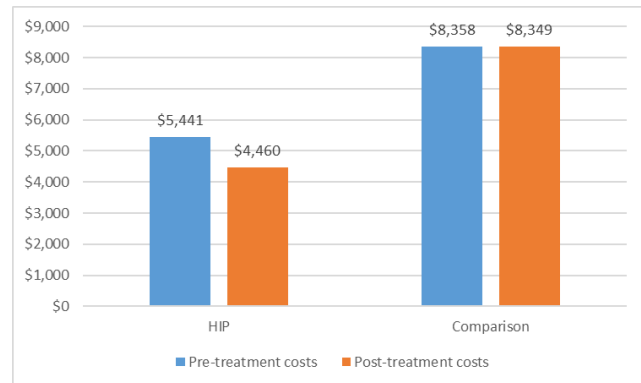


- When comparing HIP clients to a system-as-usual comparison group, three outcomes in the 12-month follow-up period were significantly related to HIP participation. First, felony arrests were about one and three quarters times higher for individuals in the system-as-usual comparison group. Second, felony cases were almost two and a half times higher for the comparison group. Third, convictions were almost two and a half times higher for the comparison group.

- HIP clients were significantly less likely to fail to appear for arraignment than the comparison group (15% vs. 45%). It appears that this difference is directly related to the increased proportion of HIP clients who sign a PC § 977 waiver.

## Cost Evaluation

- Post-treatment costs went down for HIP clients while they stayed consistent for the comparison group. The criminal justice system costs are underestimated as jail and probation costs were not included.



## Process Evaluation

- HIP is a highly needed program, one that is best located within a public defender's office.
- HIP stakeholders and service providers share a common definition of holistic defense. They envision holistic defense as a way to involve the local community and utilize strong partnerships with a variety of service providers to best address the needs of the "whole client" and "meet them where they are at."
- Key barriers to implementation included (1) ineffective communication, (2) procedural ambiguity, (3) when to close cases, (4) lack of coordination, (5) gap in services, (6) high caseloads, (7) sustainability, (8) unclear expectations, (9) competing philosophies, and (10) difficulty building client rapport. These challenges did *not* negatively impact HIP's ability to seamlessly provide resources to their clients.
- Strengths of the HIP program were: (1) the frequent and helpful meetings, (2) strong collaboration, (3) open communication, (4) program flexibility, (5) HIP's client-centered approach, (6) ample resources, and (7) dedicated and experienced staff. These strengths helped address the barriers to implementation.
- HIP strengths enabled many successes: (1) enhanced client wellbeing, (2) improved case outcomes, (3) reduced recidivism, (4) positive staff morale, (5) connections to the community, and (6) system-wide reform.

## Advice for Future HIP Programs

- To implement a HIP-like program, interested public defender offices must undergo a cultural shift that aligns with the holistic mentality. The key here is to carefully reimagine their role to support each individual client in a non-traditional and client-centered manner.
- Future programs should engage in careful planning, identifying the specific needs of the surrounding community to

*"The Holistic Intervention Partnership means looking at the entire person as a whole person, considering that they've been dehumanized going through the justice system, using all the resources that we can to provide them the best resources to make them feel whole" – Service Provider*

ensure that they secure the appropriate partnerships with service providers. Necessary resources (i.e., housing, behavioral health, employment services) should be secured prior to launching the program.

- Committed stakeholders and partners are key to program success. Strong leaders who value open lines of communication are vital. Program management must support their employees and ensure that everyone's voice has an equal chance of being heard.
- A flexible program is a must; the staff should adapt to changing circumstances and acknowledge that the program functions best when it is not rigidly structured.



## 1. Project Background

Across California, more than a million misdemeanor cases are filed every year; these cases are the primary way that most individuals experience the criminal justice system. In Contra Costa County, a large county with a population of 1.1 million, 74.9% of criminal cases prosecuted in 2018 were misdemeanors. Due to their volume, misdemeanants demand extensive resources from all justice system partners—law enforcement, prosecutors, courts, jails, and indigent defense providers. For individuals, the collateral consequences of a misdemeanor arrest can be devastating and long-lasting, hampering access to employment, housing, and other essentials—even if they are not convicted.

Many of those charged with misdemeanors are repeatedly involved in the criminal justice system and are frequent utilizers of other systems (e.g., health, mental health, treatment, and housing), accounting for a disproportionate share of the County’s expenditures across multiple sectors. In the most extreme cases, the multi-system fiscal impact can run millions of dollars for a single person. Contra Costa County has emerged as a statewide leader in innovative and collaborative justice programming, particularly for individuals reentering society after incarceration. Various County agencies and community-based organizations (CBOs) have developed specialized initiatives in housing, behavioral health services, and indigent legal services, to address the needs of justice-involved individuals. Some have either or also launched County task forces to rectify racial and ethnic disparities in the criminal justice system. For example, in 2016, the Contra Costa Public Defender’s Office (CCPD) launched the Misdemeanor Early Representation Program (EarlyRep), a unique partnership with law enforcement agencies (LEAs) and one of few programs nationwide that extend legal representation to indigent individuals immediately from the time of police contact. EarlyRep has increased court appearance rates and reduced unnecessary incarceration due to bench warrant arrests. However, the acute needs of these individuals are not limited to criminal defense legal services, and often include time-sensitive housing, mental health, substance use disorder (SUD), and civil legal needs, which can contribute to a vicious cycle of further justice system involvement.

To respond to these needs, Contra Costa implemented the Holistic Intervention Partnership (HIP). For those facing poverty, homelessness, trauma, and physical and behavioral health challenges, navigating the maze of services across multiple systems in a large and geographically dispersed county can be daunting. HIP enables improved coordination and early delivery of critical legal, housing, and behavioral health services after an arrest/citation and before charges are filed, in turn reducing system burden and improving criminal justice outcomes in misdemeanor cases. Justice Assistant Grant (JAG) funding provided dedicated intensive case management, housing opportunities, transportation to court, civil legal services, and community navigation, while leveraging existing behavioral health programs and other resources to streamline services and address root causes of criminal justice involvement.

HIP has the following goals:

- I. Reduce the financial and human resource burden of misdemeanor cases on law enforcement, the justice system, and the community.
- II. Reduce future criminal justice system involvement among program participants.
- III. Establish early coordination, collaboration, and linkages across system partners to better serve indigent individuals involved in the criminal justice system (Contra Costa County, 2019).

To meet these goals, CCPD collaborates with several county agencies and community-based organizations. These agencies work together to provide clients with housing, employment, behavioral health care, civil legal services, and transportation (see Table 1-1).

Table 1-1: HIP Partners

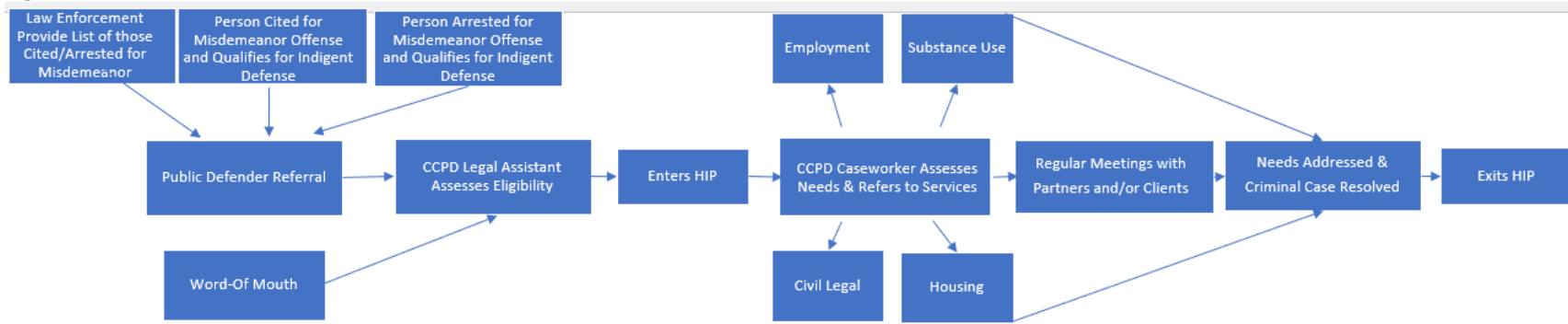
Partner	Purpose
CCC Health, Housing, and Homeless Services (H3)	Housing & homeless services
CCC Behavioral Health Services	Mental health & substance use services
CCC Employment & Human Services Department	Social service & public benefit programs
Antioch, Martinez, and Richmond Police Departments	Arrest logs that identify eligible clients
Hume	Housing services
Rubicon	Civil legal services
Reentry Success Center	Community based services & transportation services
Uptrust Text Messaging	Text messaging court date reminder system
Office of Reentry & Justice	Reentry services
California State University Long Beach (CSULB)	HIP Evaluation

### The HIP Process

To be a HIP client, the individual must have been arrested or cited for a misdemeanor offense, qualify for public defender services, and be referred to HIP. Once an individual is arrested or cited for a misdemeanor offense, that individual can be referred to HIP through the EarlyRep program. Once referred, the Legal Assistant in the public defender's office conducts an assessment to determine eligibility and the Client Services Specialist completes an intake to identify needs and refer to HIP partners for services. Figure 1-1 provides a flowchart as of March 2023 of how individuals are processed through the HIP program and connected to HIP service providers to address client needs. Setting up this process was challenging and required the team to regularly communicate and be flexible.

To ensure client success and to identify challenges and problem-solve issues, the Legal Assistant and the Client Services Specialist hold meetings with each HIP partner and monthly team meetings with all HIP partners. They also hold mutual client meetings (aka multidisciplinary team meetings [MDT]), both with and without the client, as needed, to discuss common clients, ensure client needs are met, and avoid staff splitting and overlapping services. Regular email or phone conversations also occur as issues arise. As described in detail below, these meetings are essential to HIP implementation success, collaboration and trust among partners, and meeting client needs.

Figure 1-1: The HIP Process



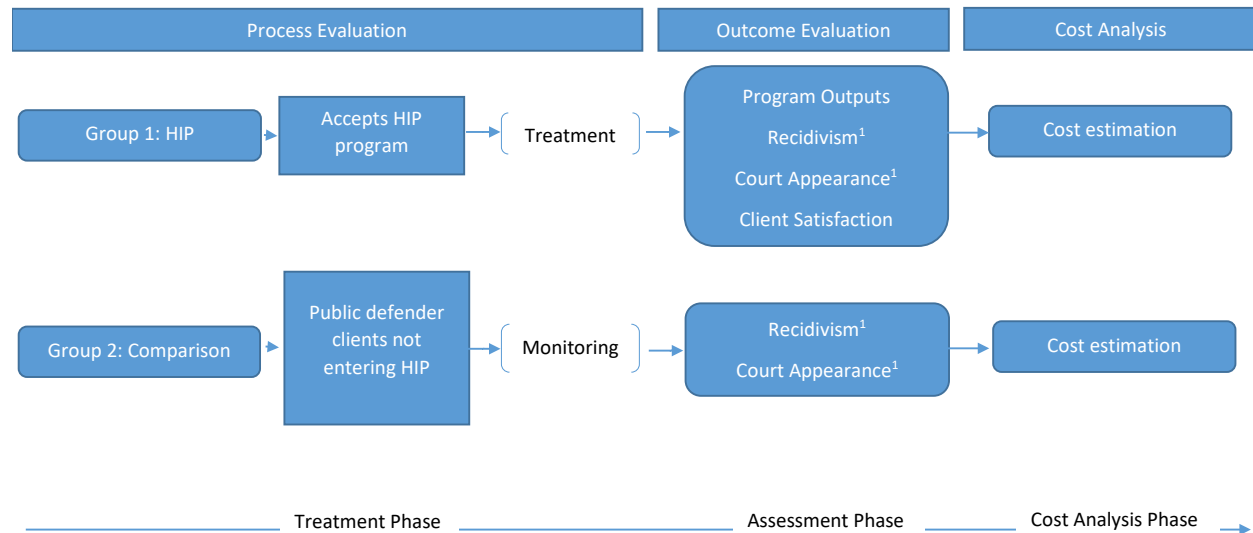
CSULB was contracted by CCPD to conduct an evaluation of HIP that assesses if and how HIP met its goals and attended client needs. This report provides evaluation results in the form of process, outcome, and costing evaluations.

## 2. Evaluation Method and Design

Figure 2-1 provides a picture of the HIP evaluation, which consists of three parts:

1. process evaluation
2. outcome evaluation
3. cost analysis

Figure 2-1: Evaluation Plan



<sup>1</sup> Court appearance and criminal history data retrieval through CoCo County Public Defender's Office.

### Process Evaluation

In line with prior research on the viability of policy evaluations, we collected several forms of data and used multiple methodologies to analyze the development and implementation of the HIP program. The process evaluation can inform other cities/counties/states of best practices and challenges in developing and implementing a program like HIP. The process evaluation answers the following research questions:

1. What were the barriers and facilitators to program implementation? How were barriers addressed?
2. Who was trained and what was the nature of training received for HIP implementation?
3. What are the perceptions of HIP amongst the target population and HIP stakeholders?

The process evaluation involves three components:

- a. Stakeholder interviews/focus groups,
- b. Document analyses, and
- c. Analysis of the HIP client surveys.

Process evaluations assess program implementation and identify how and under what conditions programs work or do not work (Mears, 2010; Pawson & Tilly, 1997). Essentially, they contextualize impact and outcome findings by describing how and why an intervention experienced certain results. The process evaluation provides details about a program's underlying theory, model design, goals,

objectives, operations, service delivery, quality of services, and implementation barriers and facilitators (Krisberg, 1980; Mears, 2010; Miller & Miller, 2015; Scarpitti et al., 1993). With a process evaluation, researchers and program evaluators can avoid committing a Type III error (i.e., incorrectly concluding that a program's outcomes are attributable to the program components when the intervention was not delivered as indicated [Helitzer & Yoon, 2002]), as they will know if relevant components were absent or added. Clearly, then, it is key to understanding program implementation and program outcomes and enhancing other sites' ability to replicate a program with similar results.

Consistent with previous process evaluation research, this process evaluation employed both qualitative and quantitative methods in the form of semi-structured focus groups/interviews, client surveys, and content analyses of HIP policy documentation (e.g., policies and procedures, meeting minutes, etc.). Data were analyzed and triangulated to fully examine the implementation of HIP and identify the conditions under which HIP implementation is successful.

### Semi-Structured Focus Groups and Interviews

Semi-structured focus groups and interviews with HIP partners and stakeholders were conducted. The purpose of these interviews/focus groups was to:

1. Understand HIP roles,
2. Understand HIP procedures,
3. Understand impacts of HIP on community and partner relations,
4. Identify obstacles and facilitators to HIP development,
5. Identify successes and challenges to HIP implementation, and
6. Identify best practices in HIP development and implementation.

The focus groups and interviews occurred biannually during the first year, and then annually during the following years since program inception. This report includes data from four waves of focus groups: December 2020 (Wave 1), July 2021 (Wave 2), July 2022 (Wave 3), and May 2023 (Wave 4).

In collaboration with the site manager, groups were organized by their role in HIP. None declined to participate. The groups were homogenous based on partner roles and rank to inspire natural conversation. Effort was also made to avoid placing participants with their managers, to limit the likelihood of discomfort and enhance candor. A total of 22 focus groups, ranging in size from 2-4 (see table 2-1) and 11 interviews (see table 2-2) were conducted over a three-and-a-half-year period (December 2020 – May 2023). A total of 22 service providers participated.

Due to the COVID-19 pandemic, all interviews took place virtually via Zoom; partners were emailed a link with their corresponding date and time. Cameras were invited to be turned on (most were) to simulate as much of a face-to-face meeting as possible in a virtual setting. Participants were required to email a signed informed consent form to the interviewer prior to their scheduled focus group. Participants also had to manually select that they consented to the recording of the meeting in order to continue on Zoom. All participants agreed.

The semi-structured focus groups ranged from 30 minutes to 1.5 hours, and all were recorded. Our research team transcribed and cleaned the data. No handwritten notes or responses were taken. During the cleaning process, transcript accuracy was ensured, and all personal identifying information was redacted to protect confidentiality. Each participant is known as a generic staff classification (i.e., Public Defender Staff #1), names were redacted from quotes, and pronouns referring to other staff or partners

were changed to *they*. Within and across wave 1, wave 2, wave 3, and wave 4, the title and number correspond to the same person.

Although the focus groups and interviews were flexible and participants were encouraged to speak freely, they were guided by a set of questions to foster a meaningful discussion. Protocol questions were open-ended and designed to elicit answers that corresponded with research questions. The goal was to ensure that all mechanisms, contexts, barriers, and facilitators were identified. All participants were asked the same questions, but the order of the questions differed as the interviewer adapted to the natural flow of conversation. The same protocol questions were used for each wave of focus groups. Probing questions were asked when clarification or further details were needed.

Table 2-1: HIP Focus Groups

Focus Groups (n=22)		
Date	Staff Classification	Staff Count
12.07.20 (Wave 1)	Service Providers #1 & #2, Service Provider Management #3	3
12.08.20 (Wave 1)	Public Defender Staff #4, Service Provider Management #2	2
12.08.20 (Wave 1)	Civil Attorney #1, Civil Attorney Manager #1	2
12.09.20 (Wave 1)	Public Defender Attorneys #1 & #2	2
12.11.20 (Wave 1)	Civil Attorneys #2 & #3	2
12.11.20 (Wave 1)	Public Defender Staff #1 & #3	2
07.06.21 (Wave 1)	Public Defender Staff #1 & #2	2
07.06.21 (Wave 2)	Service Provider #3, Service Provider Management #3	2
07.08.21 (Wave 2)	Service Provider Management #2, #4, & #5, Public Defender Staff #4	4
07.08.21 (Wave 2)	Service Providers #1 & #2	2
07.14.21 (Wave 2)	Civil Attorneys #2 & #3	2
07.14.21 (Wave 2)	Civil Attorney #1, Civil Attorney Manager #1	2
07.11.22 (Wave 3)	Public Defender Staff #1 & #6	2
07.12.22 (Wave 3)	Public Defender Attorneys #1 & #2	2
07.13.22 (Wave 3)	Service Provider #3, Service Provider Management #3	2
07.19.22 (Wave 3)	Civil Attorney #1, Civil Attorney Manager #1	2
07.19.22 (Wave 3)	Service Providers #1 & #4	2
07.19.22 (Wave 3)	Service Provider Management #2 & #4	2
07.26.22 (Wave 3)	Civil Attorneys #2 & #3	2
05.22.23 (Wave 4)	Service Providers #1 & #4	2
05.22.23 (Wave 4)	Public Defender Staff #1 & #6	2
05.23.23 (Wave 4)	Civil Attorney #1, Civil Attorney Manager #1	2

Table 2-2: HIP Interviews

Interviews (n=11)		
Date	Staff Classification	Staff Count
12.07.20 (Wave 1)	Public Defender Staff #2	1
12.07.20 (Wave 1)	Public Defender Staff #5	1
12.08.20 (Wave 1)	Service Provider Management #1	1
07.08.21 (Wave 2)	Public Defender Attorney #1	1
07.21.21 (Wave 2)	Public Defender Staff #5	1
07.29.21 (Wave 2)	Public Defender Attorney #2	1
07.05.22 (Wave 3)	Public Defender Staff #5	1
07.14.22 (Wave 3)	Public Defender Staff #7	1
07.28.22 (Wave 3)	Public Defender Staff #4	1
05.22.23 (Wave 4)	Civil Attorney #2	1
05.25.23 (Wave 4)	Public Defender Staff #4	1

### HIP Document Data

We collected various HIP-related documents for this study (See Table 2-3). Data were collected from HIP Project Management, including the HIP grant application, community presentation PowerPoints, procedure and protocol documents, forms used, and stakeholder meeting minutes.

Table 2-3: HIP Documents

Document Type	Count
<b>Grant Proposal</b>	1
<b>Quarterly Reports</b>	34
Board of State & Community Corrections	14
Bureau of Justice Assistance	20
<b>Meeting Minutes</b>	17
<b>Procedures/Protocols</b>	24
<b>Newsletter</b>	1
<b>Community Presentations</b>	3

### HIP Client Surveys

A total of 89 individuals completed the survey (88 were self-identified HIP clients). Surveys were completed from December 2021 – January 2023. HIP Clients were invited to complete the survey via a text message with a link to the online survey that was sent via Uptrust. The survey was estimated to take 25 minutes. Participants received a \$20 incentive, even if they did not answer all the questions.

### Data Analysis

This study uses thematic analysis of focus groups and interviews to identify common themes that emerged. Thematic analysis is a flexible qualitative method that identifies themes, which reflect

patterns in the data that correspond to research questions (Braun & Clarke, 2006). This study uses an inductive approach; thematic codes emerged from the data. This process is driven by exploration (Bachman & Schutt, 2020), which is especially important given that HIP is a new and never before studied program.

Data were managed using NVivo. NVivo is a qualitative analysis software that visually presents data and sorts it into codes determined by the researcher. After transcripts were edited, we analyzed and coded the data guided by the research questions and the constant comparative method. Two members of the research team collaborated in this process, with continual addition of codes and identification of core themes. The process of thematic coding is dynamic and constantly changing as new data are analyzed and reanalyzed (Ritchie & Spencer, 1994).

We supplemented the focus group/interview data with an analysis of: 1) HIP policy/procedural documents and presentations and 2) client surveys. The findings from the focus groups/interviews were cross-referenced with the findings from the content-analysis to identify any connections with staff reported implementation barriers and facilitators. And, client surveys were utilized to compare the target population's perceptions of HIP to those cited by HIP stakeholders and staff.

### Outcome and Costing Evaluation

The purpose of the outcome and costing evaluation is to assess the effect of the HIP program on program outputs, recidivism, court outcomes, and criminal justice system vs. program costs. The outcome and costing evaluation is designed to answer the following research questions:

1. Does HIP help facilitate access to services?
  - a. Legal
  - b. Housing
  - c. Behavioral health and/or SUD
  - d. Benefit programs
  - e. Community services
2. Does HIP improve court case outcomes?
  - a. Do they appear for scheduled court dates?
  - b. Do they avoid bench warrants without arrest?
3. Does HIP reduce administrative recidivism?
4. Does HIP reduce new arrest/case recidivism?
5. In relation to HIP program costs, does HIP reduce criminal justice costs?

To answer question 1, we collected program output data for HIP recipients on an annual basis (see Table 2-4). To answer questions 2 through 5, we collected administrative data on two groups (see Figure 2-1):

Group 1: HIP

Group 2: System-as-usual comparison

While randomized controlled trials (RCT) represent the gold-standard in program evaluation design, real world constraints precluded randomizing individuals into HIP and control conditions. Therefore, this evaluation represents an equivalent-groups longitudinal quasi-experimental field trial design.



For the purposes of this evaluation, a comparison group was drawn from individuals who were represented by the Contra Costa Public Defender's Office and eligible for HIP but were not enrolled in HIP. Although the comparison group came from the same area, it is important to state at the outset that self-selection into the HIP program could bias these results. For example, individuals who self-select into the HIP program could have more willingness to change than individuals who do not enroll in HIP. The only way to eliminate self-selection bias is to conduct a randomized controlled experiment (RCT).

