

Santa Clara County Adult Reentry Strategic Plan Ready to Change: Promoting Safety and Health for the Whole Community

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Message From Supervisor George Shirakawa
President, Board of Supervisors 2012
Chair, Public Safety and Justice Committee

On behalf of the Board of Supervisors, I am proud to introduce the Santa Clara County Adult Reentry Strategic Plan. I pledge my deep personal commitment to carrying out the Santa Clara County Reentry Network's vision of safer communities and stronger families through the successful reintegration of formerly incarcerated people into our county. Incarceration has its role in keeping the public safe, and yet, it is not the sole answer.

Over the next five years, this plan moves us into a new phase of collaborative implementation. Our county has an impressive record of working together, innovating, and partnering to create systems that reflect the people we serve. Ex-offenders live amongst us from Palo Alto to Gilroy, Cupertino to East San Jose, and oftentimes in the shadows as they struggle toward becoming productive, contributing members of our community. This strategic plan seeks to help build, strengthen, and widen that right path to a crime-free life.

I am confident that our dedicated and passionate group of community activists, practitioners, partners, and decision makers can fulfill the goals of this plan. I am grateful to each one of you.

Preamble

Incarceration is the most powerful form of social control in our democracy. The County of Santa Clara and its leaders are entrusted to uphold this significant responsibility. The mission of the County of Santa Clara is to plan for the needs of a dynamic community; provide quality services; and promote a healthy, safe, and prosperous community for all. In keeping with this mission, ex-offenders—those considered the least amongst us—must not be deprived.

The purpose of the criminal justice system is to punish individuals for their crimes and remove from society those who seek to harm others. In addition to this important purpose, another system that responds to individuals and their needs is necessary for the sake of a safe and just society. A system that focuses only on the crime and not the person who committed the crime is a failed system.

Reentry, reintegration, reinsertion—however it is named—means “enjoining society again.” For this “second chance” to be successful, readiness to change is the key. A person’s readiness can be seen in remarkable moments when offers are taken, good decisions are made, and the right path is chosen.

The County of Santa Clara is also ready for change and is open to innovations, experiments, and challenges to meet the needs of clients and families and the community’s call for change.

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NCCD promotes just and equitable social systems for individuals, families, and communities through research, public policy, and practice.

Reentry in Santa Clara County



Reentry in Santa Clara County

David is a 32-year-old gay, Latino man who was convicted of driving under the influence of alcohol. He made the mistake of driving himself home after his brother's wedding and was pulled over due to his erratic driving. David has no juvenile or adult criminal history. He is extremely remorseful and is hoping that he will not lose his job as a result of this conviction. He has a stable place to live with his parents, and although he did get pulled over for drinking and driving, he is not an alcoholic.

Michael is a 24-year-old White man who was convicted of drug sales and possession. He has a criminal history consisting of one minor juvenile conviction and a previous drug conviction as an adult; however, he successfully completed his probation and has not been convicted of anything in the past three years. He recently lost his construction job due to the economy and resorted back to his old behavior as a means of supporting his family. While his father is an alcoholic, Michael is not addicted to drugs or alcohol. He has permanent housing with his girlfriend, who works as a receptionist at an accounting firm, and his 10-year-old daughter. Both his girlfriend and daughter are very supportive of him.

Denise is a 45-year-old African American woman who became involved with the criminal justice system at the age of 14. She was a victim of child abuse. Her rap sheet is extremely long. She has been incarcerated

at the county jail level countless times and has been to prison five times—four times for parole violations. Denise is addicted to crack cocaine and has lost custody of her children. Her family is very upset with her behavior; they have tried to intervene on many occasions, but they have just about given up on her. She still has one family member who deals with her: her grandmother. Her grandmother gives her emotional, spiritual, and sometimes financial support. Denise does not have a permanent place to stay and sleeps in drug dens. In order to support her habit, she steals, sells drugs, and sometimes engages in acts of prostitution. Although she has an extreme distrust for authority figures, she has incrementally become reliant upon the criminal justice system as a way to clear her mind and escape from the realities that exist for her in the "free world." She is not bothered by the threat of going back to jail.