To make the groups as equivalent as possible, we used propensity score matching ([PSM] Apel & Sweeten, 2010; Shadish et al., 2002). Essentially, PSM approximates randomization by comparing individuals that have overlapping values of pre-treatment measures. We used a logistic regression model to create propensity scores. Treatment assignment (1 = HIP client; 0 = individual from comparison group) was predicted using sex, race/ethnicity, age at referral/eligible offense, incident date, and the eligible offense type. Nearest neighbor matching was used to match treatment and comparison cases at a 1:1 ratio. Caliper width was set at zero, meaning that each comparison group member perfectly matched a HIP client on all factors used in the PSM. Again, it is important to note that "willingness to change" was not available and therefore not controlled.

Unfortunately, due to CALDOJ criminal history availability, we had unequal group numbers for each recidivism follow-up time period. We compared predictor variables between the HIP and comparison groups after PSM to assess balance at the 12-month and 24-month follow-up period. There were no statistically significant differences between the HIP and comparison individuals in any of the variables used for PSM.

We used generalized estimating equations (GEEs) to model the effect of HIP on the eight criminal justice utilization measures for each time period (12-month, 24-month). The model for each outcome included a treatment indicator (HIP vs. comparison) and a covariate measuring the pre-treatment outcome levels. For example, the model for 12-month post-treatment felony arrests included a measure of 12-month pre-treatment felony arrests as a covariate. Because each of the outcome measures were over dispersed counts (Long & Freese, 2014), negative binomial regression models were deemed most appropriate. To aid interpretation, we exponentiated the effect sizes to produce odds ratios (ORs). Alphas were set to  $p = .05$ , indicating statistically significant results. Confidence intervals were set to 95%. All models were estimated using GEE commands in SPSS 28.

## Measures

Sociodemographic and program data were obtained from the Contra Costa County Office of the Public Defender (CCPD), and two partner agencies – Health, Housing and Homeless Services Division (H3) and Rubicon. Criminal history data were provided by the CCPD. These data were in the form of printed RAP sheets for HIP clients and comparison group individuals. RAP sheets include arrests and dispositions occurring in the state of California. Criminal history data were then divided into four time periods – 12-month pre-HIP intake or eligible charge date and 12 month post-HIP intake or eligible charge date, and 24 month pre and post. Arrests were collapsed by day and categorized into one of the eight criminal history outcome variables – misdemeanor arrests, felony arrests, administrative arrests, misdemeanor cases, felony cases, convictions, jail sentences, and probation sentences.

Costing measures were divided into two categories – HIP program costs and criminal justice system utilization costs. HIP program costs were provided by CCCPD and include monthly costs for all staff and services. We made a deliberate attempt to use similar criminal justice utilization measures as prior

holistic criminal justice system service provision programs (Collins et al. 2019; Malm et al., 2020) to aid in comparability and future systematic reviews. These measures include police cost of arrest, and prosecutorial and defense costs for misdemeanor and felony cases. Police costs by arrest type (felony vs. misdemeanor) was determined using a method developed by Hunt, Saunders and Kilmer (2018). We chose the difference between felony and misdemeanor theft to be a proxy for all felony and misdemeanor arrests. Legal costs were average, monthly estimated costs associated with felony and misdemeanor cases (i.e., prosecution and public defense). We used a similar estimation technique as the Law Enforcement Assisted Diversion (LEAD) Evaluation in Seattle, WA and San Francisco and Los Angeles, CA (Collins et al., 2019; Malm et al., 2020). More detail on the costing methodology is provided in the next chapter. Table 2-4 provides a list of outcome measures and their departmental source.

*Table 2-4: List of Outcome Variables and Department Sources*

Measures	Department Source
<b>Client Identification/Demographics</b>	
HIP Intake Date	CoCo Office of the Public Defender (Client Intake Form)
HIP Exit Date	CoCo Office of the Public Defender (New Data System)
HIP ID#	CoCo Office of the Public Defender (Client Intake Form)
Current Location	CoCo Office of the Public Defender (Client Intake Form)
How Long in Current Location	CoCo Office of the Public Defender (Client Intake Form)
DOB	CoCo Office of the Public Defender (Client Intake Form)
Gender	CoCo Office of the Public Defender (Client Intake Form)
Uptrust User	CoCo Office of the Public Defender (Client Intake Form)
Transgender	CoCo Office of the Public Defender (Client Intake Form)
Sexual Orientation	CoCo Office of the Public Defender (Client Intake Form)
Race/Ethnicity	CoCo Office of the Public Defender (Client Intake Form)
<b>Client Case Information</b>	
Date of incident	CoCo Office of the Public Defender (Client Intake Form)
Charges	CoCo Office of the Public Defender (Client Intake Form)
<b>Financial/Employment</b>	
Employment Status	CoCo Office of the Public Defender (Client Intake Form)
Ever Been Employed	CoCo Office of the Public Defender (Client Intake Form)
Highest Level of Education	CoCo Office of the Public Defender (Client Intake Form)
Public Assistance	CoCo Office of the Public Defender (Client Intake Form)
# of Employment Program Referrals	H3
Employment Programs Referred To	H3
Public Assistance Goals	H3
Public Assistance Goals Achieved	H3
<b>Client Assessment</b>	
On Probation or Parole	CoCo Office of the Public Defender (Client Intake Form)
Mandated to DV or Anger Management	CoCo Office of the Public Defender (Client Intake Form)
Mandated to DUI Classes	CoCo Office of the Public Defender (Client Intake Form)
<b>Substance Abuse</b>	
Alcohol/Substance Abuse Problem	CoCo Office of the Public Defender (Client Intake Form)
Drug of Choice	CoCo Office of the Public Defender (Client Intake Form)

Method of Use	CoCo Office of the Public Defender (Client Intake Form)
Mandated to Drug Treatment Program	CoCo Office of the Public Defender (Client Intake Form)
How Long for Drug Treatment	CoCo Office of the Public Defender (Client Intake Form)
In Recovery or Attending 12-step	CoCo Office of the Public Defender (Client Intake Form)
# of Drug Treatment Referrals	CoCo Office of the Public Defender (Client Intake Form)
<b>Medical</b>	
Health Concerns	CoCo Office of the Public Defender (Client Intake Form)
Currently Taking Medications	CoCo Office of the Public Defender (Client Intake Form)
Treated for Mental Health Issues	CoCo Office of the Public Defender (Client Intake Form)
Health Insurance	CoCo Office of the Public Defender (Client Intake Form)
# of Behavioral Health Referrals	H3
Behavioral Health Programs Referred To	H3
# of Medical Referrals	H3
<b>Family</b>	
Restraining Order Pending	CoCo Office of the Public Defender (Client Intake Form)
Marital Status	CoCo Office of the Public Defender (Client Intake Form)
Number of Children	CoCo Office of the Public Defender (Client Intake Form)
How Many Children Live with Client	CoCo Office of the Public Defender (Client Intake Form)
# of Child Support Program Referrals	H3
<b>Housing</b>	
Housing Status	H3
# of Housing Referrals	H3
Housing Programs Referred To	H3
<b>Legal Services</b>	
# of Legal Service Referrals	Rubicon
Types of Legal Service Referrals	Rubicon
Legal Service Goals	Rubicon
Legal Service Goals Achieved	Rubicon
<b>Community Services</b>	
Community Service Referrals	H3
# of Transportation Assistance	H3
Assigned to Community Service Navigator	H3
Community Service Goals	H3
Community Service Goals Achieved	H3
<b>Recidivism Outcomes</b>	
Number of Felony Arrests	CoCo Office of the Public Defender
Number of Misdemeanor Arrests	CoCo Office of the Public Defender
Number of Administrative Arrests	CoCo Office of the Public Defender
Number of Felony Cases	CoCo Office of the Public Defender
Number of Misdemeanor Cases	CoCo Office of the Public Defender
Number of Convictions	CoCo Office of the Public Defender
Number of Jail Sentences	CoCo Office of the Public Defender
Number of Probation Sentences	CoCo Office of the Public Defender
<b>Arraignment Outcomes</b>	
# of Court Appearances after HIP intake	CoCo Office of the Public Defender
Court Appearance Outcome	CoCo Office of the Public Defender

### 3. Evaluation Results and Discussion

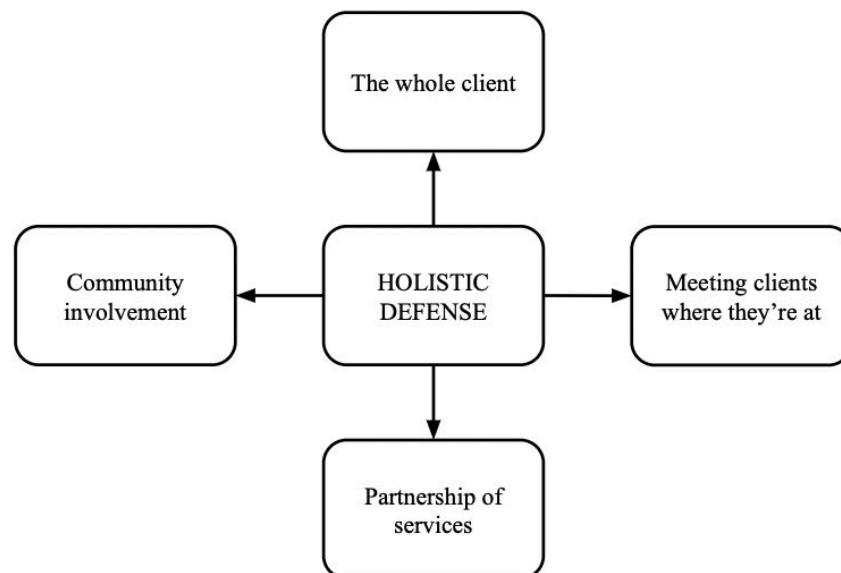
This chapter describes the results of the process, outcome, and costing evaluations.

#### Process Evaluation

##### How Stakeholders Envision Holistic Defense

HIP is founded in holistic public defense. As such, we sought to understand how each of the partners defined holistic defense to gauge the level of harmony in their ideas of HIP and assess how close their definitions are to those presented in the literature. When asked about the meaning of holistic defense, participants across all levels of the program shared a common understanding. To them, holistic defense meant addressing the whole client and all of their needs, meeting their clients where they're at, collaborating with many different partners to provide services, and involving the community. Figure 3-1 outlines the key components of a holistic defense identified by the partners.

Figure 3-1: Holistic Defense Defined



The most common definition was that holistic defense addresses all the needs of their clients (i.e., the “whole client”):

Having met with client after client and feeling like I couldn't bring them what they really need, right. Like, you know, I can file motions, and maybe, you know, get some not guilty verdicts, and, um, handle things one way in the criminal arena, but you're kind of, if you're looking at the whole person, often um, we, as public defenders, fall very short... I think programs like this are amazing. (Public Defender Attorney #2, Wave 1)

Many partners also shared that to be holistic, they had to “meet their clients where they're at.”

So, I think with, you know, meeting the client where they're at and getting to know the nitty gritty of what their day, their week, looks like... [clients] feel that holistic piece where they believe that we were just going to shut them out after they quote unquote make a mistake... no, no one's walking away from you. It's just like, how do we truly like help this person learn new skills, you know, and learn new ways to handle situations, because it's hard. (Service Provider #3, Wave 2)

*“The Holistic Intervention Partnership means looking at the entire person as a whole person, considering that they've been dehumanized going through the justice system, using all the resources that we can to provide them the best resources to make them feel whole” – Service Provider*

Just meeting people where they're at, you know. Letting them know that someone cares, letting them know that there's – we have opportunities to get back on the right track... (Public Defender Staff #6, Wave 3)

A key part of “meeting clients where they are at” is keeping the door open. As illustrated below, service providers respect that clients are on their own timeline and may not be comfortable with immediately initiating services.

So, once we leave that message, you have it; you have my contact information, anytime you want to get connected. I've had members that call me like 2 months later, so, and got connected. And um, would just keep it going like that. And it's not like an everyday thing, it's kinda sort of like, ‘Hey, I'm in a little bad spot right now, I need a push.’ ‘I need this.’ ‘I need some transportation.’ ‘Hey, I need to see a doctor.’ Stuff like that, you know. We just keep on going, cause like I said, the service is never cut off, whether it is 6 months, a year – it doesn't matter. As long as you have the contact and you can reach out, we'll help, we'll support, we'll refer you out. (Service Provider #4, Wave 4)

The collaborative nature of holistic defense was particularly prominent in their definitions. Holistic defense requires a strong partnership of a variety of service providers:

Your expertise is part and parcel of this entire, um, ecosystem that includes housing, that includes employment, that includes substance use, that includes all of these things... you need each other... you have an expertise that is no more valuable than the expertise someone else has. And you know, you come to this conversation in a humble way, right. Like, ‘yeah, I don't know anything about what you do, and I want to support everything you do.’ (Service Provider Management #1, Wave 1)

Whenever you have a team working together, it's always better than one person or two working together. It's kind of like the holistic piece, you know. I can't – as a legal team, we can do this piece, but we don't know anything about that. So, we have partners... We need a whole community to work with a whole person, basically. (Public Defender Staff #5, Wave 2)

The importance of the community was highlighted as a key aspect of the holistic defense model.

I think holistic, to me, also correlates strongly with community. And I think when, when – I think there can be such a great loss of community when entering the criminal justice system, when facing homelessness, when being out of a job, you know... just meeting them where they're at... when they are ready, we just want to make sure we're there with them, and they, and they are cultivating that community sense because we won't be there forever... So, making sure they know the next safe places to go to... (Service Provider #3, Wave 2)

HIP has allowed our [the Public Defender's] overall office to like, kind of find our way in different parts of the county, right. So it's a law office, so they go to court, you know, and yes, they deal with some behavioral health and yes, we deal with probation, but because of HIP, um, you find us at the Bay Area Rescue Mission, 'cause we work with clients there. You'll find us with these people called the Reentry Conductors, they do nothing but healthcare. We are working with, you know, several different faith-based agencies that we may have not worked with before. Um, I think it's allowed our office to take on that more truly holistic defense role because part of holistic defense is not only serving your criminal case, but also looking at what barriers that have been present in your life that, you know, may have played a role in bringing you to the criminal justice system. And I think because HIP is so front end, that you'll find the public defender's office in so many parts of our county. So, I think it gives us, um, a way to extend more into the community. (Public Defender Staff #4, Wave 3)

The public defender's office and partners understood the value of the community and subsequently worked to build trust, educate the public, and engage in community outreach. Their definitions of holistic defense included the role of the community, and their words were supported by their actions. Our document analysis confirms that they released newsletters, conducted presentations in the community, and informed judges and law enforcement about their program. In August 2020, CCPD gave a presentation to the Chiefs of Police. In June 2021, CCPD presented to CARES, a healthcare program for un-insured residents of Contra Costa County. In June 2022, CCPD presented to the Public Protections Committee. In their quarterly reports, CCPD often reported that they "attended community meetings, advisory boards, or roundtables" monthly and/or quarterly. In these quarterly reports, it was reported that they sometimes hosted community meetings as well. A community member was also present during steering committee meetings. To further support their involvement in the community, they expanded their outreach to those inside of jails and took walk-in clients (i.e., some HIP clients were identified through word-of-mouth).

Interviews and focus groups confirm that HIP is an intensive holistic program that offers an array of wraparound services. It is clear across all waves that HIP partners met the whole client wherever they were at, involved the community, and utilized a collaboration of providers to create and sustain a deep relationship. While HIP's adherence to the holistic model is evident, and the clients' needs and wishes clearly remained at the center of everything, some challenges were experienced as providers formed and navigated a new program.

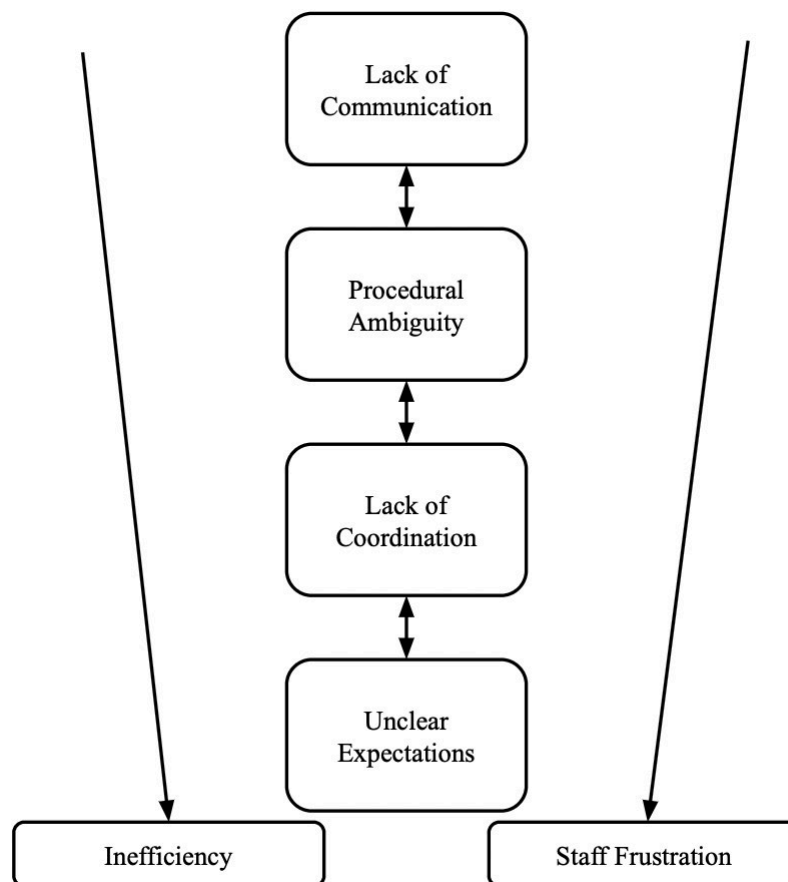
### HIP Implementation Challenges

Several themes and subthemes emerged from the data that describe the implementation process and identified some challenges. These include *ineffective communication, procedural ambiguity, closing cases, lack of coordination, gap in services, high caseloads, sustainability, unclear expectations, competing philosophies, and difficulty building client rapport*. Each of the barriers emerged in both Wave 1 and Wave 2, highlighting a consensus even at two different stages of HIP. Aside from building client

rapport, the challenges HIP confronted were typical program implementation growing pains. And, by Wave 3, these challenges had been addressed, primarily through the frequent meetings among the partners both with and without clients (see HIP strengths later in this section). This was later confirmed in Wave 4, where HIP was described as a “well-oiled machine.” It should be noted then, that this section draws heavily from Waves 1 and 2.

Four of the challenges - *ineffective communication*, *procedural ambiguity*, *lack of coordination*, and *unclear expectations* - were interrelated. As pictured in Figure 3-2, the lack of communication translated to procedural ambiguity, which caused a lack of coordination, and led to unclear expectations. Each of the challenges identified by the partners led to program inefficiency, as they overlapped in service delivery, and staff frustrations, as roles were uncertain.

Figure 3-2: Relationships Between Challenges



#### *Ineffective Communication*

Communication was described as a key struggle. Service providers felt that the communication and demand for information was one-sided, the sharing of information about clients across partners was restricted, and this impeded client care and service delivery:

I’m not sure if the universal release [release of information] has been, um – but I know at times, uh, we can share information, um, with the public defender's office, but we don't necessarily get the information back. Um, which, you know, if we're looking at really holistic intervention, we need to have open communication streams across all partners. (Service Provider Management #2, Wave 2)

I feel like I'm expected to share a lot, and everyone needs—I need to be ready to explain every nook and cranny of someone's situation. But, to expect that on the flip side, it would, it's not gonna happen. (Service Provider #3, Wave 2)

Issues with communication were largely attributed to the lack of shared data; HIP does not have a shared database to house information for all involved partners. As these public defender staff members explain, a shared data system is not possible due to attorney-client privilege and confidentiality concerns.

I don't think our office wants to share data like that, uh, with other folks. I think it's probably, the angst probably comes from the PD's [public defender] office because one of the things you learn ...in the PD's office is that that whole attorney client-privilege, it's, it's a thing. It does not jive well with community mental health or behavioral health services. (Public Defender Staff #4, Wave 1)

Despite these concerns, though, service providers consistently cited a desire for access to the same information as the public defender's office, insisting that it would address the communication and coordination issues.

I would just say, I just wish there was like a kind of, some kind of um, database...where we can all be in the loop, of all of the HIP members. That way we kind of know who they're working with outside of [my agency] or, you know, what services they've already been um connected to and how, you know, um, so we can just be in the loop. (Service Provider #1, Wave 2)

This lack of communication created some procedural ambiguity and caused varying degrees of confusion among service providers.

#### *Procedural Ambiguity*

The difficulty communicating with each other made it challenging to establish written, clear, and shared procedures and protocols. By Wave 4, they created a few documents that guide their processes.

Interviewer: Do you have a policies and procedures manual that you've kind of created?

Public Defender Staff #6: We kind of strung together different, um, documents, but nothing like in a book. I would suggest that for any – that way if one of us was removed from the program, somebody could come in and hit the ground running. (Wave 4)

As mentioned above, written procedures for HIP do exist, and they rely on a few different protocols used by HIP partners (see Appendix):

- (1) Booking log process
- (2) Intake process
- (3) Referral protocol
- (4) Universal client intake form

However, they have difficulty disseminating the information across all service providers.

It would have been nice to have, like to have, to have had written protocols. Even with like the expenses, you know, like reporting back the expenses. It's like literally been a nightmare because I didn't know what—I just went along with providing the same documentation I provide for all of our other programs. And like, to this day, I'm still having to like, I'm literally having to go back and like ask people for like, like, to go do to a sworn affidavit that I provided something



for this person, when there's like receipts, like there's this, there's that, you know, that goes through different processes...And so, I'm like, so it gets really confusing. So, I absolutely agree, if there would have been, uh, better protocols on how to like, um, what, what the expectations were from beginning to end, it would have been great on all levels of the programming. (Service Provider Management #3, Wave 2)

When we began, we didn't know – I think our first referral came because [name redacted] said 'Hey, I think this person would be a good HIP client.' That was our first referral, you know, we didn't have a referral process. And then, as we went forward, we created it. But when we started, we didn't, we didn't know what a referral would look like. (Public Defender Staff #1, Wave 3)

The lack of clear procedures and protocols led to difficulty understanding the different roles of the service providers.

Just people not understanding the amount of information I need. That was one of the issues I had... Like, 'You're seeing Jane Smith.' That this—I need to have her, I need to have the receipt for what she did', you know, for—you paid for this stuff...So, just not understanding the process of all the information. All the paperwork that requires. (Public Defender Staff #5, Wave 2)

I would say there's a breakdown of understanding. Like, who is the social worker case manager? Because, you know, I've definitely been told 'I'm not – that's not your role.' Well then, who's doing it? Who is getting this person benefits? Who is getting this person on general assistance, and when is it going to be done? (Service Provider #3, Wave 2)

And, this culminated in some frustration and overall confusion regarding the purpose of the program:

But you're paying like 3500 dollars for this perfectly capable man that has more income than the single mother that has no support like why, why is it okay to support this participant for like a year or whatever... It's like, 'Okay, you're willing to spend like over 3,000 dollars on this man that has four times the income of this single mom that's only asking for \$700?!' Like, it's like, the, the, like the understanding of like, who gets what, like [name redacted] said, is very confusing. Um so, and then um yeah, and so I think that's where we kind of get stuck like [they] said, like we can't explain what our program does because we don't really know. (Service Provider Management #3, Wave 2)

Procedural ambiguity led to frustration and confusion, and this was also evident in how HIP partners lacked a clear protocol or indication of when a client was no longer a HIP client (i.e., when the case is closed).

### *Closing Cases*

Because of HIP's connection to the public defender's office and the desire to attend to the whole client, marking cases inactive was a challenge. Public defenders typically cease contact with their clients upon the resolution of their criminal case. However, for most, their nonlegal issues are ongoing. So, identifying when to close cases or mark them inactive were difficult decisions. This challenge remained through the first wave and second wave of data collection, and by Wave 3, the partners identified an exit plan on a case-by-case basis.

...There's the issue of like providing ongoing service. So like, we have a client, um, who their criminal defense matter resolved like months ago and like, we're still providing ongoing HIP services because we're not just going to be like, 'Oh, you're no longer a public defender client?'


Okay, goodbye.' You know, we're going to follow through and make sure that they don't end up coming back to be a public defender client. Um, you know, but figuring out like, 'Where does it end? Does it end?' Like, 'is there like an organic ending point?' Um I think, that's something that's still to be determined. (Public Defender Staff #2, Wave 1)

Because of our approach, it's not necessarily, 'Okay, this person needs X, you know, they need a divorce, we got the divorce, that case is closed and done with.' It's kind of like, 'We're here, and other issues are going to arise and get contacted.' And, that's not exactly true in HIP where we're, you know, just opening our doors to you for a lifetime, but they don't necessarily go away. So those 77 clients don't necessarily – even though you've dealt with the primary issue they came in with, that doesn't necessarily mean they're not going to be back in three months with something else that's needed. Or how do you do that? I think that's something that the question that has come up a little bit more is where, when, and where do we draw the line, you know... so that's going to be a challenge going forward is figuring, figuring out that where, you know, what, what can we handle, when do we close a case, recognizing that that there are probably other issues that person could be helped with. (Civil Attorney Manager #1, Wave 2)

Two years after program implementation, HIP partners outlined guidelines for closing cases. Although competing philosophies between attorneys and social workers led to some disagreements, by frequently articulating their goals and discussing opportunities for compromise, they determined when a client would no longer be identified as a HIP client across the agencies:

I think the, the big picture view is that when their criminal case closes, is dismissed, pleads, they're found not guilty at trial, or maybe, you know, charges are filed, whatever that sort of status is, then we're sort of winding up our HIP support of them. We didn't want to sort of drop them like instantly in that moment but wanted to provide a natural transition. So, we decided that it's most appropriate given our client-facing model that we meet as a team,

that the multidisciplinary team work on that, and that we don't have some sort of fixed exact number of days, but we work to, to wrap them up and ideally to transition folks to longer term stability during that period. So like right,...we've transitioned to longer term housing, we've, we've gotten them sort of um, you know, situated and in a good space with mental health care, whatever the kind of, or civil legal, whatever the sort of the issues were, to try to have them um, you know, moving in the best direction possible again given that our goal is like stabilization and then, then overall like recidivism reduction, um, for clients, which is, is taking this more expansive long term view. (Public Defender Attorney #2, Wave 3)



*"We decided that it's most appropriate given our client-facing model that we meet as a team, that the multidisciplinary team work on that, and that we don't have some sort of fixed exact number of days, but we work to, to wrap them up and ideally to transition folks to longer term stability during that period."*

As a civil attorney explains, this process is done on a case-by-case basis, thus speaking to the flexibility of the program and the ability to remain focused on each client's individual needs and circumstances.

Um, I think it's just been on a case-by-case basis. Um, it really just depends. Sometimes we're working on something and it just it takes longer than the amount of time it takes to handle the, the criminal charges. Um, so I don't know that we have an overall um policy on it, or anything like that but um, we've been able to figure it out, case by case. And then, if someone, you know,

if I finish a service with someone and then they come back and have a new legal issue, you know, that's also a case by case basis, where we have to decide, you know, are our services over or is this something that I should take on now that they're coming back and they're having this issue? And I think part of it is probably gonna be how related is the new issue to what we were working on before? But it – yeah, again, there's no, there's no one policy that I guess could be utilized with, with every client. (Civil Attorney #2, Wave 4)

While HIP partners worked together to identify when to close or inactivate cases, this level of coordination did not always come easily.

#### *Lack of Coordination*

Service providers struggled to maintain a smooth workflow among the many involved agencies, which made it more difficult to track client progress. Because there was a lack of communication and a lack of procedural clarity, workloads increased due to overlapping resources and referrals. This often resulted in staff frustration and inefficiency. Notably, by Waves 3 and 4, HIP was a well-oiled machine.

There has been a little bit of overlap with referrals, so um it has been difficult to know who's doing what and if we're repeating each other's work. (Civil Attorney #2, Wave 2)

Yeah, I think that, that kind of we built a program that's very, um, diffuse, you know? It's a patchwork quilt of different agencies. So, I think really connecting, streamlining, and ensuring that the other partners are doing what they need to do, that everyone's kind of on the same page, I think those have been our bigger challenges. Kind of, you know... 'Is the communication good?' 'Is the, um, workflow working?' Because it's a very unusual workflow, I think, to have this many different partners sitting different places, trying to serve one client. (Public Defender Attorney #2, Wave 2)

In addition to an overlap of services, partners also noticed a gap in services.

#### *Gap in Services*

The more the partners coordinated and collaborated to support the HIP clients, the more they recognized that HIP was sometimes ill-equipped to address all clients' needs. Specifically, the partners noted that some services not at the table were needed. These include behavioral and mental health services, family law services, Spanish-speaking providers, and in Wave 4, housing. These gaps were early identified and planned to be addressed in the next iteration of grant funding for HIP.

#### *Behavioral and mental health services*

I wish we had um somebody who was part of the HIP program that was a behavioral health professional that could go out and link directly with somebody and connect them to the services. (Service Provider Management #2, Wave 1)

Um and mental illness, we just don't have the skills to deal with people with mental illness... (Public Defender Staff #5, Wave 2)

Um I think a challenge for us, um well lack of alcohol and um substance use treatment is always hard, and also just mental health... there's a long waitlist to get people mental health evaluations, there's a long waitlist, you know, to get people sometimes reconnected to their case managers. So just not having um, a flexible way to connect folks to mental health services has been a challenge...if we had like a contract with maybe behavioral health or if, you know, we had a contract with one of the CBOs that has contracts with mental health... if we had a

dedicated person, um, at one of the county behavioral health or community-based agencies that deal with behavioral health, that might be helpful. (Public Defender Staff #4, Wave 3)

### Family Law

The other thing I would suggest would be including, if possible, including child support services in the HIP collaboration, because that's a huge barrier for a lot of people. Um either in the context of driver's license suspensions or just in terms of their life and debt and debt they keep racking up. Um, I know in Contra Costa Homeless Court, there's some – they often will bring in a representative from um DCSS [Department of Child Support Services], but I think that having that be a more structured part of HIP and, and having, you know, negotiated resolutions of child support matters be an integral part of the services that we're providing would be really important. (Civil Attorney #3, Wave 2)

...We have always had sort of a dearth of knowledge of family law, and that's continued to be an experience, and family law has been continued to be a big client need, um and we are continuously working to try to build up that knowledge and experience and find, uh, resources that can sort of help us build up. Um, so, that's actually something [name redacted] is working on with one of the other attorneys trying to like build up our family law resources and connections to, you know, experts in the area. (Civil Attorney #1, Wave 2)

### Spanish-Speaking Providers

So I'd say um... more Spanish-speaking opportunities and providers and services, as you know, just the Bay Area, we have a big Spanish-speaking population and a good amount of the members that we encounter and service are Spanish-speaking individuals, so they deserve to, you know, have equal access to opportunities. And, them speaking Spanish shouldn't be a barrier when there's resources and um, things out there for them. (Service Provider #2, Wave 2)

Because this was a prominent barrier across the first three waves of focus groups, the new Proposition 47 grant included the addition of Spanish-speaking personnel.

The legal assistant is bilingual, so that helps as well, because now we have better capacity to, to work directly with Spanish speaking clients. (Civil Attorney Manager #1, Wave 4)

### Housing

Although HIP's housing provider was positively regarded across Waves 1 – Waves 3 for the most part, partners in Wave 4 shared how the agency did not effectively provide housing support. This was a notable challenge, given that the partners repeatedly identified housing as the most important resource.

I don't think [service provider] was a housing agency to begin with. It was their first experience actually in the housing field, and it was like asking – asking them to do something they weren't really qualified to do. And although the resources were there, they didn't have the wherewithal to, to use the, the, the resources in the way that we needed them to use them. And a lot of times I was kind of managing them, and that's – that shouldn't happen, you know? The housing agency – a housing agency should come fully equipped to know how to manage those resources as far as a plan in place, you know, fully prepared to, you know, operate in a way that's gonna utilize those resources, you know, the most effective way. They weren't capable of doing that. One of the things that they weren't capable of doing was dealing with this population, you know. Um, one of the things we had to do from the very beginning was, get them to – not necessarily not be afraid of this population – but accept that this population was this population, that this is who we work with, that we're not going to hold the client's hand for you, and you

know, ensure you that this won't be a difficult client, or that client won't be difficult. But that one thing that I guarantee them – and I don't usually offer guarantees – is that I guarantee that 100% of the clients we refer to you will have criminal justice involvement. That I guarantee you. So that was the start point, and they struggled with that the whole time. (Public Defender Staff #1, Wave 4)

The new grant seeks to fill this gap in services and expertise by contracting with a new provider. At the time of interviews, the partners seemed hopeful that this change in partnerships would positively impact clients.

I'm anticipating the new housing partner to be a huge and vast improvement than the previous one, because this is a full housing program where they have a lot of wrap services involved, so folks will be housed, but they'll be, you know, paired with like an employment coach and paired, you know, with um, you know, someone who can do a substance use uh evaluation. And, you know, if someone is not really looking for permanent housing, then they would probably then be screened to a different program within their agency. So, I'm expecting it to be just so different and hopefully marvelous. (Public Defender Staff #4, Wave 4)

In addition to a gap in services, partners reported struggling with high caseloads.

#### *High Caseloads*

Many worried that the need for the program would surpass the public defenders' and partners' ability to effectively manage their caseloads. HIP is funded through a grant, which is finite and may not adequately provide for additional service providers and staff. This concern for capacity was highlighted across the partners from the public defender's office to the service providers. In 2020, 2021, 2022, and 2023, the partners were concerned that HIP would eventually become "too successful" and require additional human capital and resources to continue serving their clients holistically.

Well, HIP has served I think over 250 people, and they were only supposed to serve like 100 right, or something. Some strange number. But I think the number now is 250... my only concern is wow, is it ever going to be too much, like am I going to miss the boat where one day [they] just say 'I can't come to work, I'm completely overwhelmed.' (Public Defender Staff #4, Wave 2)

I don't think that anybody could have anticipated the, the, the volume of clients, that we would serve, you know, with the program initially with the goal of uh, meeting the needs of 250 people over three years. I think we're almost at 350 now...so by March, odds are we'll exceed 400, between 400 and 500. And the sheer volume can be challenging, you know. My role, or at least my experience, you want to you want to build rapport with people. You want to be in relationship with people, where they trust you, you know, open enough that they become comfortable enough to be real with you about what the situation is, and it's tough to do it when you have volume, when you have numbers like that...you don't have a lot of time individually, and that can be challenging. (Public Defender Staff #1, Wave 3)

I would just add to one of the challenges in terms of expanded caseload... just on the financial side that... there's not enough money to really say, 'Gee, we can really expand everything we can do.' So we can do with what we have... (Civil Attorney Manager #1, Wave 4)

In the new grant, a part-time legal assistant was added to the civil legal services team, in hopes of relieving some of the administrative burden.

I think that's going to be really nice for [Civil Attorney #2] to be able to spend more of [their] time doing the actual legal work, and less time doing all of the administrative work that has been required of [them]. (Civil Attorney #1, Wave 4)

Though there have been some recent improvements, the high and growing number of HIP cases has made many concerned about the ability of the office to sustain the program.

### *Sustainability*

Program sustainability via maintaining long-term funding and staff became a primary concern.

I guess, with every program for me, I'm always like, looking ahead to sustainability. 'What do we do when the grant is out? Is the BSCC [Board of State and Community Corrections] gonna give us a second grant?' There's that weird thing where the staggering of the funding seems a little off this year, right, because it got extended with COVID... 'How do we continue to message locally um about our successes to the court, to the DA's office, to other stakeholders, so that we can be successful in the sustainability plan?' (Public Defender Attorney #2, Wave 1)

How are we supposed to sustain this? And I think like what we would want to bring back is, you know, um, whenever we get these like these projects where we get it for three years, and we do a bang up job and then we've got to find sustainable funding and, you know, we've got to figure that – that's my fear, my frustration is, you know, doing all this work and then having to figure out well... where's the next round of funding coming from to keep this going so it doesn't just kind of go away and be another pet project? (Service Provider Management #5, Wave 2)

And, while this was a prominent and valid concern, after the third wave of interviews was completed, in July 2022, CCPD was awarded \$5,999,999 from Proposition 47 grant funds to continue HIP. Funding will be allocated to address caseload and capacity and add bilingual legal assistants, social workers, housing staff, and an immigration attorney (Contra Costa County Office of the Public Defender & Contra Costa County Health, Housing & Homeless Services Department, 2022). As HIP continues, future focus groups and interviews will assess the impact of this funding on concerns about sustainability and caseloads.

### *Unclear Program Expectations*

The lack of communication, procedural ambiguity, and lack of coordination resulted in unclear program expectations. Service providers reported varying degrees of confusion and a desire for more clarity pertaining to their role in HIP, and the public defender's office acknowledged that as HIP began, they were organically establishing program specifics.

One of the weaknesses were the providers didn't truly understand what we wanted, and we weren't really clear with them about what we wanted 'cause we didn't really know what we wanted... (Public Defender Staff #1, Wave 2)

... so I think the barriers are definitely setting expectations on their [the public defender's] end of what that holistic intervention is going to be... so I feel like if there were expectations of what the holistic intervention was going to be from the beginning, before the referrals went out, I feel it would be a lot easier to put it in compartments and be like, 'Okay, I got this,' 'Okay, who – this

person is doing this'...So I think there's like a better planning process um, that would break down all the barriers. (Service Provider Management #3, Wave 2)

I think there needs to be a sit down and a, a conversation needs to be had regarding, um, just referrals...because we'll get referrals for employment services and then we'll reach out to this client, and the client is unsheltered. Um, and so at that point, my job is to stabilize, I have to look for housing, ...Um, so I feel like it definitely should be a conversation because for me, it's just no way I can refer a person for employment, and they have nowhere to live... in order to have full-time employment and to keep full-time employment, you have to be able to lay down, sleep, get adequate sleep, meals, wash, you know. (Service Provider #4, Wave 4)

This confusion about roles and expectations was further complicated by the differing philosophies and approaches of the many agencies at the table.

### *Competing Philosophies*

HIP is a multidisciplinary program involving civil attorneys, criminal attorneys, social workers, and community-based service providers—all of whom have different goals and ethical obligations. The partners struggled to ensure their goals were aligned to serve clients holistically. Much of this misunderstanding seemed to lie within the public defender office; service providers were concerned that the public defense attorneys did not understand their approaches and philosophical frameworks.

And then, I think one of the challenges amongst having multiple service providers for one client that range from a public defender's office attorney staff, a public defender's office client services staff, you know uh, community-based organizations, housing, government department, right, all of these different providers with similar but different philosophies is just ensuring everyone's really aligned in the way that they provide service to our clients. So, I think that is an ongoing challenge for HIP that we're working on. (Public Defender Attorney #2, Wave 1)

Uh for me, the public defender thing was, is probably one of the biggest things. Uh, their expectations as opposed to the reality of what we can and can't do. I think some public defenders think that we can make people, you know, get treatment or because that's what they want for them. That's what I want for them too, but you know, my experience has taught me the difference between

what I want for a person and what the person wants for themselves. And that's always going to be first – what the person wants for themselves. (Public Defender Staff #1, Wave 1)

Um, I know what it's like to be the only social worker in an office of 100 attorneys. It is extremely isolating, and it can be very difficult, right. Because we view clients differently. Social workers, human services people we, you know, we really, I think, you know, we, we have – we understand the importance of human relationships., we definitely, you know, value and understand the dignity and worth of an individual. But, we also know that there is a time where we need to terminate with clients, and we can't just – we don't feel sorry for our clients. We don't pity our clients; we have empathy for our clients, and we work from that stance, and we work to stabilize our clients. And sometimes, um, our attorneys have a different view of our clients. They want us to do everything for our clients, hold their hands, they feel sorry for them,

*“My experience has taught me the difference between what I want for a person and what the person wants for themselves. And that's always going to be first – what the person wants for themselves.”*

and we're like 'No, that's not how we view people. It's not what we do.' (Public Defender Staff #4, Wave 3)

This conflict not only existed between social workers and public defenders, but also civil legal attorneys and public defender attorneys.

In criminal law, like you got to put up a defense. You always have to put up a defense no matter what, even if it's the most absurd defense ever. But in these DMV [Department of Motor Vehicle] hearings, like you can't, you can't do that. It's not the same, right. Like you can't – at least in a criminal case, a judge understands, 'Alright, well I'm putting up this crazy defense because I got nothing else' right. But, in in these administrative hearings, judges are not patient with that. They think you're wasting their time. And, there were conversations [with the public defender's office] about 'Well, why aren't we defending every single DMV hearing?' And then there were a lot of, you know, a lot of explanations around, 'Well, you know, if you subpoena the officer and he or she doesn't show up, they just reschedule the hearing. They don't dismiss the case, which is what happens in like a traffic case.' Or whatever, you know, not the same. And, they didn't know that. (Civil Attorney #1, Wave 3)

While this was still a challenge identified in Wave 4, through communication, they seemed to be making improvements:

Maybe the decision has to be we're actually not going to defend against this restraining order, because when you are weighing the pros and cons of all of that, you have to come out on the side of, you gotta preserve their rights in criminal court, you know. Um, and I think, as we've gone on, I think there's been some like shifts in, you know, who is working on the project. I think that's been a little bit better understood. I think also um, we've had much more communication with [Public Defender Attorney]. Um, which has been helpful. Um, [they] come to most of our uh, bi-weekly meetings and that's been good, um, because I think [they're] much more plugged in to what's going on. Um, and it's not like – it's not like a game of telephone, you know, where one person's explaining something to one, you know, and then it has to be – it's like, it's direct communication. Um, so I think that's been really positive. Um, and then I think, you know, there, there were some bumps in the road, and I think we just tried to address them head on. (Civil Attorney #1, Wave 4)

Despite these competing philosophies, these quotes demonstrate that HIP partners were committed to serving the needs of their clients holistically and with human dignity. This, however, was often difficult, as partners were challenged in building rapport and trust with the clients, especially at the height of the COVID-19 pandemic.

#### *Client Rapport Barriers*

Service providers reported struggling to connect and build rapport with their clients. HIP clients were generally described as a hard-to-reach population who did not have reliable access to technology. The COVID-19 pandemic added an additional layer of complexity to establishing rapport, as it exacerbated the consequences of an already pervasive digital divide. Further, since the public defender's office was part of the criminal legal system, they were not immediately trusted by the population.

I'm used to, you know, I do your assessment face-to-face with a conference room, we're talking. Uh, social work 101 or case management 101 is build rapport. And it's really tough to do by telephone. So, you have to work harder to paint this picture of what could be. And it's easy in person. In person it's like, you know, I can use body language and gestures and things that just



aren't available to you by phone, and uh, you have to work harder, you know, you have to work harder to communicate with people that uh, the world's not coming to an end... you have to be better at communicating, at painting a picture with words 'cause there's no brochures to show anyone. There's no uh, drawings and maps and, you know, beautiful settings, blue color walls that give tranquility. You don't have any the tools that you would normally have. So uh, you're probably the best tool you have. (Public Defender Staff #1, Wave 1)

Um, our side is technology. Technology. Um, there were a number of individuals that it was difficult to get them, um, to get connected. Some individuals didn't have phones for us to, to connect with them, or the numbers had gone bad by the time we received them. (Service Provider Management #4, Wave 3)

Because the public defender's office is located within the system, their clients are understandably distrustful. This lack of trust made it difficult to build the client rapport necessary to holistically provide services:

They may not trust the public defender, because we are a part of the system. (Public Defender Staff #5, Wave 3)

There's also those members who don't necessarily, um, have that trust because of past trauma or they feel they don't really understand what we want to do for them. Um, they think that maybe, we're kind of just like a person like, especially for the for the initial intakes, they're probably, you know, sometimes they're hesitant on giving certain information because they think we're going to report it to the police or things like that... (Service Provider #1, Wave 2)

... I think people are often tough on their public defenders and because we are tied to the public defender's office, there is a, there's a couple of assumptions that come with that. One is, you know, [name redacted]'s not a *real* lawyer either [laughter]. Uh, [they're] a "public pretender" as well. Um, you know, 'should I get a *real* lawyer?' (Civil Attorney #1, Wave 3)

### HIP Implementation Strengths

The aforementioned challenges were often resolved through the key strengths of HIP. While these challenges were robust, by Wave 3, many were resolved. Despite the difficulty navigating a new program, many mentioned that the challenges were addressed as the program continued. Two years after implementation, HIP was described as a "self-driving car" and a "well-oiled machine." This speaks to the strengths of the program, namely, the ability to recognize flaws in the program and work carefully to resolve them. Over time, much of the procedural ambiguity, unclear expectations, and communication issues were resolved. Even by Wave 2 – about 6-months after program launch – many issues were tackled through collaboration and communication.

As we communicated with each other about, 'Well, what do we want from this provider?' And uh, were able to make that a wish list of, 'This is what we want from you.' Um, I think a lot of weaknesses and a lot of the challenges kind of got addressed, you know. (Public Defender Staff #1, Wave 2)

One thing that I'd say is going well is the resources that are provided for the members and the constant stream of communication with all the partners/service providers. I'd say um, from when it first started to now, um, I just see a lot of progress. (Service Provider #2, Wave 2)

The following quotes from Wave 3 reveal that it took two years to establish a good workflow.