David, Michael, and Denise have one thing in common: They have all been incarcerated. However, they are very different from one another. They, like other former offenders, vary in many ways. Needs assessment data from the Santa Clara County Probation Department show that people on probation vary across age, gender, ethnicity, race, and history in prison.¹

¹ Needs assessment data is only collected on moderate- and high-risk probationers. This data is based on 1,700 Corrections Assessment and Intervention System™ (CAIS) assessments completed by the adult probation department in Santa Clara County from November 2011 through April 2012.

With regard to age:

- Three quarters (76.8%) of probationers are older than 26 years.
- Nearly one quarter (23.2%) of probationers are between 18 and 25 years of age.

In reference to ethnicity and race:

- Almost half (42.5%) of probationers are Latino/a.
- Nearly one third (30.2%) of probationers are White.
- Only 11.9% of probationers are African American/Black.
- Even fewer (8.5%) probationers are Asian/Pacific Islander.
- Just 1% of probationers are Native American.
- A small percentage (5.8%) of probationers identify as "Other."

With regard to gender:

- More than three quarters (78.9%) of probationers identify as male.
- The remainder (21.1%) of probationers identify as female.

With regard to past history in prison:

- Almost half (49.8%) of probationers have never been to a state or federal prison.
- Nearly one fifth (19.4%) of probationers have been to a state or federal prison once.
- Nearly one third (30.8%) of probationers have been to a state or federal prison at least twice.

Probationers also have different levels of mental health, substance abuse, education, employment, family support, risk, and trauma.

Within this wide range of experiences and needs, most people leaving jail or probation will be able to avoid future criminal involvement. Others, however, will have a more difficult time successfully reentering

society. Depending upon the length of time in custody, some formerly incarcerated individuals will be faced with the challenge of literally starting over; they will be released with no income or place to live, which can be very overwhelming and depressing for those facing these challenges alone. It takes hard work and a lot of determination to complete community supervision requirements, and without proper planning and support, many formerly incarcerated individuals will inevitably return to custody. Yet, the cost of incarceration far outweighs the cost of treatment and resources. In these trying economic times, it is beneficial to individuals, families, and communities to help formerly incarcerated individuals remain in society.

The passage of Assembly Bill 109 (AB109), the 2011 Public Safety Realignment Act, places new pressures on California county sheriff, probation, and parole agencies that are aiming to reduce the number of people in local jails and on supervision caseloads. Under this bill, county residents committing new non-violent, non-serious, and non-sex offenses are no longer eligible for state prison. Instead, these people will be sentenced to county jail. At the same time, individuals who are returning home after completing state prison sentences for non-violent, non-serious, and non-sex offenses are now assigned to community supervision under county supervision rather than state parole. This movement of people from state prison to county jails and onto probation caseloads increases the number of formerly incarcerated individuals in need of services in Santa Clara County. This change also brings many community members with longer criminal histories into the network of Santa Clara reentry services.

In order to address the wide range of risk levels and needs within the formerly incarcerated population, the Santa Clara County Reentry Network, in collaboration with the National Council on Crime and Delinquency (NCCD), has developed a five-year strategic plan for adult reentry services. Following evidence-based practices, this plan establishes the need to assess

the risk and need levels of county prisoners and probationers and focuses reentry resources on those who are at moderate and high risk of committing new crimes. This plan also highlights the importance of using individualized reentry case planning and providing trauma-informed services.

Developing the Most Effective Reentry Services in Santa Clara County

In order to decrease the number of incarcerated individuals and those under probation and parole supervision, strategic efforts must be designed and implemented to reduce recidivism. Recent research shows that effective reentry efforts:

- Identify varying risk and need levels among prisoners and probationers;
- Build a network of research-based, effective services that respond to the differences among prisoners and probationers; and
- Individualize case plans based on assessment findings.

This approach has been referred to as the Risk-Need-Responsivity Model. We describe how Santa Clara will adopt this model below.