Initially when they first started, they were also doing regular partner meetings that I was – I had set up the structure and the process for. And at some point, I was like, ‘You don't really need me to facilitate this, you guys have a rhythm going.’ And so, they do those partnership calls on their own now. (Public Defender Staff #7, Wave 3)

I think that since our last meeting, I would say there are a lot of um – a flow has been developed. A, um, much more of understanding of um, what we can and cannot do...it seems like we have a real flow building. (Service Provider #3, Wave 3)

I think there was a little bit of a learning curve in realizing how much information they wanted and then trying to figure out how best to give that to them and make sure that we were staying in contact and letting them know we haven't been able to get in touch with this person ... I think it was an adjustment. I think we're, we're very much there now, I think we, you know, we are now understanding exactly what everybody is looking for. (Civil Attorney #1, Wave 3)

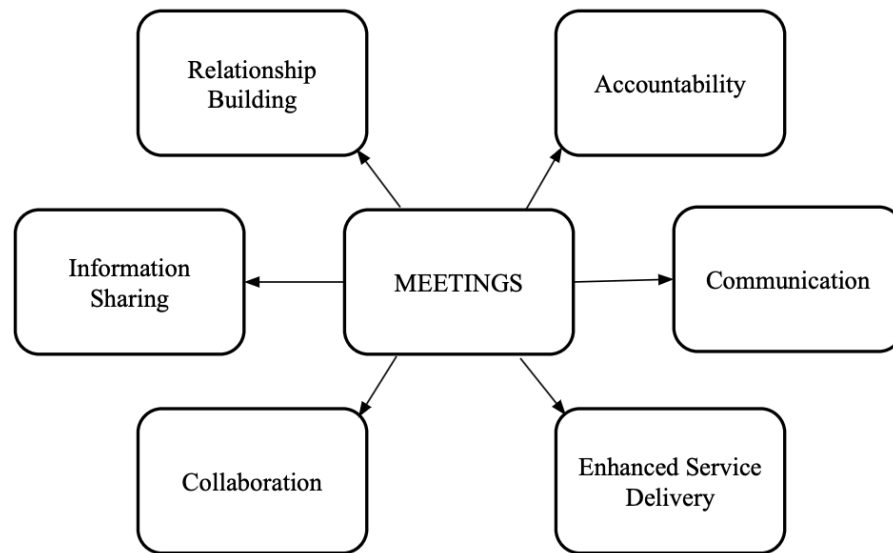
As noted in the previous quote, the program's strengths played a major role in the resolution of program barriers. The partners shared that *meetings, collaboration, communication, flexibility, a client-centered approach, resources, and staff* were the key facilitators of HIP's success. The strengths of the program were identified in each wave and are interconnected; strengths in one area led to success in another area. These strengths played an important role in resolving challenges and fostering client successes. Each of these strengths also helped HIP meet its goals: reducing misdemeanor case burden, reducing future involvement in the criminal legal system, and establishing early coordination and collaboration among service providers to better serve those involved in the criminal legal system (Contra Costa County, 2019).

To resolve challenges, the partners met frequently to improve communication, share information, coordinate, build trust, establish relationships, and effectively serve the clients. Their ability to overcome the barriers and keep the client at the center of the HIP partnership ultimately led to implementation and client successes. The predominant solution to most of the issues they faced was meetings, which is discussed in more detail below.

### *Meetings*

Meetings among the partners were an important HIP element because they foster collaboration, improve communication, provide a level of accountability, assist in relationship building among partners, facilitate information sharing, and enhance service delivery (see Figure 3-3).

Figure 3-3: Solutions to Challenges



Partners highlighted the importance of working together to ensure HIP is successfully implemented and client needs are met. Effective collaboration was enabled through frequent engagement to build partner relationships. Although many agencies had relationships in the past, partners emphasized that HIP contributed to stronger connections. Service providers and public defender staff met biweekly to openly communicate about client successes and challenges – both with and without the client present – share information, collaborate, problem-solve, limit staff splitting, ensure accountability, build trust, and effectively address client needs. Frequent meetings also occurred among public defender staff to identify pain points and develop workflows. HIP partners met with stakeholders to showcase the program, gain feedback, and build community relationships. These meetings were repeatedly praised for their positive impact on the program, demonstrating a consensus in their role in program success.

So, one of the things we did to address that [staff splitting] was having team meetings with the client with everyone present, so that we're all one unified program that's speaking with one voice and can, can really address and all kind of hear the client, hear what their needs are and address it at the same time. So, I think that that was a particularly effective approach with a couple of clients where things were a little rocky or bumpy. (Public Defender Attorney #2, Wave 2)

The partners explained that frequent meetings provided an avenue for effective communication and collaboration:

I think that biweekly meeting has been really helpful in facilitating communication and just helping everybody make sure that they stay on the same page. And also, when we do have a client who's, who's got an issue that, you know, we can all sort of brainstorm together about how to best deal with, with something that's come up that's sort of outside of the ordinary. Um so, you know, at one point, [name redacted], [name redacted], and [name redacted] all got on the phone with a client who was struggling with a lot of things. Um and, you know, we came up with that solution in that biweekly meeting. (Civil Attorney #1, Wave 1)

What I really, uh, find helpful, um, so the office of public defenders, [name redacted], myself, we meet every other week, and we kind of go over the progress with some of the members. We talked about highlights, maybe some things that are really working well. And, I feel like that really helps us, you know, just be in communication with all the members. If there's something that we need, we're able to reach out to them directly. Um, that I feel like, that's been a really helpful uh, collaboration for sure... it's just a great way of keeping track of everybody. Um, and they're just always great at communicating. I can, I can reach out anytime and, and get that um get that quick response and yeah, the help they need or they reach out to us if they need something um like a support letter, things like that. So it's just, I believe, just the communication overall, um, is always there. (Service Provider #1, Wave 2)

These frequent meetings and check-ins also provided a level of accountability for those on the HIP team.

... I feel like us just kind of setting those firm boundaries and expectations on each other, like I'm not just holding the participant accountable, I'm also holding ourselves and the other providers accountable for, for how the, um, how we're going to provide services, right. So, I think keeping that consistency and really setting those expectations of each other created a place where it's like, if we have someone that is difficult or struggling, we request – to me, I can just request a meeting... it's led by the participant, like, 'Okay, what do you need? What do you want? How can we support you? How do we move forward?' And then, everyone kind of just saying like, 'Well, this is what I need; This is what I need.' So I think, it was driven by, by that need to make sure that the person also heard everyone around the table and their expectations and how, you know, and so, and that we're all on the same team... (Service Provider Management #3, Wave 3)

The meetings are critical for increasing trust between partners, an essential component of relationship building.

I think that when you have people who, who have been doing this kind of work right, working with people who are homeless, working with people who have mental health issues, working with people with substance use issues, working with people that have criminal justice issues, I think that, um, the group of folks that we have, that we have to try and keep our hands on these people, so we need to have this constant conversation. And then I think too, it kind of cuts down any of the bickering because I got to see you every week, right. It's like I have to see the housing folks, I gotta see the case managers... I can't, you know, send these little weird emails with this negative or cold tone. We have to talk about it, and that's what we need, you know, um especially during the pandemic. (Public Defender Staff #4, Wave 2)

We are all available to each other, whether it's uh by phone, by message, or email, um I think that, um you know, just picking up the phone and to say, 'Hey, I have this issue or have this situation, um. What do you think?' Um, I think that, that consistency of just reaching out, um it has really um been the driving, the driving force of continuing communications and just having these open dialogues. And then and also, if you know, when giving feedback, we're always just open to whatever the feedback is, right. We're not really, um I don't think even when we have something that comes up, I don't think any of the partners take it personal when we're asking for, you know, for clarification, and we don't either. We just say, 'This is how it was,' and we move past it... I think we've just developed this sense of just teamwork, where if we are asking for an answer, no one's really going 'Oh my gosh, why are you asking me that?' (Service Provider Management #3, Wave 3)

Although data sharing was highlighted as a barrier, the sharing of information was often made possible through these frequent meetings. So, even though there was not a shared database to house information, providers remained informed of client progress through regular meetings.

Uh, for me, to me, and this is based on like working in nonprofits where I work with people for long periods of time, where I have a client for, say, a year, some clients, maybe two years, keeping people engaged long term, that's a challenge. Um, just constantly having a way to, to constantly check that the person is on track. I mean this helped a lot because we're seeing providers every other week, we have meetings, uh, with each provider every other week so that helps to know that a client is still engaged or isn't engaging... (Public Defender Staff #1, Wave 2)

We also have, I think its monthly, we'll have mutual client meetings, so the partners will all come together in one meeting and talk about the clients that we all have in common um and that's when we can really um, you know, go in and try to do these wraparound services because we were all getting filled in on what the other partner's doing. And so um, those are pretty, pretty useful meetings. (Civil Attorney #2, Wave 3)

This, in turn, aided in effective service delivery and ensured the needs of their clients were met:

I want to piggyback on what [name redacted] said, um being able to meet weekly with the [service provider], um, go over cases, uh, trouble, troubling cases or whatever is needed, um that communication's there, but also the response time. Um, [service provider] will provide uh, you know, funding needs to the public defender's office and ask for approval to spend with a client, and they're very quick to respond. Um, and that way everybody's making the approval, when you know, we got to spend \$3,000 in back rent. Everybody's on the same page, we, we put a solution in place, and then we make the payment. So, seems like it's going well. (Service Provider Management #2, Wave 2)

Um, like um, there is a really close connection with, with our [agency] with the different partnering organizations. The fact that we have mutual meetings uh, you know, every quarterly, or the fact that we have you know, really, really staying in connection to really get to the bottom of what the individual needs... we're more uh, definitely more connected, whether that's virtually, in person, over the phone. I really appreciate that we have, you know, mutual, um client meetings that way to see, to really, really get down to the bottom of 'Hey this person needs help here. What are we going to do about it?' So yeah, I really appreciate that. I feel like it's definitely um, there's more communication uh flowing between all of the HIP members for sure. (Service Provider #1, Wave 3)

Through these meetings, the partners were able to connect, communicate, and collaborate to improve the workflow.

### *Collaboration*

Collaboration emerged as a particularly robust strength; all focus groups across all three waves repeatedly praised the program for its collaborative efforts. Collaboration also facilitated other strengths, such as *meetings and communication*, and played a role in client successes. This collaboration aided in service delivery, keeping track of clients (i.e., to avoid bench warrants), and problem-solving (i.e., filling gaps in resources).

And then also, you know, having our partners know like, 'It's okay to call me if you're having problems with one of our participants.' Like, 'Please call me. I want to know. So that all of us can work together and really collaborate on some solutions.' That's been a really important part of making sure that the program works. (Public Defender Staff #2, Wave 1)

*"I think what is most gratifying about, about HIP participation is the collaboration with partners, in a way that allows us to enhance our services to our clients and enhance client's wellbeing."*

I think what is most gratifying about, about HIP participation is the collaboration with partners, um, in a way that allows us to enhance our services to our clients and enhance client's wellbeing. Um, but I also just really enjoy collaboration with partner organizations, as well as with my colleagues. (Civil Attorney #3, Wave 2)

A lot of the collaboration, I think, has worked really well, and as [name redacted] said, I know I've reached out to [name redacted] at [service provider] a couple times now, and [they've] been helpful. And um, you know, if I didn't have that contact, and we didn't have those resources, we wouldn't be able to help quite as many participants. Um, but working alongside some of the public defenders, um, you know, and having discussions about our mutual clients and um, coming up with different legal strategies, um has worked out pretty well... we can strategize together... come up with better outcomes than we would have on our own. (Civil Attorney #2, Wave 3)

This collaboration, though, can only be successful with effective communication.

### *Communication*

Many HIP partners consistently cited communication beyond that of the frequent meetings as a key facilitator of the program's success. Communication and collaboration were often closely related; communication fostered collaboration and vice versa. The partners praised the open lines of communication, acknowledging that it benefitted HIP by resolving procedural ambiguity, building trust, and assisting with coordination.

Our approach that we've used is, I mean, communication. Like, we back it up like threefold, right. So, it's like, um, you know, it's like the – there's uh an email. And then, there's the phone call. And then there's uh, you know, the spreadsheet, and then there's– so there's like a whole process that we've um developed to be able to communicate—communicate consistently because, um, when we weren't at the beginning. We weren't really familiar with each other. So, along the way we're like, 'Okay, it's not going to work. It's not going to work if you just, if we just do this. We have to also do A, B, and C to make the communication complete and, um, consistent.' So, I think that's how we've overcome some of the things that have come up for us on our end... (Service Provider Management #3, Wave 1)

I just feel like communication is definitely everything, um, especially when there's so many different components, um, so many organizations involved, it's such a big program. Um, so I think that's been helpful...I've been able to get responses, whether it's calling, emailing, um sending a message, whatever, um I've been able to usually get my response...So I just believe like the overall communication and um the collaboration has been able to make this uh, make this program run as smoothly as it can be. (Service Provider #1, Wave 2)

Um, I think one of the things that appears to be going really well in HIP is the communication between all the service providers. I think the communication between the service providers has allowed uh, for the participants at HIP um to either, you know, reach their goals, or there's barriers that are removed, so they can access, whatever it is they need, whatever service they need. And I think that stems from the service providers all being in constant communication um and uh, you know, doing workarounds to make sure everybody gets what they need. (Public Defender Staff #4, Wave 2)

The public defender's office was also praised for its work in encouraging the open communication that built relationships and fostered trust.

And, and the PD's been, um, you know, they're really great in terms of playing the central role, and um, the attitude they bring towards wanting to serve their clients and the approach that they want to take. (Civil Attorney Manager #1, Wave 1)

Well, one thing that made the program different is the public defender's office is the lead agency, right. Uh, normally I – this is the first time I can think of that the public defender's office has been a lead agency on a program like this... having, you know, their communication from the public defender's office regarding their legal matters, the things that are able to release to us, I think is a big help. Um, and I think that their oversight of the program has been really good. (Service Provider Management #2, Wave 3)

Um, through the public defender's lead, um, we were able to establish relationships to where we were able to serve in other areas outside of HIP now that we have those relationships going... I mean it was just the relationship building, I think was huge in that, and um, I hate to say that uh, agencies work in silos, um, and that sometimes is the case, and this brought us together in a way to where, um, to where we're just – it's an automatic phone call. We know where to go get the information. We know where to go get the support. And the public defender uh facilitated that in a way that was thoughtful uh, to everyone's time. (Service Provider Management #4, Wave 3)

Because the program was new and lacked strict guidelines, the partners engaged in frequent and meaningful communication, while remaining flexible and adapting to unforeseen circumstances.

### *Flexibility*

Much of the program's success lied within its flexible nature. Partners were given the freedom to think outside of the box to serve clients' needs.

You know how most people say, 'Think outside the box?' We don't have a box at all. So, by not having a box that means we have flexibility that say a nonprofit or social agency doesn't have. They have to follow a script. We can create the script. (Public Defender Staff #1, Wave 2)

I'll tell you one thing, the way the project ended up is not how it came to my desk. So, before it even like, you know, the application that got submitted is night and day from what we're doing now. So, I think that there was a lot of open mindedness to like say, 'This is not going to work, we cannot just have a hotel program.' Like it literally started that we just want a voucher for a hotel. It's like, 'Well, what's the exit plan and what's all the wrap services?' And so um, you know, I think that the flexibility won going into it... (Service Provider Management #5, Wave 2)

You know, there are programs where everything's very restrictive in how we do things and very black and white. And, I like the fact that there's flexibility to help the individual through their

crisis. Um, that's really impactful. So, to be able to have the resources to help people out of their crisis. (Service Provider Management #3, Wave 1)

I haven't worked at a place or agency where it could happen that fast and the flexibility of, you know, 'I can call you right now. I have a vehicle. I can just get in the car and go get you.' You know, 'I can pick you up.' 'I could take you to that program.' You know, I haven't worked at a place where I had that much freedom and that much flexibility, you know. I won't talk about the outcome, because I consider that a win, you know. Ultimately, the client dictates the, the ultimate outcome. But for me, programs are winning when their availability is there, and this program is available for people to succeed. And most nonprofits, the availability that we have, most community-based organizations – well, no community-based organizations – have this kind of availability and flexibility. It doesn't exist, you know. (Public Defender Staff #1, Wave 4)

Ultimately, the flexibility in how providers can spend money, provide services, and create or modify procedures allowed the client to remain at the center of HIP.

#### *Client-Centered*

A key strength of HIP is its client-centered approach—a fundamental pillar of holistic defense. Throughout HIP, the client and their needs are at the center of program development and service delivery. Providers are granted the autonomy to meet the needs of their clients as they see fit, with few restrictions imposed on service delivery.

*"It's not a one size fits all. Like they really work with whatever the client's needs and strengths and disabilities are."*

'I don't have expertise in this, in what you need, but I'm going to have someone contact you in the next 8 hours who's going to help you find a solution.' And the versatility in what HIP can do. they really like, they're not, you know, it's not very formulaic. It's not a one size fits all. Like they really work with whatever the client's needs and strengths and disabilities are. (Public Defender Attorney #1, Wave 2)

I've been able to uh meet a client behind the abandoned building that he was living in. That's not – well, there's no programs that do that because you have to go to that agency for something as simple as an intake. Um, I've never worked at say a nonprofit where the person didn't physically have to come to your building. So basically, I can meet people where they are, you know. I mean literally. Most places, most agencies say that they're people-centered, and they meet people where they are, but they don't really mean that literally. I mean this program literally, if it's, 'Let me meet you at the Pizza Hut in Antioch because that's where you're usually at, and you don't have, you know, access to a computer' whatever, I have the freedom to do that. You know, I think one of the best things about the program is that there have been no limitations placed on us... we can actually really meet people where they are. (Public Defender Staff #1, Wave 2)

But because [Public Defender Staff #1] was on the phone and doing [their] assessment and saw a need and connected this client, [they] was able also to connect this [person] with an opportunity to get [their] car fixed – which [they] wanted to live in, it was [their] car. And um, to get [them] back into the workforce again. That's called flexibility. You only get that if you're constantly talking with your clients, and assessing and pulling away that layer, right. Like, 'What is your first need?' 'What is your greatest need?' You know. 'What can we do?' 'What are you willing to do?' Because a lot of times in HIP, people don't always want the services. It really is,



'Okay, you're a client, not because you came to us, you're a client because you were referred to us. What are you willing to do?' And when people tell you what they're willing to do, that's what you start with. (Public Defender Staff #4, Wave 4)

Partners also shared that they would occasionally meet with clients as a group to keep the client and their needs at the center of their discussion.

Sometimes we will have partner meetings with an actual client in the meeting with us. So, it will be all the partners, um and then the client. Um, so we can all ask the client questions about what they need. (Civil Attorney #2, Wave 3)

When there is someone that's struggling, and we're all getting different stories, we're able to now come together, as you know, with all of our partners... There's more of a structure in place, um, that meets the person where they are and then all of the partners are showing up together so that we can all, you know, support the person we're working with and help them move forward so that they also know like, 'Oh, they're all communicating.' 'Oh, they all are like trying to equally um help and move me forward.' So then that way, the person really like knows that yeah, we're a partnership, right. (Service Provider Management #3, Wave 3)

These quotes demonstrate HIP's commitment to keeping clients at the center, meeting client needs, connecting clients to resources, and ensuring client success.

### *Resources*

Resources were a key strength that allowed HIP partners to provide holistic services to their clients. The partners stressed that their ability to effectively serve their "whole" client was made possible through:

- (1) their access to resources via the partners at the table,
- (2) their partnerships in the community,
- (3) their access to financial resources, and
- (4) the timeliness through which they were able to connect clients to resources.

Through the seamless provision of a diverse range of services, HIP partners were able to remove barriers that hindered clients' successes.

I would say the strength is in its name holistic. Just thinking about all the services that are together, uh all the entities of services, behavioral health, medical, any type of support, transportation and, that being – um and us, it'd be kind of a one stop shop. So that's what I would say, for services, and I think that's one of its strengths. Instead of someone having to go so many different places, they come to us, of course, but then they're, you know, serviced out to different providers.... (Service Provider #2, Wave 2)

We have a lot of services. We have a lot of emphasis. I think when you are trying to serve your client holistically, you know the client's going to be more successful with their legal case. And, most lawyers are not good social workers, but now that we have those resources intact and available, I think most folks are pretty good at leveraging them. (Public Defender Attorney #2, Wave 1)

I mean, in my opinion, we're establishing like connections with services when a lot of times, like the services might have been available, but they might have only been available to like certain people who meet specific criteria, or they might have been real hard to access. Um, now we really kind of streamlined that process of getting someone into a program... That's a huge win for the community. Um you know and also letting people feel like they actually have resources,

which I think increases an individual's commitment to the community and commitment to their own family, because they feel like 'Wow, someone's, you know, looking out for me. This community is actually investing in me.' And, I think that gives them a reason to invest in themselves, and then to invest in the community in turn. (Public Defender Staff #2, Wave 2)

The amount and variety of resources available were repeatedly cited as facilitators of client successes. Financial resources have been particularly critical to helping those who are unhoused or housing insecure.

... Our funding has been able to provide our members, some of them with some laptops, um transportation. Um so yeah, that's – I'm really grateful for that because a lot of them need it, for like, need laptops for school or some of them are even joining the [name redacted] program.

...if you're having an issue with rent, and you just need help to bridge your rent like first or second or something like that, those programs take a long time. And with HIP, a lot of that can be expedited, right....So without that piece, we would not be as successful. (Public Defender Staff #4, Wave 3)

We have funds to throw at this, right. And so the funding is really helpful. So, if, if in the meantime, while we're waiting for someone to get services, we are able to fund like, whether it's a hotel, whether it's an SLE [Sober Living Environment], whatever it is, whatever we're waiting for and we're able to, um you know, provide the funding that is needed to save somebody's house, to help them get to work, whatever it is. That funding has been really, really instrumental in making our job easier. (Service Provider Management #3, Wave 3)

I keep saying the same thing, I think the housing. Um I really, for years as a public defender, I'm like, 'Oh, you're homeless, I'm so sorry. Call this number.' ...But to really be able to connect folks with a resource as precious in the Bay Area as housing, is pretty incredible. (Public Defender Attorney #2, Wave 2)

The partners identified that quickly connecting with clients to immediately leverage resources to address their needs was a key strength. They shared that reaching out to clients, often within 24 hours, was unusual for social service programs but a valuable component of HIP.

Yeah, and I'll say on like the housing and homelessness side, I mean response time, same thing, is everything. I mean, if you can prevent, um, somebody from losing their apartment, their unit, and eviction notice, I mean it can – you're preventing, you know, there's such a, you know, domino effect to that...being able to work quickly to get them into a hotel or shelter, whatever that might be also is life changing. So, you can get them to that next step, so they can stabilize, so they can make it to wherever the next places on their, um, on their journey. (Service Provider Management #5, Wave 2)

My team shares communication and uh, the referral process, how they're referred and able to respond within 24 hours. That is huge...the first 72 hours are the most crucial times to, um, intervene with someone, um, that's been impacted by the criminal justice system. Um, it's a time where, um, you can either, um, bring them in to support or they walk away from it. Um, so on our end, [service provider], we immediately, um, communicating with them, um, or reaching out to them and offering the support. So that um window of time within the 24 hours that response time, it could be life or death. (Service Provider Management #4, Wave 2)

Quick connections. Clients – or participants – constantly say like, ‘Oh my God, everyone's called me this week!’ Like they're almost overwhelmed by the, the quickness of the program. Um, so I think that is a large strength. We're accessible... if there's a question about court, I can email the team, and there is an answer and a phone call happening to that client. So, like the strength in our numbers and our communication as partners, um building the confidence within the, the participants. (Service Provider #3, Wave 3)

HIP's ability to quickly connect with clients to immediately address needs highlights the commitment and skills of HIP staff.

### Staff

Many partners continuously attributed HIP's strengths to the performance and skillsets of their staff. They were praised for fostering the collaboration, communication, and relationship building needed to ensure client successes. They had experience leveraging resources for clients and were dedicated to the mission and goals of HIP.

I think our biggest strength is just our team, like the people that are working together. We have such an amazing group of really, like, dedicated, compassionate people who are committed to their mission of um, you know, trying to get people on the right track to be productive members of society and to, you know, have a life that they can be proud of and be happy with. And, um, you know, if you don't have the right people in these positions, like I just, I don't see that the mission could really be fulfilled. Um, rather, we have a lot of like really great people that work together and, you know, there are power in numbers. (Public Defender Staff #2, Wave 1)



*“The commitment and the passion of the group of people working on this, just from an outside perspective, is clear. Like everybody is in this to make it work and to serve, you know, who we’re you know serving, as best as possible.”*

The commitment and the passion of the group of people working on this, just from an outside perspective, is clear. Like everybody is in this to make it work and to serve, you know, who we’re you know serving, as best as possible. (Service Provider Management #5, Wave 2)

Um, I think I’ve learned that grants and new programs really work with the right staff... I’ve been really blown away with how competent and diligent and motivating and smart the members of the EarlyRep and HIP team have been. Um and it really does feel like a self-driving car a lot of the time. (Public Defender Attorney #1, Wave 3)

In particular, the staff leading the program in the public defender’s office were especially valued and critical to program success.

We have great leaders, I would say, in this, in this program. Um, everyone’s just so involved...like it's kind of hard to find that um sometimes, especially like the individuals that are probably, you know, more directors or supervisors or more kind of um, you know, big picture stuff, I feel like everyone in just Holistic Intervention Partnership is just so involved, and um, you know, they get to see stuff hands, you know, hands on. Um and, you know, they're, they're always figuring out ways to improve the program and um yeah, just that's what I really appreciate and what I find to be really, you know, to give this program the strength that it has. (Service Provider #1, Wave 2)

Just how tenacious the public defender team is... [name redacted] and then [name redacted]'s leadership of the project. Um, they are, you know, a) they're tenacious, b) they're super creative and open to like 'oh yeah, let's try it that way...' (Public Defender Staff #7, Wave 3)

As the following quote explains, staff appreciate that program leadership trusts them and provides a high level of autonomy.

I don't have anybody over-managing me. Because there's nobody telling me what I can and can't do. Because we have a lot of autonomy... I mean, we have a lot of freedom, you know. When I, when I talk about management, I don't really necessarily say that in a negative, I say in a positive. There's a lot of freedom in that. No one taught us how to do this, you know, we taught ourself. It was really scary in the beginning when we first started doing this, back in the beginning it was kind of scary because I started this job. And um, it was pretty intimidating, because I'm used to working at places where they give you a manual, and 'this is how you do the job.' Well, we had to make the manual, you know, and it was intimidating. It was a little kind of daunting, but the good thing about it, 3 plus years later is that I understand the manual better than management does. And so that gives me a lot of room to navigate in how I do it. So, nobody says, 'No, you can't get in the car and go get that person and take them to a program.' So, it works. That's what makes HIP unique. (Public Defender Staff #1, Wave 4)

HIP's staff effectively implemented the program and greatly facilitated the strengths of HIP, which ultimately led to significant impacts on HIP clients, HIP staff, and the community.

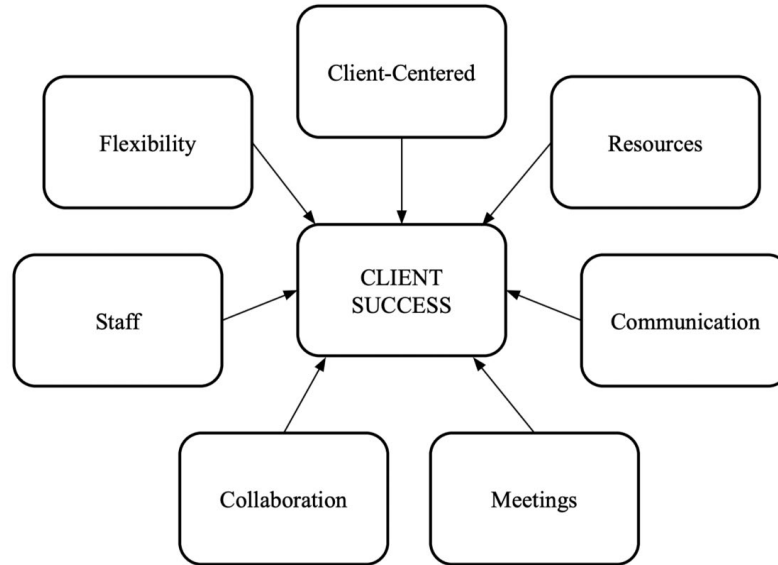
#### Perceived Impact of HIP

Each of HIP's strengths—*meetings, collaboration, communication, flexibility, client-centered focus, resources, and staff*—were key facilitators of HIP's success, namely *enhanced client wellbeing, improved case outcomes, reduced recidivism, positive staff morale, and connections to the community*. Early on, the HIP partners witnessed the positive impacts of the HIP program on both the clients and the staff. Partners explained that the program continuously succeeded in connecting clients to services and improving their wellbeing. Because of these successes, partners reported feeling personally rewarded by being involved in HIP.

#### Client Successes

The strengths of the program helped promote client success via meeting the needs of the clients, improving their overall wellbeing, and ensuring positive legal case outcomes (see Figure 3-4).

Figure 3-4: Contributors to Client Success



#### *Improved Client Well-Being*

HIP sought to remove barriers for their clients by seamlessly helping them navigate different social services. As a HIP client, individuals were regularly connected to health, housing, and civil legal services. In particular, HIP’s ability to stabilize clients by securing them with housing, was noted as a key success. When the partners discussed improved client wellbeing, a few things were clear:

- (1) clients received many services,
- (2) clients were stabilized,
- (3) clients were given a voice, and
- (4) clients’ families and communities also benefited.

I think it’s successful for individuals to um come in contact with so many services. Um that is something that um members have shared is they couldn't believe all of these services were available to support. Um just an example is uh someone that had received a um – what was it – it was a misdemeanor, and we were able to get birth certificate, we were able to get social security card, we were able to get them a new ID, I mean and this person thought that their world was, was coming to an end, um, because of this, and at that time, didn't have the funds to uh, purchase these things and ended up with employment, um, and is doing well. So, I mean there are a number of stories that, um, uh, where people have uh made strides. (Service Provider Management #4, Wave 2)

One participant, we were able to lower [their] child support arrears significantly, and [they] had been in debt for at least a decade, if not two decades, with this child support debt...we got it lowered to \$500 not \$13,000 and then [they] paid it all off in one day and now [they don’t] have to worry about it. [Their] kids are all grown, so um, it was nice, because this is, you know, money owed to the county and you know, these kids are grown and everything. It's not like this is money that the other parent is missing out on, you know. This participant’s just in debt for the longest time. So, it was it was really satisfying to take that off [their] plate. (Civil Attorney #2, Wave 3)

I called [them] right then, I mean, within a couple of minutes of [Public Defender Staff #6] calling [them]. [They were] trying to get in the treatment, I made the – usually when someone wants to get into treatment, I'll make the 3-way call to Alcohol and Other Drugs with them. There just happened to be a bed available, and I have a county car assigned to me, so I was able to go to uh, pick [them] up in Richmond. Take [them] to the program. Go get [them], take [them] to the program, within the time of [Public Defender Staff #6] first initially calling [them], and me calling [them], I had [them] at that program in less than 3 hours, and to me that was great. (Public Defender Staff #1, Wave 4)

The ramifications of having your driver's license suspended are enormous...[Civil Attorney #2]'s had many cases of somebody getting DUIs [driving under the influence] and potentially were gonna lose their license... [they were] successful on having their license retained...now this person can keep their job. Now they can, you know, get their kid to school, or whatever, you know, their elderly parent to the medical appointments that they need, you know, all of those things that ultimately come back to cost the county in one way or another, whether it's healthcare, schooling, or, or everything. So, and then when you add in the housing and all of the other services that are being provided... it's not only for the individual, but it's for the individual's family... (Civil Attorney Manager 1, Wave 4)

HIP clients are routinely connected to a variety of different services, which speaks to the holistic nature of the program. As indicated in the following quote, HIP is a “one stop shop” that reduces barriers that clients often face when navigating the legal and social service systems.

... We're a one stop shop. We can do it all. Then it's employment, uh getting connected to a doctor, support group, I think that's really the um, one of my favorite ones when they want to join support groups. Now maybe they don't follow all the way through the whole time, but at least drop in one time. Or actually coming down to the [service provider] and seeing it. And it's like, 'Oh wow, we can do all of this,' you know, and they kind of come back. (Service Provider #4, Wave 4)

It's this idea of comprehensive services that people's issues are not single issues that you can just put a, you know – wrap into a package and say, 'Okay, you resolved this issue and life is good.' They're complex or complicated. There's a lot of issues going on. And if you are not addressing some of those root causes of other issues, it's going to come back... let's deal with wellness, let's deal with financial literacy, let's deal with legal, let's deal with getting a job and getting a career, you know, all of these things that is aimed at getting a much more successful long-term solution than just saying, 'Okay, we can get you a 15 dollar an hour job at Home Depot. Thank you and we, we got our number, and we're done.' (Civil Attorney Manager 1, Wave 4)

HIP's positive impact from the perspective of HIP staff and service providers was echoed in the HIP client survey. When asked how much being in HIP improved their life, of the 74 who answered this question, 47 HIP clients (64%) responded “a lot” or “a great deal,” 19 (26%) responded “a little” or “a moderate amount,” 7 (9%) responded “none at all,” and 1 (1%) responded “it got worse.” The most common response to this question was “a great deal.”

Connecting clients to resources that improve their overall well-being also facilitated positive case outcomes.

### Positive Case Outcomes

Criminal case outcomes improved because of client involvement in HIP. The partners explained that their perception was that failures to appear decreased, while cases were more likely to be dismissed, charges were likely to drop, and clients received more favorable plea deals or release conditions. Several of these perceptions were confirmed by the outcome evaluation.

Removing the transportation barrier helped reduce failure to appear rates:

I would, I would say the, the strength of the program is um what it's designed for, which is to reduce the failures to appear, which I think we've proven that it is very effective at doing that, um just because they've built a relationship with us. We've tried to assist them with the issues that were causing them to miss court. One of the things that [Public Defender Staff #1] can do is transport people to court, and that's very helpful. (Public Defender Staff #6, Wave 4)

Public defenders were also able to share their clients' progress and participation in HIP with judges and prosecutors, leading to better release conditions, case dismissals, or favorable plea deals.

In the few cases that have reached their arraignment from a client who's been receiving HIP services for some time, I have been able to successfully bring it up to the judge. Um, that often looks like, 'Hey don't, uh you know, ask this person to be on an ankle monitor for alcohol substance abuse, because he's been working with our HIP team, um to get into AODS, like alcohol substance abuse treatment'... It would look like the reduction of uh conditions for when someone is released on their own recognizance to at least just getting something on the record that's going to maybe benefit them. (Public Defender Attorney #1, Wave 1)

Um the fact that there are like – prior to a client's appearance, usually their arraignment, we can get um automatically and without asking, one of the HIP staff will send like an update on what the person is doing, oftentimes it's letters of support from one of the organizations that they're getting services from. And, I can't tell you how many times in court like there has been a client who's at risk of being remanded into custody or some other, you know, negative uh consequence of having just a new case and being able to be like, 'No, they've been working at [service provider]' or 'they've been at the [other service provider], and I have this wonderful letter of support, and here it is for the court's file.' And prior to HIP and EarlyRep, like attorneys just didn't have that luxury. They were meeting the individual for the first time at arraignment, so there was no form of preparing them for what was to come. And, we often just had to kind of default uh and defer to the police reports when the judge was making this kind of initial evaluation about um someone's custodial status. So, getting ahead of it and showing up prepared the way someone with a private attorney might do was a game changer. (Public Defender Attorney #1, Wave 2)

Um because when you, you can say things like, 'They just started this job. They're doing this, they're doing that,' it's much easier to uh get a good plea deal for your clients. And, in this case,

*"I can't tell you how many times in court like there has been a client who's at risk of being remanded into custody or some other, you know, negative uh consequence of having just a new case and being able to be like, 'No, they've been working at [service provider]' or 'they've been at the [other service provider], and I have this wonderful letter of support, and here it is for the court's file.'"*

what I'm seeing is a lot of, you know, cases just not being charged, which is even better. (Civil Attorney #2, Wave 2)

... we had a domestic violence arrest um and in reality, our participant was on the receiving end of this domestic abuse. Um, I helped the participant file a restraining order, and we put in all the facts, and you know, wrote up a whole declaration. Um, I believe it was [name redacted] who then took our filing um for the domestic violence court, showed it to the DA and then upon reading our declaration, the DA decided to not file any charges against the participant. So um, yeah in ways like that, we can really make a difference in actual charging decisions. Um the DAs also like to see just in general that, you know, our, our clients are trying to better themselves, um you know, are working on getting employment, just all these things that will try to reduce recidivism. Um then, the DA has more of a reason to drop charges or offer some sort of alternative um to a conviction. So yeah, so working on civil legal issues can have a huge effect on, on the criminal case. (Civil Attorney #2, Wave 3)

As this civil attorney mentions, helping clients “better themselves” is part of the larger goal of HIP to “try to reduce recidivism.”

#### *Lowered Recidivism*

HIP partners explained that, as far as they could tell, HIP contributed to a reduction in recidivism. This was confirmed by the outcome evaluation.

So, I'm sure after this time passes, it will only grow significantly and people are seeing the positive impacts that it's having and keeping a lot less people out of the jails, um, that they don't need to go into. Um, so yeah um, that's what I just been seeing a lot... most of them that I'm seeing, is like they're not having issues where they're returning back to jail is because they're working closely, closely with us. (Service Provider #2, Wave 2)

We've been fortunate enough to see our members like just thrive. Um luckily, at least from my caseload, no one has you know, gone back to jail or even, um, when they've gone to court, cases have been dismissed... (Service Provider #1, Wave 2)

You know and then, when you're helping someone like that um, and they know they can contact you when they're having an issue, they're having their needs addressed, their risk of having additional law enforcement contact goes way down. And we've seen that in our numbers. We've seen only a handful of our clients have subsequent contact with law enforcement. Um it happens, but it's a lot less likely than when you're looking at the entire pool.. (Public Defender Staff #2, Wave 2)

So, I stay in touch with them regarding their case and also with their attorney along the process. And so, I think one of the major benefits and what the intention of the program is to um prevent failures to appear in court, so this program is very successful at doing that. And also to see um a decrease in further criminal justice involvement and that is absolutely happening because of this program. (Public Defender Staff #6, Wave 3)

Clearly, HIP partners describe how HIP gives clients a voice; keeps people out of the system; houses, employs, and stabilizes people; and shows a vulnerable population that people care and are there to support them. Doing this has also enhanced the well-being (e.g., morale) of the HIP staff serving HIP clients.



### *Staff Morale*

By witnessing these client successes firsthand, the partners often shared that they felt personally rewarded by working in HIP. So, not only did clients experience better case and life outcomes, but those involved in service provision were also positively impacted.

I absolutely am very pleased to know that this exists. I am very, um you know, it's, it's uh, very satisfying to be part of this process. And, um, and the fact that this is available to folks that are struggling with their life um tribulations, and we can guide them and provide them to support, like, I am very um, it makes me emotional and happy to know that I could be part of this process, right. Because it's a huge need definitely, um, that, that we are filling and that I'm happy to be part of .... (Service Provider Management #3, Wave 2)

It just means so much to me, and, and um, and because we're helping out so many different individuals um, you know, there's – they're – we're helping them, you know, get on track... So I just feel like it's such a great program uh such a great partnership, so many different people involved in making a difference in these individuals' lives, um the fact that we meet so often um with the partners to collaborate on different individual's needs. And um, so yeah, it's just been a great um, you know, partnership overall, a great program... I'm really, you know, really glad to be a part of it, um to see the difference we're making for, for these individuals. (Service Provider #1, Wave 2)

I mean, obviously it's pretty gratifying being able to offer choices to people to get their lives back on track and, um, when they take that opportunity, which does happen quite frequently, um, you meet them at that level where they want change. Um honestly, most people are just so grateful for the offer that it's, you know, it makes you feel good like you're doing something... being able to offer people choices, people that are probably, you know, part of the marginalized community that don't have a lot of options, and don't see a lot of um genuine assistance out there, and they have a lot of mistrust. It's, it's gratifying to be able to show them something different, something they're not used to seeing and being part of that. (Public Defender Staff #6, Wave 4)

Specifically for the public defender's office, the attorneys mentioned that the program made their job easier by relieving them of certain job functions:

The ability – prior to um the past year of practicing holistic intervention, um oftentimes when clients would mention that they had this horrible thing going on, you know, they've lost their housing, they've lost their family, um what I could do is make a note in their criminal file and be like 'maybe this is something mitigating that I can bring up to the judge or to the DA,' um but I can't really fix it. I have too many clients to be able to like actually handle this thing that's really contributing to this whole issue and so to be able to provide a direct resource and to be able to tell that individual, 'Hey, someone's going to call you today to try to talk about this and help you. Is that okay?' I almost always get like an emphatic 'Yes!' And so, to know that you know it's not only alleviating um the work burden that it would have on myself and the other attorneys, it's also providing like a really comprehensive and effective measure of combating these issues. (Public Defender Attorney #1, Wave 2)

I do think making these investments kind of, in some ways, lessens the system's overall workload and hopefully eventually reflects on our attorneys. You know, I remember in misdemeanors just literally seeing the same person on the same thing over and over and over...

we're doing deeper work on our cases, but my hope is that it, um, not just benefits our clients, but that it also kind of lifts a load off our team. (Public Defender Attorney #2, Wave 3)

Several partners also mentioned that being involved in HIP gave them a new perspective. In particular, some partners explained that although they have been involved in previous reform efforts in the past, HIP was especially eye-opening.

And also too, like is it's just people who are in jail in prison that have intense trauma and social issues and they shouldn't be addressed in this way through jails and prisons, but I'm just really happy to be working at a [service provider] that looks at prison reform and justice in a different way and always countering the narrative of what justice looks like, what help looks like, what care looks like, and what reentry services look like uh, for the future. So those are the things I've learned. (Service Provider #2, Wave 2)

I think, I mean HIP has definitely personally like challenged my biases. You know, I had to be honest, like I didn't know why people were being referred to us... at first, I was like, 'Why are we helping somebody who beats their wife,' you know, and like again, that's a bias. And like it really has helped me grow, as you know, a provider again of what I believe in, what I believe in recovery, what I believe in housing, believe in health, right... what I've learned is like fast action can like truly save your life, like this quick intervention... I really value that and working with HIP and challenging those biases that you know, I was able to, you know, grow through. (Service Provider #3, Wave 3)

... how slow the system is or like how it can be like not so just and how it can change people's life and they have no control over it. I think that part right there it's better, like in my mind like well if I could – ignoring it felt so much more comfortable than like being in it with folks right, when they're struggling, when they're like, you know, this person's innocent but they're having to fight all of these other things or all these charges for whatever like, whatever reason right. And how the system is set up and then and then like, if you look at the face of the referrals too right, we, we get to see the injustice of the criminal system, because you see like what people are getting arrested for like across uh race and ethnicities right, so you get to see that part too. It's like 'Dang,' you know, you get to talk to someone that, you know, in Spanish that's telling you like what their experience was and I'm like 'Oh my gosh.' Like what do you do with that right, how do you make that, how do you help that person heal from that trauma that was created from that one arrest? (Service Provider Management #3, Wave 3)

As the quotes above suggest, HIP is reforming the way both clients experience and navigate the criminal legal system and public defenders serve their clients.

### *System-Wide Reform*

Because the public defender's office exists within the criminal legal system, HIP contributes to broader reform efforts by re-imagining the role of the criminal legal system, adding care and services to the system, addressing the collateral consequences, and preventing recidivism. Partners shared that this was a key impact of HIP.

And then for the clients that where the, the DA's office would end up filing, you know, those folks we would end up just meeting them much later and playing catch up on so many of their legal and other holistic defense needs, so I think dialing it, you know, turning back the clock and, and, and meeting them much closer to the time that they're in crisis that they've had this law enforcement contact just is kind of a natural fit for our office for how we want to practice and

probably for how, um, the criminal legal system should be reacting to and supporting, um, indigent clients. (Public Defender Attorney #2, Wave 2)

Um it's, it's, diverting, it's diverting the principle from, you know, punishment, retribution, to, to, rehabilitation. Which I think is—used to be like this radical progressive thing—and is now, you know, because of Prop 47 and AB109, like people just sort of realized that we don't have a sustainable incarceration system, and rather than put someone on an ankle monitor or other kind of probationary supervision, which is a jail alternative, why not nip it in the bud from the beginning? Why not address things on the early stage, so that we will prevent them coming back through the system? (Public Defender Attorney #1, Wave 2)

The Partners also shared that by reimagining the role of public defense, HIP has the capacity to change how defendants are processed through the criminal legal system.

I think even for our like, you know, for the DAs who um routinely now might call [name redacted] or you know, one of our other Early Rep lawyers and think about something like not filing a case on a mentally ill person because they know there are resources. Um, I think there's a huge – that's, that to me represents a really large perspective shift in what I've seen in the system since I've been, you know, engaged it for about two decades. I think um, you know, them kind of being more expansive in thinking about how to solve issues that come before them without, you know, pure-purely just resorting to criminalization prosecution. (Public Defender Attorney #2, Wave 3)

A few providers acknowledged that participation in HIP can also help build trust in public defense. From their perspective, this was another indicator of HIP's capacity to contribute to system-wide reform.

Maybe it's helping build trust with public defense. Um, you know, that so many people don't want to use the public defender. They want to, they want, they want a *real* lawyer. Um and you know, they think that their lawyer doesn't care about them and that it's just they're just a, you know, file... a program where the public defender's connecting you to so many other people that could possibly help you, um I think, I think that can be, that can be good for the community in general, of just being more – to use the same word again trust, trustful – um of the public defender's office... (Civil Attorney #1, Wave 2)

I'm hoping it's really improved our connection and trust with the community, which is always – as public defenders is always a struggle, right, to just make sure we're perceived, um, as both actual attorneys and also having our clients' best interests at heart. (Public Defender Attorney #2, Wave 2)

I hear this so many times, like people are amazed at this program, clients are because they just don't get that – it's free help, first of all. Um like for example, the other day I was, uh – a client called, and it was random. First [they] sent an email, and then we talked by phone. And [they] called and said, 'Well, you called me a few months ago and said that there were resources available to me,' and then we talked about the issue that [they were] having and [they were] kind of shocked that someone was there just to, you know, point [them] in the direction [they] wanted to go. I mean that's unheard of. Most people um, once they get involved in the criminal justice system, you know, the only person they talk, talk with that's advocating for them is a

public defender who they see in court, you know, 10 minutes before they're facing the judge. So just the fact that someone's there early in the process. (Public Defender Staff #1, Wave 2)

HIP clients' survey responses confirm that HIP is starting to "change that view" of the public defender. HIP clients were asked a total of 15 questions regarding their perceptions of their public defender. Overall, the public defender was viewed positively (85%). Clients agreed that their public defender cared about their wellbeing and treated them as a person (see Table 3-1). They also felt heard; they believed that their public defender listened to their story. And, a majority of clients (93%) did not feel judged. They trusted that their public defender would work in their best interest and believed that they were competent in handling their case.