Risk Principle

The risk principle promotes the use of risk assessments for probation and parole populations. Jurisdictions effectively reduce probation violations and new offenses by accurately categorizing formerly incarcerated individuals as at high, moderate, and low risk of recidivism using statistically sound and validated instruments. Once prisoners and probationers are assessed, jails and probation departments can organize their caseloads by assigning people to groups with similar risk levels. Similarly, treatment services can assign people to support groups and other activities based on risk level (Andrews et al., 1990; Dowden & Andrews 1999a, 1999b, 2000; Guevara & Solomon, 2009; Lipsey & Wilson, 1998; Wilson, Gottfredson, & Najaka, 2001; Wilson, Lipsey, & Derzon, 2003; Warren, 2007).

Dosage of supervision and treatment should also be tailored to the risk level of each individual (Guevara & Solomon, 2009). Crime can be reduced by as much as 50% when high-risk formerly incarcerated individuals interact with probation officers and treatment providers two to three times a month, compared with one contact per month or less for low-risk formerly incarcerated individuals (Eisenberg & Markley, 1987; Baird, Heinz, & Bemus, 1981). For this reason, researchers recommend that reentry efforts focus on moderate- and high-risk offenders (Warren, 2007).

The Santa Clara County Probation Department and the Office of the Sheriff are using the Corrections Assessment and Intervention System™ (CAIS). This risk assessment will allow the probation department and sheriff's office to categorize offenders into low, moderate, and high risk of recidivism categories.

Needs Principle

The second principle of the Risk-Need-Responsivity Model is the need principle. The need principle states that formerly incarcerated people will commit fewer new offenses and probation/parole violations if the needs directly linked to criminal behavior are addressed. Needs assessments, in tandem with risk

assessments, identify the most pressing needs or characteristics of the formerly incarcerated individual that should be targeted in order to prevent recidivism.

As Santa Clara County adopts the CAIS™ instrument, they will be collecting information on the following 12 needs domains:

- Education
- Social issues
- Basic living needs
- Criminal orientation
- Emotional factors
- Family history
- Abuse/neglect and trauma
- Physical safety issues
- Peer relationships
- Alcohol abuse
- Drug abuse
- Vocational skills

Once these needs are identified, the probation department and sheriff's office will be able to match each person to the specific local services needed to avoid future criminal behavior.

Responsivity Principle

The third principle of the Risk-Need-Responsivity Model is the responsivity principle. The responsivity principle states that the type of treatment, intervention, and services a formerly incarcerated individual receives should take into account personal experiences, identity, faith, and culture. This principle emphasizes the need for services that address variations across ethnicity, age, gender, the level of exposure to traumatic events, sexual orientation, beliefs, and readiness for change. With this in mind, it must be understood that no single approach will be effective in reducing recidivism. Formerly incarcerated individuals are disproportionately exposed to

traumatic events, which affect the ways they may or may not respond to particular strategies (Gillece, 2009).

Another important characteristic to be considered for the responsivity principle is the formerly incarcerated individual's readiness to change. With the implementation of AB109, Santa Clara County will be serving a higher number of people with longer criminal histories. Unfortunately, some formerly incarcerated individuals are just not ready to change behaviors and must age out of criminal activities (Warren, 2007). However, if innovative approaches and strategies are delivered, intrinsic motivation may be increased in this population. This is why it is extremely important not to rely on a single approach when attempting to promote positive change among formerly incarcerated individuals; different people respond in different ways.

In addition to assessing risk and needs for prisoners and probationers, CAIS identifies specific supervision strategies that will best facilitate behavior change. Specifically, the CAIS instrument identifies four supervision strategies that provide a method for addressing the reasons people commit crimes. Based on the results of the tool, sheriff and probation staff members are guided to provide one of the four following strategies: selective intervention, limit setting, environmental structure, or casework/control.