Table 3-1: HIP Survey: Client Perceptions of the HIP Public Defender

Their public defender...	Strongly Agree & Agree	
	Frequency	Valid Percent
Didn't judge them for substance use or criminal history (n=60)	56	93%
Treated them with dignity and respect (n=64)	58	91%
Treated them fairly (n=65)	58	89%
Knows how to help them with their case (n=64)	57	89%
Does what they say they'll do (n=63)	55	87%
Will work in their best interest (n=63)	55	87%
Cared about their wellbeing (n=66)	57	86%
Gave them a chance to ask questions (n=64)	54	84%
Made sure they understood their rights and responsibilities (n=64)	54	84%
Told them everything that can happen in their case (n=64)	54	84%
Didn't treat them worse due to their race, gender, or age (n=65)	54	83%
Listened to their story (n=63)	52	83%
Cared about them as a person (n=62)	51	82%
Is more concerned with serving their needs than closing their case (n=65)	52	80%
Explained HIP fully (n=65)	47	72%

### Connecting With the Community

The partners also shared that they were successful in embedding HIP within the community, another positive outcome that has the potential to expand HIP's reach. Notably, HIP gained attention from potential clients, community members, other public defender offices, prosecutors, judges, law enforcement, and policymakers.

We've done so many presentations for police agencies, for the judges, basically like every county agency, dozens of nonprofits. People just know that we offer the service, and I think even if they didn't, people know what the public defender's office is. So, a lot of people are just people who come into the public defender's office being like, 'I need an attorney now' and the attorney's like, 'Well, you don't have a case file. Here's EarlyRep.' So um, it's been a lot of community education. We did some stuff on KQED on NPR [National Public Radio], we had a couple articles published at the beginning. We've done presentations around the state and around the country. Just to – so they know, even if they don't know the name or they don't know what we do, just that they kind of have an idea that there's a service prior to arraignment, which is awesome. (Public Defender Attorney #1, Wave 2)

I saw that HIP did some presentations recently at some community-wide, you know, to stay informed. Like, I do go to, you know, community Zoom things. We're talking about updated resources that, you know um, you know, it was eviction freeze, you know, you gotta, you know, keep up and know what's going on. So, I saw that HIP did a presentation, so it sounds like they're getting um kind of the word out there... I know that we sent out like a HIP newsletter recently... People are, you know, people are interested. (Service Provider #3, Wave 2)

They have these cool little business cards that talks about the different services that they have access to [See card in Appendix]. Access doesn't mean everybody gets it; it means you have access to it. Um and um, those go out to the, to the attorneys and their different perspective courtrooms. Um, there is like a one pager that was created um so they could hand to their clients. Um, of course we have the piece in the EarlyRep part where they're still sending letters out to people saying, 'Hey, you qualify for this program.' So I mean, I think we – HIP definitely does a good job of disseminating information, either straight out to the community or to the lawyers. (Public Defender Staff #4, Wave 4)

As the partners reflected on their experiences and shared the strengths and successes of HIP, they were eager to provide several key recommendations for other cities, counties, or states looking to implement a program like HIP.

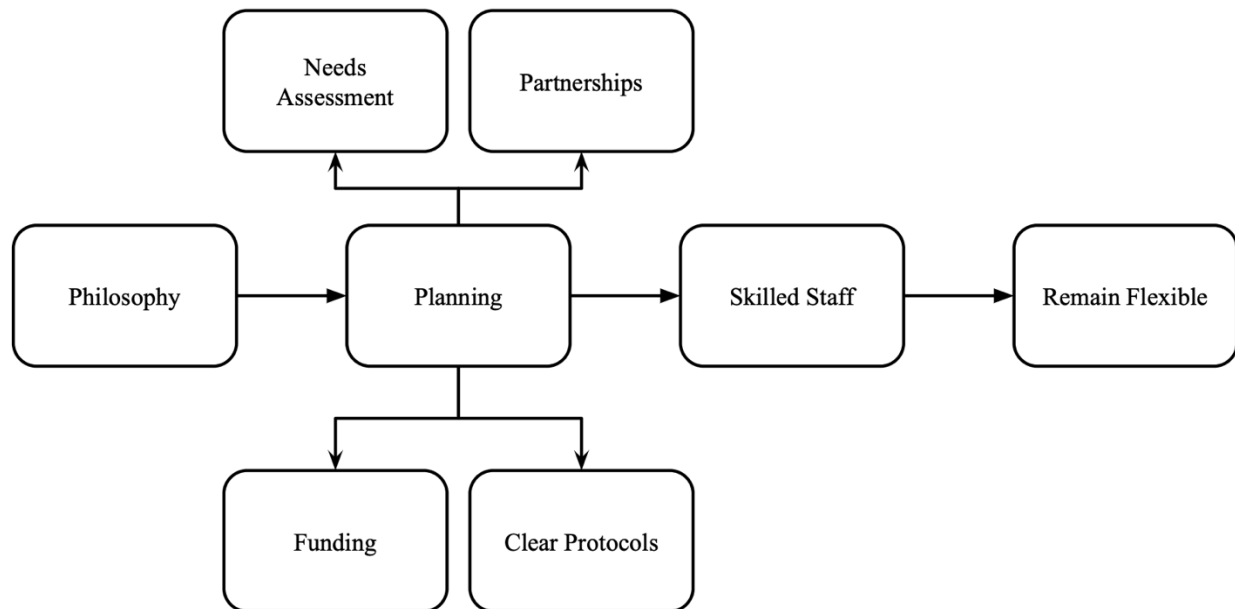
### Advice

Since no blueprint or standardized process exists for the move from a traditional public defender's office to a holistic defense office (Ostrom & Bowman, 2020), ensuring positive outcomes in clients' lives, cases, and communities can be challenging. Policymakers often struggle to effectively create and implement evidence-based policies for indigent defense (McKinney & Baker, 2020). The existing body of literature recommends relying on program evaluations to inform their efforts, and this evaluation directly contributes to that need. Over the last three and a half years, the HIP partners gained a detailed understanding of what works and what does not work when providing holistic services to clients and collaborating with many different agencies. They emphasized the value of HIP and subsequently encouraged others to implement similar programs. When asked what advice HIP partners would give other agencies, the partners in this study recommend that interested agencies:

- (1) Change the overarching philosophy of the public defender's office to reflect holistic and client-centered tenets;
- (2) Engage in a careful planning stage

- a. conduct a needs assessment,
  - b. select strong partnerships,
  - c. find stable funding,
  - d. create clear protocols;
- (3) Hire skilled/experienced staff, and
- (4) Remain flexible (see Figure 3-6).

Figure 3-5: Recommended Steps for Holistic Defense



### Philosophy

The first step is to shift the culture of a public defender’s office and truly reimagine the role of public defense. The partners revealed that agencies seeking to implement HIP-like programs must embody a holistic philosophy and become active participants in their community. Holistic defense is an entirely new way to serve clients that changes the role of the public defender in the criminal legal system. The focus must shift from the criminal case to the entire client. Attorneys and staff must be on board and willing to participate in this shift in structure and approach – a change that would likely alter their daily workflows and priorities.

...I think that the um, that whoever the public defender is has to challenge themselves to give themselves a new vision of what they can be, right. Like, like we're just not arraignments, and, and trials, you know. On that level, we can and should be more than that and that we are really subscribing to um the success of the client, right. So, they come to us with the legal issue, but that legal issue is, is part and parcel to what their life experience has been—at least at this moment, right, if not at multiple moments, um—and in our charge should be to help them through that right, through, through this tough point in life... So that's the first thing I think is that a person has to see a vision for themselves that's actually um part of changing systems, in a way, right. (Service Provider Management #1, Wave 1)

After the overarching philosophy of the office reflects the core components of holistic defense, the partners recommended that agencies be intentional about the beginning stages of program creation.

### *Planning*

HIP partners stressed the need to spend ample time building the program and identifying the desired outcomes. Here, interested agencies should:

- (1) conduct a needs assessment,
- (2) select strong partnerships,
- (3) secure adequate funding, and
- (4) create clear protocols.

### *Needs Assessment*

The holistic and client-centered approach of such a program requires it to be tailored to the specific needs of the community. Each county is different and will likely require different resources and partners. This can best be addressed through conducting a needs assessment prior to implementation.

I think it would look different in any – in every county. Um, and I think, trying to have um initially, probably a needs assessment to see what the folks in this category, in this kind of demographic or bucket in your county look like and what are, what are their needs? And then, what is the local landscape look like to fill those needs that exist and what's missing? And, how do you kind of bridge that gap? (Public Defender Attorney #2, Wave 1)

Once needs are identified, the next step in this planning stage is the careful selection of partners who can provide the resources to satisfy those needs.

### *Partnerships*

The partners acknowledged that the individuals and the agencies that comprise the HIP team are key. Counties should be strategic here, selecting partners that can address the needs identified through the needs assessment, collaborate effectively, and contribute to the holistic mission. The partners also explained that it was particularly useful to build on existing relationships with agencies.

Um I think, to, to seek partners who are um, have experience serving this population, are interested in serving this population, and um, are interested in working closely with a public defender's office um, on, on some tough cases and with folks that are very high need. Um so, kind of in advance, making sure you're, you have the best – you've sought out and selected the best partners for that. (Public Defender Attorney #2, Wave 2)

Having the partners though, is only one step. Being able to fund both the providers and the services is another critical component that HIP partners advised other counties to consider.

### *Funding*

The partners shared that to avoid searching for additional funding and being concerned about the program ending, counties should recognize the value of holistic defense and ensure that it is permanently implemented within the public defender's office rather than through grant money.

Fund it...the constant cycling of having to find 1, 2, 3-year grants, of having to find money to support it, and how are you going to continue it, and the employees who get hired knowing that this grant is only there for a year, so 'I really want the job or not because I may be gone,' you know. Find a way to put these in – you know, recognize the value of it. Um and, and fund

it with stable money, you know, build it into your budget. Don't just, don't just expect that there's going to be grant or philanthropy money out there that is going to fund this program. And if it, you know, if it's not producing the results that you need, then you can always stop the funding. But um, but that would be the primary advice I think I would give a county, is, is put a true value on the program. Don't just kind of go the traditional, not, 'Well, we'll, we'll farm this out to the nonprofits, and they can find their own funding for it. We'll, we'll, throw in, you know, we'll throw in 20% of the budget or 50% of the budget.' Because finding that other money's at best, it's going to be cyclical and then it constantly puts you in this position of by the time you get the program up and running and being really effective and at a point of some degree of stability and longevity, all of a sudden the funding's gone, now you got to find something else. And if, if you can't fund it, then it goes away, and you have to start from scratch again. (Civil Attorney Manager #1, Wave 3)

In the long run, it's going to save the county money; it's going to help the people, um and we, we need the support. So, I would love to make it so that it's integrated into the, uh, public defender's office and not just have to get the money from grants, yeah from the federal or state government, but that the county really supports this. (Public Defender Staff #5, Wave 2)

To get the program up and running smoothly, clear protocols are also needed.

#### *Clear Protocols*

HIP partners recommended spending time at the planning stage ensuring that protocols are clear prior to the launching of the program – an area where HIP staff personally struggled (i.e., procedural ambiguity and lack of clear expectations were prominent areas for improvement).

Start from the beginning. I mean I think how much further ahead we'd have been if we even knew in the beginning what a referral was... like, 'What's a client?' You know, 'How do we determine who's a client? Who's eligible? You know, 'How are we going to find them?', you know. We didn't know that in the beginning, we had no clue that, you know, uh, I've never worked in a program where, you know, you know, someone gave me a referral, call them. You know, we didn't even have that to begin with. So, start at the beginning. (Public Defender Staff #1, Wave 2)

Um, create a set of expectations of like, like what you expect from not just your, your agency as a provider, but other people ahead of time to be very clear of like what the real purpose of your



program is going to be and all the other individuals and just kind of like a set of rules... so kind of maybe having a checklist of what that looks like. (Service Provider Management #3, Wave 2)

While protocols were created for HIP, these were created *after* HIP began. Here, partners recommend creating protocols prior to program implementation in order to make things “as smooth as possible.” Experienced staff are likely to help a similar program accomplish this goal.

### *Skilled and Experienced Staff*

The partners placed emphasis on creating a strong team prior to program implementation. When discussing this recommendation, the partners focused on the experience of their staff and effective leadership.

Um, creating the very strong supportive team that starts at the top, so that it could trickle down, right. So if – if you – if the everyone that is um, going through the planning process that's going to um these meetings, that's going to get all the information that's going to be needed to bring back to the team to create your own teams within your agencies and within your counties. I think those folks are really key players. So the, the stronger, um, you are there, the, the stronger your program will become. (Service Provider Management #3, Wave 1)

I think the other piece is um is who gets, you know, who the staff are. Not just from the partner side, but also from the program team and really paying attention to their – both their skills as well as their lived experience and their ability to be okay with the uh, you know, um working with this client but also being adaptable. Yeah, and that comes out of it's, you know, for some people it's natural, and others, it's based on their lived experience or, you know, I don't know if you can train someone to do that. Which is why I, I think trainings are always important, um, because they build your capacity, but some of it's about who you hire as well. (Public Defender Staff #7, Wave 3)

And, as the previous quote suggests, once staff are hired, they should be provided with appropriate training. Quarterly reports indicate that in 2020, partners were given a 1.5-hour Trauma Informed Practices training. Later, in January 2021, HIP staff were provided with a 2-hour training introducing harm reduction. In June 2021, another 2-hour harm reduction training took place, which discussed how partners can incorporate harm reduction techniques while serving HIP clients. These trainings were in addition to the many trainings hosted by the HIP partners.

Of the possible trainings available, the partners stressed that trainings on the following topics are and would be the most helpful in successfully implementing a HIP program:

- (1) The criminal process
- (2) Motivational interviewing
- (3) Unconscious bias
- (4) Trauma-informed care
- (5) Harm reduction (meeting people where they are)
- (6) Best practices in engaging with those needing mental health care

Something that I think that really the partnerships or all of the partners, um, could benefit from a training on like criminal processes and like the beginning stages of, um, like a timeline of like from the incident through maybe the, the resolution of a criminal case. Um, I think that so much of the time questions are going to inevitably be coming up about that and like, it's only going to

help the uh the process and the information that they are able to give clients. So, that's what I think is the outstanding thing. (Public Defender Attorney #1, Wave 1)

I would say, invest in training and invest in motivational interviewing training, um invest in unconscious bias training, trauma informed uh care and training, invest in language – learning different language to interact with the reentry population, um and look at more information on reform. (Service Provider #2, Wave 2)

I personally feel like, um, a training that addresses meeting people where they are, but uh but also how to motivate them and work as a, as a whole person right. So, how do three different programs? right, ... How do we, how do with the services that we already have? um, How do we work with an individual as a whole person to motivate them to get that employment, to, to go make that court date, to reach out to the public defenders?...Like, how do we get these folks on board? How do we motivate people that have no motivation to change their life? right. So, like I think a training that addresses people's, um, willingness to succeed or people that are like stuck and don't have any willingness to succeed. Like, how do we encourage folks to get out of that? (Service Provider Management #3, Wave 3)

### Flexibility

Flexibility was a key strength of HIP and as such, partners reiterated that although planning is critical, counties must also remain flexible as they implement holistic defense.

Flexibility, like being just flexible. Um, kind of like a chameleon to change and go with the flow because nothing's going to stay the same. Um, especially with new programs, right. (Service Provider Management #3, Wave 1)

...Being adaptable. I think um, especially since, you know, there's so much new stuff that comes in and it could be more just because this is a brand-new program that hasn't existed before, and a new job that didn't exist before that, um, I had to definitely be adaptable to um learning how, you know, how this was all gonna work. Um, but yeah, there are surprises. So, I definitely would say that being adaptable would be um, a big plus for someone coming into this. (Civil Attorney #2, Wave 4)

HIP partners identified the key steps to become a holistic public defender's office are to: *shift philosophy, plan carefully, hire skilled staff, and be flexible*. While this advice can inform other counties and agencies seeking to implement similar programs, it should not be taken on its own. Rather, it should be considered alongside the program strengths. Other programs should still pay specific attention to the following components: *organizing regular and frequent meetings, being intentional about collaboration, maintaining open-lines of communication, taking a client-centered approach, and effectively identifying and utilizing resources*.

### Summary of Findings

The process evaluation demonstrated that HIP partners essentially took the same approach to holistic defense—focusing on the “whole client;” and meeting a client where they are. They overwhelmingly agreed the holistic defense is preventative; it is collaborative; and it involves the community.

Partners faced some key barriers (research question #1) and challenges implementing HIP—primarily *ineffective communication, procedural ambiguity, when to close cases, lack of coordination, gaps in services, high caseloads, sustainability concerns, unclear expectations, competing philosophies, and difficulty building client rapport*. As the literature on program implementation demonstrates, these are typical challenges new programs face.

The strengths of HIP, though, alleviated those barriers and ensured its success. Partners repeatedly identified several key strengths (research question #1)—namely *meetings, collaboration, communication, flexibility, client-centered approach, resources, and staff*. The committed and skilled staff and stakeholders addressed challenges by holding frequent meetings to improve collaboration and communication, keeping the client at the center of the program, and remaining flexible when connecting clients to resources (see Table 3-2). Partners were also regularly trained in harm reduction techniques in order to serve their clients holistically (research question #2).

These strengths led to the following perceived impacts (research question #3): *enhanced client wellbeing, improved case outcomes, reduced recidivism, positive staff morale, connections to the community, and prompting system-wide reform*. While these impacts were predominately the perception of HIP stakeholders, the client population confirmed these successes through their survey responses. The outcome evaluation also confirmed several of these successes.

In terms of advice for other HIP-like programs, the partners recommended that agencies take the following steps: *shift the culture of the public defender's office, engage in careful planning, employ a strong team, and be flexible*.

Table 3-2: Barriers and Facilitators to HIP Implementation

Barriers	Facilitators
Ineffective Communication	Meetings
Procedural Ambiguity	Collaboration
Closing Cases	Communication
Lack of Coordination	Flexibility
Gaps in Resources	Client-Centered Approach
High Caseloads	Resources
Sustainability	Staff
Unclear Expectations	
Competing Philosophies	
Building Client Rapport	

## Outcome and Costing Evaluation

The HIP program enrolled 497 clients between June 2020 and March 2023. All clients were screened and assessed in line with HIP intake protocols. Table 3-3 shows the demographics of HIP clientele. The majority of HIP clients are male (64.9%), heterosexual (98.7%), and between the age of 25-44 (58.8%). Hispanic/Latinx (29.4%), White (29%), and Black/African American (26.7%) are the three most common race/ethnicity groups. Almost three-quarters (73.3%) of are single, and almost half (49.6%) unemployed.

Table 3-3: HIP Demographics

Demographics	Frequency	Valid Percent
<b>Gender (N=490)</b>		
Male	318	64.9
Female	172	35.1
<b>Sexual Orientation (N= 315)</b>		
Heterosexual	311	98.7
Gay/Lesbian	3	1.0
Bisexual	1	.3
<b>Transgender (N=312)</b>	5	1.6
<b>Age (N=495)</b>		
18-24	61	12.3
25-34	158	31.9
35-44	133	26.9
45-54	74	14.9
55-64	54	10.9
65+	15	3.0
<b>Race/Ethnicity (N=475)</b>		
Hispanic/Latinx	142	29.4
White	140	29.0
Black/African American	129	26.7
Asian	18	3.7
Middle Eastern/North African	5	1.0
American Indian/Alaskan	5	1.0
Other	36	7.5
<b>Marital Status (N=476)</b>		
Single	349	73.3
Separated	46	8.2
Divorced	39	8.2
Widowed	35	7.4
Married	6	1.3
Civil Union/Domestic Partnership	1	.2
<b>Children Living w/you (N=478)</b>	177	37.0
<b>Employment (N=492)</b>		
Unemployed	244	49.6
Full-Time	120	24.4
Part-Time	80	16.3
Disabled	35	7.1
Seasonal/Day-Labor	8	1.6
Retired	5	1.0

Table 3-4 shows the referral mechanism and case information for HIP clients. Most clients were referred to HIP from the Contra Costa County Office of the Public Defender Early Representation Program (ERP, 46.3%). ERP provides legal assistance, information, and representation to individuals who have been arrested or cited for misdemeanor offenses from the time that they have had police contact. More than one-third of clients were referred through the police booking log (36.2%). And an additional 11.1% were referred to the program from a public defense attorney. The majority of clients were charged with DUI (29.8%) or battery offenses including domestic violence (23.7%). Approximately 18% were on probation or parole and 22.1% had a restraining order pending during HIP intake. Some clients were ordered by the court to participate in Driving Under the Influence (DUI) classes (6.1%) or domestic violence/anger management classes (3.7%).

Table 3-4: Client Referral Mechanism and Case Information

Category	Frequency	Valid Percent
<b>Referral Mechanism (N=480)</b>		
Early Representation Program	222	46.3
Booking Log	174	36.2
Attorney	55	11.1
Other	29	6.0
<b>Originating Most Serious Charge (N=497)</b>		
DUI	148	29.8
Battery (including Domestic Violence)	118	23.7
Burglary/Shoplifting/Theft	41	8.2
Drug Offences	39	7.8
Contempt of Court	33	6.6
Disorderly Conduct	23	4.6
Vandalism	15	2.6
Reckless Driving	13	3.0
Driving with Suspended License	12	2.4
Weapons Offences	8	1.6
Child Endangerment/Abuse	8	1.6
Criminal Threats	6	1.2
Trespassing	6	1.2
Assault with Deadly Weapon	4	.8
Auto Theft	4	.8
Hit and Run	3	.6
Identity Theft	2	.4
Other	14	2.8
<b>On Probation or Parole (N=408)</b>	74	18.1
<b>Mandated to Domestic Violence or Anger Management Classes (N=321)</b>	12	3.7
<b>Mandated to DUI Classes (N=328)</b>	20	6.1
<b>Restraining Order Pending (N=389)</b>	86	22.1

HIP clients presented with a variety of needs at intake (see Table 3-5). Almost one-third self-reported an alcohol/substance abuse problem (30.8%), and 21.2% stated they were in recovery. Over forty percent self-reported physical health concerns (41.8%), with 39.8% of clients currently taking medication and one-quarter having physical impairments (25.2%). One-third of HIP clients also self-report mental health issues (33.7%), being unhoused (33.2%), and/or being on public assistance (34.6%).

Table 3-5: HIP Client Needs at Intake

HIP Client Need	Frequency	Valid Percentage
Alcohol/Substance Abuse Problem (N=409)	126	30.8
In Recovery (N=311)	66	21.2
Health Concerns (N=402)	168	41.8
Currently Taking Medication (N=339)	135	39.8
Physical Impairments (N=282)	71	25.2
Mental Health Issues (N=359)	121	33.7
Without Housing (N=413)	137	33.2
On Public Assistance (N=497)	172	34.6

Once a client has completed HIP intake, they are assessed for coordination with HIP partners depending on client needs. HIP referred 33 clients to substance abuse treatment, 15 clients to mental health services, and helped 12 enroll in public benefits. The program also referred clients to two key partners.

One of the key partners in HIP is the Health, Housing and Homeless Services Division (H3) of the Contra Costa County Health Department. H3 integrates and coordinates housing and homeless services across the county health system. All HIP clients who identified as housing insecure (N=155) were referred to (H3) for services and received a vulnerability assessment for housing. Table 3-6 shows the characteristics of clients referred to H3. The majority referred to H3 were category 1 homeless (61.9%). Category 1 refers to an individual or family who lacks a fixed, regular, and adequate nighttime residence. An additional 18.1% were at imminent risk of losing housing. The majority of clients had spent from one to three months homeless over their lifetime (51.4%); however, 26.4% had spent more than one year homeless in their lifetime. Almost half of the clients report this to be their first time homeless (45.2%).

Table 3-6: H3 Client Characteristics

H3 Client Characteristics (N=155)	Frequency	Valid Percentage
Housing Status		
Category 1 Homeless	96	61.9
Category 2 at Imminent Risk of Losing Housing	28	18.1
Risk of Homelessness	28	18.1
Fleeing Domestic Violence	1	.6
Stably Housed	2	1.3
Total Months Homeless		
1-3 Months	72	51.4
4-6 Months	19	13.6
7-9 Months	3	1.9
10-12 Months	9	6.4
More than 12 Months	37	26.4
First Time Homeless	66	45.2
Covered by Health Insurance	126	81.8

H3 was very successful in meeting their clients' needs. Table 3-7 shows the types of services H3 provided to HIP clients. They enrolled 59 individuals (38.1%) in the rapid rehousing program, and provided homeless prevention services to another 96 individuals (61.9%). Three-quarters of H3 clients were provided housing coordination services and over half were provided case management services. Twenty-nine clients received landlord engagement services, while 38 clients received full or partial rental assistance. Notably, almost three-quarters of H3 clients exited the program to a permanent housing destination (73.1%). All 155 H3 clients were provided with short-term or permanent housing solutions.

Table 3-7: H3 Services Provided

H3 Services Provided (N=155)	Frequency	Valid Percentage
Housing Program Enrollment		
Prevention	96	61.9
Rapid Rehousing	59	38.1
H3 Services Provided		
Housing Coordination	113	72.9
Case Management	87	56.1
Landlord Engagement	29	18.7
Rental Assistance (Full Month)	25	16.1
Hotel/Motel Vouchers	24	15.5
Moving Cost Assistance	22	14.2
Emergency Supplies	22	12.9
Referral to CORE	20	12.9
Making Home Habitable Costs	16	10.3
Rental Assistance (Partial Month)	13	8.4
Completed VI-SPDAT	12	7.7
Utility Payment	11	7.1
Rideshare	11	7.1
Interim/Temporary Housing Issued During the Month	9	5.8
VASH/SSVF/VA Benefits Linkage	3	1.9
Security Deposit	2	1.3
Bus/BART Tickets	2	1.3
Moving Cost Assistance	1	.6
Client Exited to Permanent Housing Destination (N=104)	76	73.1

Several HIP clients were referred to Rubicon for civil-legal services. All clients with civil legal needs received civil legal aid services from Rubicon. Rubicon closed 156 goals for 85 clients during the project period. Table 3-8 shows the client goals provided by Rubicon. The most common goal categories include civil rights (35.3%) and driver's license (31.4%). Of the 156 client goals addressed by Rubicon, 127 were successfully achieved (81.4%). The goal category Win Hearing was only tracked during the last two years of the program, so it is an underestimation of actual hearing success.

Table 3-8: Rubicon Goals Provided

Rubicon Goals Provided	Frequency	Valid Percentage
Civil Rights (i.e., restraining orders)	55	35.3
Driver's License	49	31.4
Win Hearing	16	10.3
Family	14	9.0
Consumer	7	4.5
Assessment	6	3.8
Housing	2	1.3
Occupational License	1	.6
Record Remedies	1	.6
Other	5	3.2

### Recidivism Analysis

Table 3-9 displays the negative binomial regression results, and Table 3-10 shows the odds ratios for the significant results. Below, we discuss each follow-up period separately.

Table 3-9: HIP Criminal Justice Outcomes by Group

Variable	12 Month Post			24 Month Post		
	HIP	Comp	Sig.	HIP	Comp	Sig.
N	176	159		68	51	
Felony Arrests [M(sd)]	.37 (.80)	.81 (1.55)	Wald $\chi^2=7.18^*$	.75 (1.38)	1.39 (2.59)	Wald $\chi^2=1.95$
Misdemeanor Arrests [M(sd)]	.64 (1.16)	.64 (1.37)	Wald $\chi^2=.98$	1.20 (2.01)	1.22 (2.29)	Wald $\chi^2=.18$
Administrative Arrests [M(sd)]	.32 (.83)	.55 (1.19)	Wald $\chi^2=1.54$	.54 (1.23)	.73 (1.51)	Wald $\chi^2=.70$
Felony Filed Cases [M(sd)]	.06 (.23)	.16 (.47)	Wald $\chi^2=4.72^*$	.15 (.43)	.25 (.69)	Wald $\chi^2=.47$
Misdemeanor Filed Cases [M(sd)]	.13 (.45)	.18 (.58)	Wald $\chi^2=.04$	.15 (1.23)	.39 (.96)	Wald $\chi^2=.50$
Convictions [M(sd)]	.07 (.27)	.18 (.62)	Wald $\chi^2=4.27^*$	.16 (.48)	.24 (.62)	Wald $\chi^2=.09$
Jail Sentences [M(sd)]	.07 (.28)	.11 (.36)	Wald $\chi^2=.43$	.10 (.35)	.16 (.42)	Wald $\chi^2=.01$
Probation [M(sd)]	.07 (.28)	.11 (.35)	Wald $\chi^2=.37$	.12 (.37)	.18 (.48)	Wald $\chi^2=.20$

\*Group difference  $p < .05$

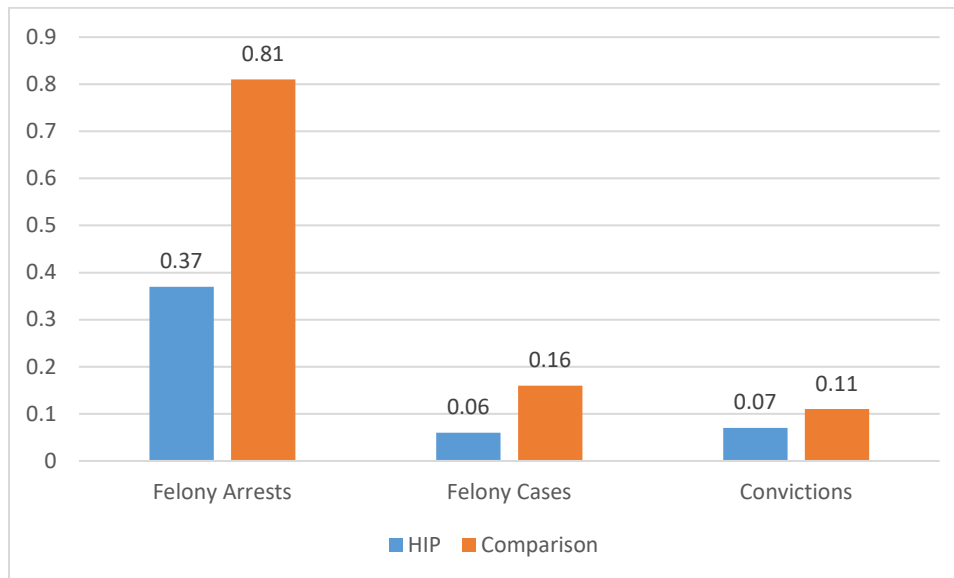
Table 3-10: HIP Odds Ratios for Significant Criminal Justice Outcomes

Significant Outcome	Odds Ratio	95% Confidence Interval
Felony arrests at 12 months	1.81	1.17 – 2.78
Filed felony cases at 12 months	2.36	1.09 – 5.11
Convictions at 12 months	2.38	1.05 – 5.43



**12-month.** Three outcomes in the 12-month follow-up were significantly related to HIP participation (see Figure 3-7). First, felony arrests were about one and three quarters times higher (181%) for individuals in the comparison group, considering pre-treatment levels. Second, felony cases were almost two and a half times higher (236%) for the comparison group, considering pre-treatment levels. Third, convictions were almost two and a half times higher (238%) for the comparison group, also taking into account pre-treatment levels.

Figure 3-6: 12-month significant criminal history outcomes



**24-month.** No outcomes in the 24-month follow-up were significantly related to HIP participation. However, this is at least partly due to the small sample size (51 in the comparison group and 68 HIP clients).

### Arrestment Outcomes

We also examined arraignment outcomes for both our HIP and comparison groups (see Table 3-11). There were significant differences between the groups (Chi-square=57.91,  $p < .001$ ). HIP clients were significantly less likely to fail to appear for arraignment than comparison group individuals (15.1% vs. 45%). It appears that this difference is related to the increased proportion of HIP clients who agree to a PC § 977 waiver (32.9% vs. 4.4%). Penal Code § 977 allows defendants in California to waive their presence in court for most misdemeanor proceedings. By simply giving permission in writing or over the phone, the defendant can appear in court by counsel only. As the comparison group and HIP clients were matched on their initiating incident, both groups were equally eligible for the PC § 977 waiver.

Table 3-11: Arraignment Outcomes

Arrestment Outcome	HIP (N=152)	Comparison (N=160)
Appeared with Public Defender	70 (46.1%)	74 (46.3%)
Failure to Appear	23 (15.1%)	72 (45%)
Public Defender appeared on PC § 977	50 (32.9%)	7 (4.4%)
ERP	9 (5.9%)	7 (4.4%)

### HIP Effects on Criminal Justice System Costs

**HIP program costs.** We detail average monthly HIP program costs in Table 3-12. Program costs were reduced as more clients became active in the program. The average monthly cost per HIP client was \$286. Once reducing costs to just case management and legal services, the average per client is \$257.

Table 3-12: HIP Program Costs

Cost	Average per month (June 2020-March 2023)
<b>Project Coordinator</b>	\$7,643
<b>Client Services Specialist</b>	\$8,356
<b>Legal Assistant</b>	\$7,528
<b>Technical Assistant Contractor</b>	\$716
<b>Rubicon</b>	\$16,764
<b>Uptrust</b>	\$2,273
<b>Research and Evaluation</b>	\$4,752
<b>H3</b>	\$13,942
<b>Supplies and Services</b>	\$486
<b>Client Services Specialist</b>	\$7,643
<b>Total cost</b>	\$51,724
<b>Total cost per client</b>	\$286
<b>Case management and legal cost per client</b>	\$257

**Criminal justice system costs.** We endeavored to calculate criminal justice system costs using two measures: 1) police costs by arrest, 2) legal costs by filed case. These costs are underestimations as additional criminal justice system costs such as jail and probation were not taken into account.

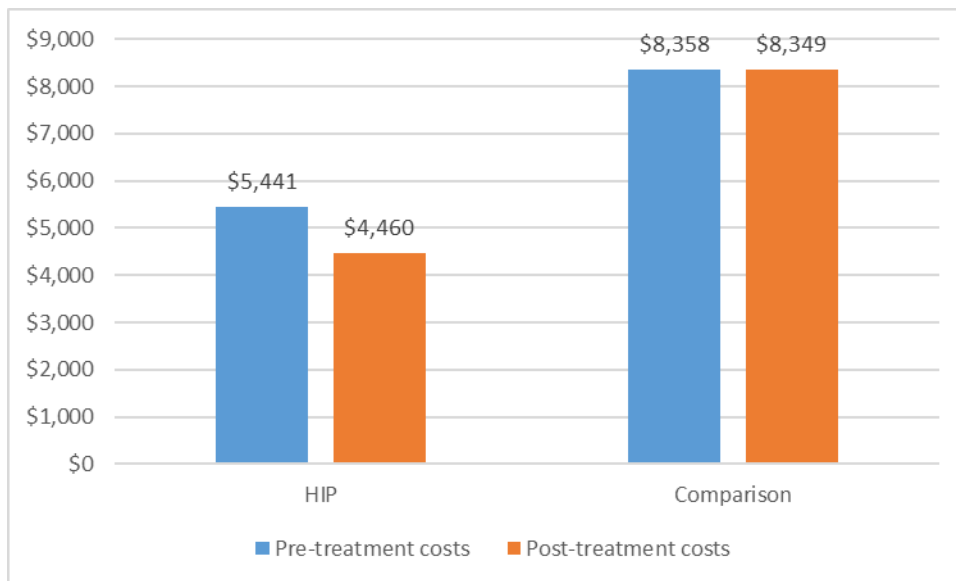
Police costs by arrest type (felony vs. misdemeanor) was determined using a method developed by Hunt, Saunders and Kilmer (2018). We chose the difference between felony and misdemeanor theft to be a proxy for all felony and misdemeanor arrests. To get a low/high expenditure on responding to crime in California, we take the overall amount of money spent in California for Part 1 UCR crimes and multiply that by the proportion of general officer time spent on crime. We then multiply that number by the time spent on felony and misdemeanor thefts to separate expenditures responding to felony theft vs misdemeanor theft. We now divide by the number of felony theft arrests to get cost per felony theft arrest. We do the same for misdemeanor theft arrest. Therefore, misdemeanor arrests were assigned a policing cost of \$1877, and felonies were assigned a policing cost of \$7528.

Legal costs were average, monthly estimated costs associated with felony and misdemeanor cases (i.e., prosecution and public defense). We used a similar estimation technique as the Law Enforcement Assisted Diversion (LEAD) Evaluation in Seattle, WA and San Francisco and Los Angeles, CA (Collins et al., 2019). In these evaluations, the estimated costs for misdemeanor and felony cases were 1/400 and 1/100 prosecution and public defense salary per year, respectively (Collins et al., 2019). Using the CalSalaries database, the average annual salary for a deputy district attorney (\$181,357) and legal assistant (\$75,533) is \$256,890. Using the same database for a deputy public defender (\$179,778) and

legal assistant (\$75,533), the annual salary for defense is \$255,311. Therefore, misdemeanors were assigned a legal cost of \$1281, and felonies were assigned a cost of \$5122.

Figure 3-8 shows that post-treatment costs went down for HIP clients, from \$5441 to \$4460, compared to individuals in the comparison group, which stayed consistent from \$8358 to \$8349. In addition, the criminal justice system costs are underestimations as jail and probation costs were not included.

Figure 3-7: HIP Pre and Post Treatment Annual Criminal Justice System Utilization Costs



### Limitations

The HIP outcome and cost evaluation had three key limitations. First, given real-world implementation realities, we employed a quasi-experimental field trial design in lieu of an RCT. We used statistical techniques to increase the similarity of the HIP vs. system-as-usual comparison group. We reduced the influence of selection bias by using propensity score weighting. However, individuals who self-select into the HIP program could have more willingness to change than individuals who do not enroll in HIP and willingness to change was not controlled by propensity score matching. Future research should include a randomized controlled trial design.

Second, some significant baseline differences in criminal histories exist between the HIP and comparison group. Specifically, the comparison group had more felony and misdemeanor arrests and filed cases than HIP clients. Fortunately, these factors were controlled for in the generalized estimating equations.

Third, criminal justice system cost utilizations are rudimentary and do not include jail and probation data. Future research should endeavor to include a more robust cost-benefit analysis.

## 4. Conclusions and Recommendations

This report details the process, outcome, and costing evaluations of Contra Costa County's Holistic Intervention Partnership (HIP). The outcome and costing evaluations show that HIP successfully:

1. enrolled 497 clients between June 2020 and March 2023;
2. found permanent housing destinations for 85 clients;
3. achieved civil-legal goals for over 80% of HIP clients;
4. reduced felony arrests, filed felony cases, and convictions for HIP clients compared to a system-as-usual comparison group;
5. reduced fail to appear for arraignment compared to a system-as-usual comparison group; and,
6. produced criminal justice cost savings.

The process evaluation identifies HIP as a highly needed program that is best located within a public defender's office. The key barriers to implementation include (1) ineffective communication, (2) procedural ambiguity, (3) when to close cases, (4) lack of coordination, (5) gap in services, (6) high caseloads, (7) sustainability, (8) unclear expectations, (9) competing philosophies, and (10) difficulty building client rapport. However, these challenges did *not* negatively impact HIP's ability to seamlessly provide resources to their clients. The strengths of the HIP program were: (1) the frequent and helpful meetings, (2) strong collaboration, (3) open communication, (4) program flexibility, (5) HIP's client-centered approach, (6) ample resources, and (7) dedicated and experienced staff. These strengths helped address the barriers to implementation. HIP strengths enabled many successes, many of which were confirmed by the outcome evaluation: (1) enhanced client wellbeing, (2) improved case outcomes, (3) reduced recidivism, (4) positive staff morale, (5) connections to the community, and (6) system-wide reform.

Interested public defender offices seeking to implement a HIP-like program must undergo a cultural shift that aligns with the holistic mentality. The key here is to carefully reimagine their role to support each individual client in a non-traditional and client-centered manner. Future programs should engage in careful planning, identifying the specific needs of the surrounding community to ensure that they secure the appropriate partnerships with service providers. Necessary resources (i.e., housing, behavioral health, employment services) should be secured prior to launching the program. Additionally, committed stakeholders and partners are key to program success. Strong leaders who value open lines of communication are vital. Program management must support their employees and ensure that everyone's voice has an equal chance of being heard. Finally, a flexible program is a must; the staff should adapt to changing circumstances and acknowledge that the program functions best when it is not rigidly structured.

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## 6. Technical Appendix

### BOOKING LOG PROCESS

1. Transfer data from CCSO's "Daily New Booking And Release Inmate Report" to "HIP-Booking Log 2.0":
  - New Booking AND New Release
  - New Release Only
2. Sort "Release Reason": A to Z
3. Custom sort "Release Reason": cell color > no cell color on top
  - Keep entries in rows with release reason: 849, Bail Bond, and Cite Release
  - Delete entries with release reason: Court Order, Other Agency, Time Served, etc.
4. Sort "Booking Date": Newest to Oldest
5. Custom sort "Booking Date": cell color > no cell color on top
  - Keep entries on rows with 5 or less days between booking and release dates
  - Delete entries with 6 or more days between the booking and release dates
6. Sort "Last Name": A to Z
7. Custom sort "Last Name": cell color > no cell color on top
  - Delete rows with duplicate entries (ok to delete duplicates during other steps, too)
8. Run a CLEAR "Bookings Search" for the last 72 hours
  - Cross reference search results with spreadsheet
  - For individuals on spreadsheet with qualifying charges (misdemeanors and wobblers, and most theft and drug crimes): (1) use print to PDF feature to save a copy of the booking log; and (2) update spreadsheet with case type.
  - Delete entries for individuals with disqualifying charges (187, 207, 211, 215, 220, 261, 422, 461.1, 10851, 266H(A), 29800)
  - Delete entries that include FTA (1320)
  - Delete entries for individuals who have already been contacted by the program within the last 90 days (they will have another booking log in the folder that is less than 90 days old)
9. Search LJS for charges filed (use 3 – Alpha Inquiry)
  - Delete entry if: (1) charges have been filed; (2) the individual is represented by a private attorney; and/or (3) the arrest was the result of an outstanding warrant.
  - Add current date to "LJS" column if charges have not yet been filed.
  - If the individual is represented by a PD attorney in another case, highlight the column and note the PD attorney in "Notes/Comments."
10. Run a CLEAR "Person Search" for each person remaining on the spreadsheet
  - Delete entries for individuals with no address and/or disqualifying charges.
  - Use the Download feature to export arrest records as PDFs, if/as needed (if none was obtained/available from the "Booking Search" in step 8)
  - Update spreadsheet with case type, if/as needed
  - Add current/last known address to spreadsheet
11. Fill/color completed cells green (R235, G241, B222)
12. Mail weekly batch of initial contact letters
  - Custom sort "Last Name": cell color > green on top

- Note # of green rows, save and close spreadsheet
- Open letter template and insert current date
- Go to mailings > finish & merge > edit individual documents > insert row numbers for the green rows in the from/to boxes > ok
- Review letters, edit if/as needed
- Print and mail letters
- Save a copy of the sent letters in the "Letters Sent" folder
- Add date to "Letter Sent" column on spreadsheet and change fill/color from green to blue (R218, G238, B243)
- Add postage information to the HIP-Postage spreadsheet



## INTAKE PROCESS

Use the participant's name at least 3 times during this conversation.

13. Hi \*NAME [1]
14. Introduction:
  - Name and position
  - Reason for contact (if initiating, e.g., your attorney asked me to call you about . . .)
  - Explain program (HIP is new program at PD office, we have partnerships with agencies throughout the county to provide PD clients with support with things like housing, employment, mental health, and substance abuse)
15. Offer assistance (how can I help you \*NAME [2]?)
16. Acknowledge request (briefly summarize/affirm understanding)
17. Explain intake process to open file and activate services:
  - 5-10 minutes
  - Assess needs
  - Obtain basic financial information (all services free, not intended for millionaires)
18. Questions? (do you have any questions so far?)
19. Offer to complete intake now or schedule another time to complete it
20. Complete intake/assessment
21. Summarize and/or clarify and confirm reported needs
22. Explain referral process and anticipated timeframe for contact
  - [name redacted: service provider]: 1-2 business days
  - [name redacted: service provider]: 3 business days
  - [name redacted: service provider]: 1-2 business days
  - [name redacted: public defender staff]: 1-2 business days
23. Obtain consent to make referrals (share information)
24. Advise that we will follow up in 1 week to ensure connections are made and that participant should call us in the meantime if they have any questions or concerns
25. Provide participant with contact information for our referral partners, if/as needed (ok to text/email this information to the participant after ending the call)
26. End call (thank you for your time \*NAME [3], we will be back in touch with you soon)
27. Finalize/edit intake forms, if/as needed
28. Add participant to "Tracking" spreadsheet
29. If participant is an Uptrust user, add "HIP" in the notes section of their Uptrust profile
30. If charges have not been filed yet, also add participant to "Check LJS" spreadsheet
31. Make referrals (follow referral protocol)
32. Calendar f/u in 1 week

## REFERRAL PROTOCOL

1. Email subject line – Topic: Last Name, First Name DOB Phone ID

Example:

HIP Referral: Doe, Jane 2/6/1985 925-826-XXXX HIPVEGE137)
---

2. Briefly describe need and request assistance/support
3. Special instructions:

### a. HOUSING

- Create duplicate copy of ICW, name file “Last Name, First Name – housing referral [MMDDYY]”
- Delete all sections except Client Identification/Demographics; Financial Information; and Housing (blue)
- Attach the copy to the referral email
- Send referral email to [name redacted], cc [name redacted], [name redacted], and [name redacted],

Example:

<p><b>To:</b> Samantha Quinn &lt;squinn@humecenter.org&gt;  <b>Cc:</b> Bertha Lopez &lt;blopez@humecenter.org&gt;; Michael V. Fischer &lt;Michael.V.Fischer@cchealth.org&gt;; Jeffrey Robinson &lt;Jeffrey.Robinson@pd.cccounty.us&gt;  <b>Subject:</b> HIP Referral: Doe, Jane 2/6/1985 925-826-XXXX HIPVEGE137)</p> <p>Hi Sam,</p> <p>We have a new HIP participant in need of housing support/assistance:</p> <p>Doe, Jane          DOB 2/6/1985          925-826-XXXX          HIPVEGE137</p> <p>Please see attached for more details.</p> <p>Thanks!</p> <p>Nichole</p>
--

### b. REENTRY SUCCESS CENTER

- Include email address, if/when available
- Provide the participant’s primary location/address (e.g., City)

Example:

<p><b>To:</b> Ana Castellon &lt;anac@rubiconprograms.org&gt;  <b>Cc:</b> Jeffrey Robinson &lt;Jeffrey.Robinson@pd.cccounty.us&gt;  <b>Subject:</b> HIP Referral: Doe, Jane 2/6/1985 925-826-XXXX HIPVEGE137)</p> <p>Hi Ana,</p> <p>We have a new HIP referral for you:</p> <p>Doe, Jane          DOB 2/6/1985          925-826-XXXX          HIPVEGE137          email@gmail.com</p>
--

Concord, CA

Mr. Doe is currently living in his truck. He parks in various parking lots in and around Concord. Primary source of income is SSDI. He has been referred to Hume for housing assistance and also expressed an interest in:

- Getting a new ID card – his current ID card is falling apart
- Employment – part-time work to supplement income from SSDI
- Homeless court – might need a referral for unpaid traffic tickets/ fines

Who will Mr. Doe be working with?

Thanks!

Nichole

### c. RUBICON (CIVIL LEGAL)

- Create a duplicate copy of the ICW, name the new file “Last Name, First Name – civil legal referral [MMDDYY]”
- Delete all sections/rows except Client Identification/Demographics; Financial Information; Case Information, and Notes/Comments
- Attach the copy to the referral email
- Send referral email to [name redacted], cc [name redacted] and [name redacted]

Example:

**To:** Keiko Rosenbaum <keikor@rubiconprograms.org>  
**Cc:** Sarah Williams <SWilliams@rubiconprograms.org>; Jeffrey Robinson <Jeffrey.Robinson@pd.cccounty.us>  
**Subject:** HIP Referral: Doe, Jane 2/6/1985 925-826-XXXX HIPVEGE137)

Hi Keiko,

We have a HIP participant who needs help with a DMV hearing:

Doe, Jane  
 DOB 2/6/1985  
 925-826-XXXX  
 HIPVEGE137

Mr. Doe has a learning disability. He has been referred to Lauren Askeland for advice/counsel re the criminal matter. Needs your help with the DMV hearing. See attached for more details.

Thanks!

Nichole

### d. ERP

- Add to Access
- Attach booking log and ICW to the referral email
- Send referral email to ERP atty and paralegal

Example:

**To:** Lauren Askeland <Lauren.Askeland@pd.cccounty.us>; Sharon Williams <Sharon.Williams@pd.cccounty.us>  
**Subject:** ERP Referral: Doe, Jane 2/6/1985 925-826-XXXX HIPVEGE137)

Hi Lauren and Sharon,

New ERP referral:

Doe, Jane  
DOB 2/6/1985  
925-826-XXXX  
HIPVEGE137

Would you please (1) contact C to discuss charges related to the attached incident; and (2) add C to your watch list? Detailed notes are in Access, NTA is 5/24/2021.

Thank you!

Nichole

Universal Intake		
Client Personal Information		
Date/HIP Entry	Client Name	DOB (mm/dd/yy)
Contact Information		
Mailing/Permanent Address		Current Address
Phone	Number/email	Best way to reach
Land Line		<input type="checkbox"/>
Cell		<input type="checkbox"/>
Email		<input type="checkbox"/>
Demographics		
Transgender	Mark only one	
Are you transgender?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Gender		
Man		<input type="checkbox"/>
Woman		<input type="checkbox"/>
Gender Non-Binary		<input type="checkbox"/>
Race	Mark ALL boxes that apply	
American Indian or Alaskan Native	<input type="checkbox"/>	
Asian	<input type="checkbox"/> Chinese <input type="checkbox"/> Korean <input type="checkbox"/> Laotian <input type="checkbox"/> Japanese <input type="checkbox"/> Vietnamese <input type="checkbox"/> Cambodian <input type="checkbox"/> Filipino <input type="checkbox"/> Asian Indian <input type="checkbox"/> Other _____	
Black or African American	<input type="checkbox"/>	
Hispanic, Latino, or Spanish	<input type="checkbox"/>	
Middle Eastern or North African	<input type="checkbox"/>	
Native Hawaiian or Other Pacific Islander	<input type="checkbox"/> Native Hawaiian <input type="checkbox"/> Samoan <input type="checkbox"/> Guamanian <input type="checkbox"/> Other _____	
White	<input type="checkbox"/>	
Other	Declined to answer	
Sexual Orientation	Mark ALL boxes that apply	
Heterosexual (straight)	<input type="checkbox"/>	
Homosexual (lesbian/gay)	<input type="checkbox"/>	
Bisexual	<input type="checkbox"/>	
Queer	<input type="checkbox"/>	
Other	Asexual	
Military Service		
Have you ever served in the US military?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Employment		
Yes, currently employed	<input type="checkbox"/> Full Time <input type="checkbox"/> Part Time <input type="checkbox"/> Seasonal	
If yes, what is estimated annual income?	\$ _____	
No, why not	<input type="checkbox"/> Looking for work <input type="checkbox"/> Unable to work <input type="checkbox"/> Not looking for work	
Non Cash Benefits		
Did you receive any cash or non-cash governmental benefits?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Health Insurance		
Did you have health insurance?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Disabilities		
Type of Disability	Mark ALL boxes that apply	
Physical	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Long Term?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Developmental	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Chronic Health Conditions	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Long Term?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
HIV/AIDS	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Mental Health Problem	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Long Term?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Alcohol Abuse	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Long Term?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Drug Abuse	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Long Term?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Both Alcohol & Drug Abuse	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Long Term?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Highest Level of Education		
Educational Level	Mark ALL boxes that apply	
8th grade or less	<input type="checkbox"/>	
Some high school, no diploma	<input type="checkbox"/>	
High school diploma/GED	<input type="checkbox"/>	
Some college, no degree	<input type="checkbox"/>	
Trade/technical/vocational training	<input type="checkbox"/>	
Associate Degree	<input type="checkbox"/>	
Bachelor's Degree	<input type="checkbox"/>	
Master's Degree	<input type="checkbox"/>	
Professional Degree/Doctorate	<input type="checkbox"/>	
Other	Certificate of HR & Training	
Housing Needs		
Present Living Situation	Mark only one	
<input type="checkbox"/> Rent <input type="checkbox"/> Own Home <input type="checkbox"/> Housing insecure <input type="checkbox"/> Staying with friends/family		
Other		



# CONTRA COSTA PUBLIC DEFENDER



**If you have had recent police contact, we may be able to connect you with free resources that will help you get back on the right track:**

- ✓ Employment assistance
- ✓ ID and document retrieval
- ✓ Fight an eviction
- ✓ Substance abuse treatment
- ✓ Counseling
- ✓ Reinstate/apply for benefits
- ✓ Family court matters
- ✓ Debt collection issues
- ✓ Housing navigation
- ✓ Mental health services

Call, text, or email: **(925) 378-0058** / [help@pd.cccounty.us](mailto:help@pd.cccounty.us)

## 7. Current Logic Model

The logic model describes the Contra Costa HIP program inputs, activities, outputs and outcomes.

Inputs	Activities	Outputs	Outcomes
<ul style="list-style-type: none"> <li>- One dedicated Project Coordinator;</li> <li>- One Client Services Specialist;</li> <li>- One Legal Assistant;</li> <li>- Two Community Service Navigators;</li> <li>- One Civil Legal Aid Attorney;</li> <li>- Two Housing Navigators;</li> <li>- Coordinated Outreach and Referral (CORE) Outreach Workers;</li> <li>- Early buy-in and collaboration with key partners.</li> </ul>	<ul style="list-style-type: none"> <li>- Train HIP staff on systems/best practices in client- centered service delivery;</li> <li>- Developed/refined intake protocols, assessment and screening tools;</li> <li>- Developed protocols for multi-disciplinary teams (MDTs);</li> <li>- Formed and convened MDTs for case coordination and conferencing with one or more HIP partners depending on client needs;</li> <li>- Proactively identified and enrolled HIP participants by collecting weekly information from law enforcement agencies (LEAs), conducting outreach with partners and reviewing case filing information;</li> <li>- Assessed client needs, developed detailed case management plans, provided intensive case management services, and tracked progress against case management plans;</li> <li>- Assisted participants with their criminal legal cases beginning in pre-filing phase;</li> <li>- Based on client needs assessments, provided or connected clients with short-term housing;</li> <li>- Based on client needs assessments, ensured linkages to the homeless coordinated entry system and/or received</li> </ul>	<ul style="list-style-type: none"> <li>- Feedback on HIP services was solicited from 100% of participants enrolled in the text messaging system (89 completed the client survey);</li> <li>- MDTs were convened for all HIP participants and recommendations were developed;</li> <li>- 497 participants were identified and enrolled in the project;</li> <li>- 100% of HIP participants were screened and assessed in line with HIP intake protocols;</li> <li>- 100% of HIP clients received a case management plan based on needs assessment and received case management services;</li> <li>- 100% of HIP participants were assisted with their legal cases;</li> <li>- 148 participants were provided with short-term housing near court date(s) and/or as bridge to permanent housing; (76 permanent housing, 38 rental assistance; 24 hotel/motel vouchers)</li> <li>- 70% of participants that identify as housing insecure entered the homeless coordinated entry system and received a vulnerability assessment for housing;</li> </ul>	<ul style="list-style-type: none"> <li>- Increased participants' access to services;</li> <li>- Increased participants' court appearance rates;</li> <li>- Decreased participants' one-year new offense recidivism;</li> <li>- Cost savings to the county;</li> <li>- Maintained participants' satisfaction with HIP services.</li> </ul>

	<p>rapid resolution services (diversion services);</p> <ul style="list-style-type: none"> <li>- Based on client needs assessments, and guidelines established by the SC, provided transportation to court and to community-based services;</li> <li>- Based on client needs assessments, provided connections to behavioral health and SUD programs and services;</li> <li>- Based on client needs assessments at intake, clients connected with Rubicon to provide civil legal services;</li> <li>- Enrolled or reinstated eligible HIP clients in Medi-Cal, CalFresh and other government-funded benefits programs;</li> <li>- Based on client needs assessments, connected participants to community-based services through Community Service Navigators;</li> <li>- Provide linkages to other services and programs as identified through client needs assessments.</li> </ul>	<ul style="list-style-type: none"> <li>- 28 participants received rapid resolution services;</li> <li>- 100% of participants with lack of transportation were offered transportation assistance in making court dates and other critical services;</li> <li>- 100% of participants who are assessed and determined to have behavioral health or SUD needs were offered placement in programs that practice harm reduction and provide other behavioral health services;</li> <li>- 100% of participants with civil legal needs received civil legal aid services;</li> <li>- 100% of participants were advised of other available services and programs;</li> <li>- 100% of those who are interested were connected to these services and programs.</li> </ul>	
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## 8. List of Acronyms

AODS	Alcohol and Other Drugs Services
BSCC	Board of State and Community Corrections
BJA	Bureau of Justice Assistance
CALDOJ	California Department of Justice
CBO	Community-based organization
CCC	Contra Costa County
CCPD	Contra Costa County Office of the Public Defender
CSULB	California State University, Long Beach
DA	District attorney
DCSS	Department of Child Support Services
DMV	Department of Motor Vehicles
DOB	Date of birth
DUI	Driving under the influence
DV	Domestic violence
EDD	Employment Development Department
ERP	Early Representation Program
FTA	Failure to appear
GEE	Generalized estimating equations
HIP	Holistic Intervention Partnership
H3	Health, Housing, and Homeless Services
JAG	Justice Assistance Grant
LEA	Law enforcement agency
MDT	Multi-disciplinary team
NPR	National Public Radio
OR	Odds ratio
PD	Public defender
PSM	Propensity score matching

- RCT Randomized controlled trials
- ROR Release on one's own recognizance
- SLE Sober living environment
- SUD Substance use disorder



## Contra Costa Holistic Intervention Partnership (HIP)

Contra Costa County's Holistic Intervention Partnership (HIP) identifies and addresses the underlying needs of indigent defendants charged with misdemeanors immediately after arrest. Launched in July 2020, HIP takes a holistic approach to seamlessly provide community-based services and reduce future criminal legal system involvement.

### *HIP CLIENTS HAVE A VARIETY OF NEEDS:*

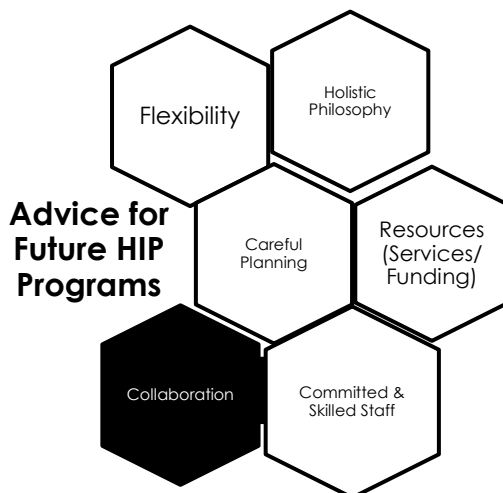
- ❖ *SUBSTANCE USE PROBLEMS*
- ❖ *PHYSICAL HEALTH AILMENTS*
- ❖ *MENTAL HEALTH CHALLENGES*

*33% REPORT BEING UNHOUSED*

HIP stakeholders and service providers share a common definition of holistic defense. They envision holistic defense as involving the local community and utilizing strong partnerships with a variety of service providers to best address the needs of the “whole client” and “meet them where they are at.”

### *HIGHLIGHTS:*

- *AFTER 1 YEAR IN HIP, HIP CLIENTS HAD SIGNIFICANTLY*
  - *LOWER RATES OF FELONY ARRESTS,*
  - *LOWER RATES OF FILED FELONY CASES, AND*
  - *LOWER RATES OF CONVICTIONS*
- *~75% OF UNHOUSED CLIENTS EXITED HIP IN PERMANENT HOUSING*
- *HIP SIGNIFICANTLY SAVED CRIMINAL LEGAL SYSTEM COSTS*



“.... an intervention at the right time, the right place can have the power to alter pathways. ...a government agency um does have an impact, like especially at the local level, has a huge impact on the lives, not only of their client, or of the clients, but really the family and the community.”

“I think what is most gratifying about, about HIP participation is the collaboration with partners in a way that allows us to enhance our services to our clients and enhance client's wellbeing.”



# CONTRA COSTA COUNTY

1025 ESCOBAR STREET  
MARTINEZ, CA 94553

## Staff Report

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**File #:** 24-3255

**Agenda Date:** 10/7/2024

**Agenda #:** 7.

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### PUBLIC PROTECTION COMMITTEE

Meeting Date: October 7, 2024

Subject: Mandatory Spay/Neuter

Submitted For: Ben Winkleblack, Animal Services Director

Department: Animal Services Department

Referral Name: Animal Services Department Operations Updates

Presenter: Ben Winkleblack, Animal Services Director

Contact: Steve.Burdo@asd.cccounty.us

### **Referral History:**

On May 23, 2023, the Board of Supervisors referred the Contra Costa Animal Services (CCAS) Department to the Public Protection Committee (PPC) to provide an update on its center operations. The update would inform the Board and the public of the operational performance measures of CCAS, including animal shelter intake and outcomes.

On July 3, 2023, the Department presented the animal shelter's challenges, which other animal welfare organizations share both nationally and statewide. The pressing issue CCAS presented was the limited capacity to serve a growing animal shelter population. During public comments, members of the public shared their needs and concerns around CCAS' lack of overall animal services within the County, and the lack of spay and neuter services in the community.

The PPC requested that CCAS return to its next meeting on August 7, 2023, with a draft CCAS proposal for Measure X funding and strategies to address the following areas:

- Increasing public access to low cost spay and neuter clinics,
- Building more robust foster and adoption programs, and
- Increasing CCAS community adoption and vaccine events.

On February 6, 2024, the Board of Supervisor's referred CCAS to the PPC to provide a status on the FY 2023/24 operations and community engagement updates, along with the FY 2024/25 plan on increasing service delivery operations and community services.

On March 4, 2024, CCAS provided a report to the PPC with information on low-cost spay and neuter services, community outreach and engagement, and additional funding sources to support community-based services. During this discussion, the PPC requested that CCAS return to the Committee with information regarding backyard breeding issues in the County and areas where city partnerships and support are needed.

On June 3, 2024, CCAS provided a report to the PPC with information on backyard breeding issues in the County. The Animal Services Director, Ben Winkleblack discussed the challenges with enforcing mandatory

spay and neuter ordinances and overall backyard breeding limitations. The PPC requested that CCAS return to the Committee with additional information on whether all 18 cities in the county have formally adopted the County's Ordinance Code section 416 and provide to the Committee with additional recommendations. The Committee also requested that County Ordinance Code section 416-6.216 (b) be amended to replace two antiquated terms with "female".

**Referral Update:**

Please see the attached report from CCAS, which will be presented by the Animal Services Director, Ben Winkleblack.

**Recommendation(s)/Next Step(s):**

RECEIVE the report from the Animal Services Department on spay and neuter approaches, including mandatory spay and neuter considerations, and provide direction to staff, as needed.

**Fiscal Impact (if any):**

There is no fiscal impact for receiving this report.

# CONTRA COSTA COUNTY ANIMAL SERVICES

## PUBLIC PROTECTION COMMITTEE MANDATORY SPAY & NEUTER



1

OCTOBER 7, 2024

# Overview – Mandatory Spay & Neuter

2

- Overview
- Spay & Neuter Requirements in Contra Costa County
- Local Government Examples
- Pros & Cons
- Options for Board of Supervisors to Consider
- Questions



# Spay & Neuter Requirements in Contra Costa County

3

- CA Food & Agriculture Code 30503
  - Dogs sold or given away to new owners by animal shelters or rescue groups must be spayed/neutered. Certain medical exemptions apply.
- CA Food & Agriculture Code 31751.3
  - Cats sold or given away to new owners by animal shelters or rescue groups must be spayed/neutered. Certain medical exemptions apply.
- Contra Costa County Animal Ordinance 416-8.018
  - Any unlicensed, unaltered dog impounded under section 416-8.002 must be spayed or neutered prior to its release from the animal services department unless the dog is exempted from the license requirements under subsection (a) of Section 416-6.004 or has a medical exemption under subsection (d) of this section.
  - Licensed dogs impounded once within a three-year period may be released unaltered.
  - Licensed dogs impounded twice within a three-year period must be altered.





# California Local Government Examples

4

- Santa Cruz County, CA

- Requires all residents of unincorporated areas in Santa Cruz County to have their dogs and cats older than six months of age spayed or neutered.
- Allows for medical exemptions and exemptions for service animals, law enforcement animals, and competition animals.



- Los Angeles County, CA

- Requires all residents of unincorporated areas in Los Angeles County to have their dogs and cats older than four months of age spayed or neutered.
- Allows for medical exemptions and exemptions for service animals, law enforcement animals, and competition animals.



# Pros & Cons of Mandatory Spay & Neuter Laws

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## Pros

- Potential to increase number of spayed/neutered animals in Contra Costa and reduce pet overpopulation.
- Potential to improve overall pet health and behavior.
- Potential to provide additional revenue to the Animal Services Department budget.

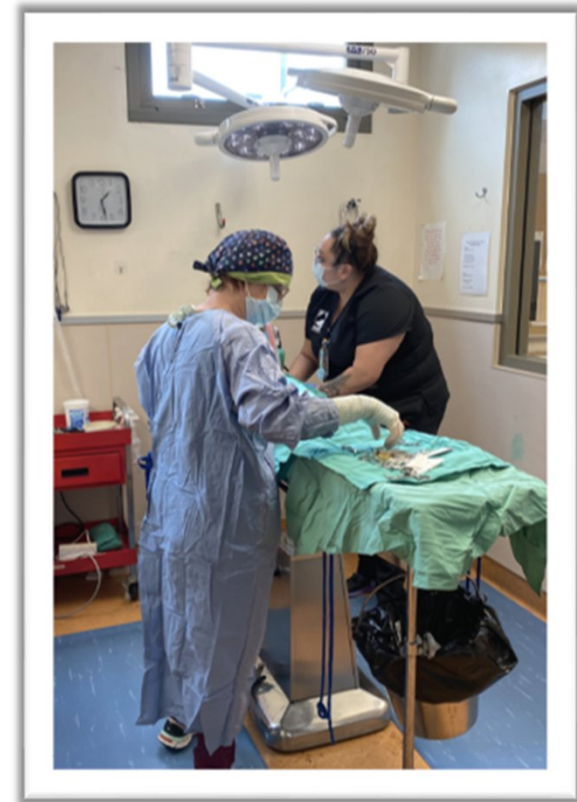
## Cons

- Potential to be viewed as an unfair or inequitable policy due to high-cost and low-availability of spay/neuter appointments in the Bay Area region.
- Strong potential to face fierce opposition from well-established animal welfare organizations (ASPCA, American Kennel Club, American Veterinary Assn., NAIA, etc.)
- Potential to increase the Department's license vendor costs.

# Options for Consideration

6

- Develop a mandatory spay/neuter ordinance similar to Los Angeles County and Santa Cruz County
  - Would establish a permit process, rules, and fee structure regarding spay and neuter of dogs and cats.
  - Registration and enforcement could be conducted through the Department's licensing program by adapting the current process.
- Develop a mandatory spay/neuter ordinance unique to Contra Costa County's Needs
  - Develop a policy that is more suited to the circumstances of today, adopting different process and requirements than those included in the Santa Cruz and Los Angeles models which were enacted many years ago.
- Make no change
  - Continue to work within the current state laws and County animal ordinance.



# Other Considerations

7

- Enforcement
  - Would likely require additional funding to create, staff, and enforce the program.
  - Would likely increase vendor costs for licensing.
- Application
  - Would the ordinance be applicable countywide or only in unincorporated Contra Costa County?
  - If countywide, would Antioch be covered?
- Unintended Consequences
  - Could create an environment where compliance is limited only to those who can afford the high costs of spay/neuter.



Thank you!

Questions?