- People who respond to the selective intervention supervision strategy generally already have pro-social values, positive adjustment, positive achievements, and good social skills. The goals of the intervention are to resolve external stressors, resolve internal problems, return to school or work, and return to appropriate peers and activities.
- People who respond to the limit setting supervision strategy have anti-social values, prefer to succeed outside the rules/law, have role models who operate outside the rules/law, and are manipulative and exploitative. The goals of



this intervention are to provide pro-social means to achieve power, money, and excitement; to change attitudes and values; and to use skills in pro-social ways.

- People who respond to the environmental structure supervision strategy lack social and survival skills, have poor impulse control, are gullible and naïve, and have poor judgment. The goals of this intervention are to improve social and survival skills, increase impulse control, develop realistic education goals, and limit contact with negative peers.
- People who respond to the casework/control supervision strategy have a chaotic lifestyle, exhibit emotional instability, abuse drugs and alcohol, and have negative attitudes toward authority. The goals of this intervention are to increase stability, control drug/alcohol abuse, overcome attitude problems, and foster ability to recognize and correct self-defeating behavior.

By using CAIS, the Santa Clara sheriff's office and probation department will be able to individualize reentry plans by compiling information about risk, needs, and supervision strategies. Moving forward, the Santa Clara County Reentry Network will build a broad spectrum of services that will be evaluated over time to ensure cultural fluency and effectiveness.

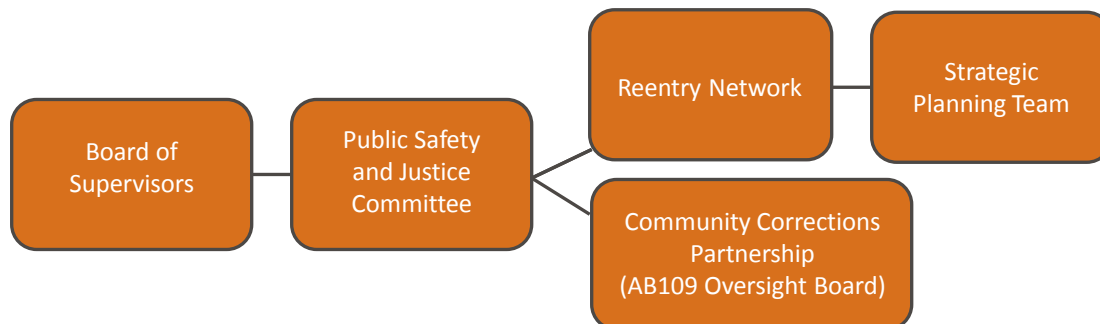
Trauma-Informed Services

In addition to incorporating the Risk-Need-Responsivity Model, this strategic plan has been designed to provide a wide range of trauma-informed services and resources. Trauma results from an event or events that have caused lifelong psychological damage. These events include physical abuse, sexual abuse, loss, neglect, violence, terrorism, disasters, historical trauma, intergenerational trauma, or the witnessing of these acts. Some people are able to recover from traumatic life histories and live positive lives. However, for many people, traumatic life histories lead to juvenile delinquency, criminal activity as adults, substance abuse, post-traumatic stress disorder, hypervigilance, depression, poor self-rated health, and low self-esteem.

Formerly incarcerated individuals are much more likely to have traumatic histories than the general population (Matheson, 2012). Of the female inmates who were interviewed in Santa Clara County, 85% reported being victims of domestic violence, and a significant number also reported being victims of childhood physical and sexual abuse (County of Santa Clara Department of Correction Commission on the Status of Women, 2008). Traditionally, women inmates have not been researched. However, as a result of the steady rise in the female incarcerated population over the years, recent criminal justice research has been conducted to create a gender-responsive approach. Female formerly incarcerated individuals have been deemed as twice as likely to have traumatic life histories as male formerly incarcerated individuals. This is significant and requires special attention, but it should be noted that females represent just over 15% of the incarcerated population in Santa Clara County.

Incarcerated men also have disproportionate histories of trauma (Matheson, 2012). One extensive literature review found that men have experienced sexual and physical abuse, but it is less documented than for females (Matheson, 2012). Thus, many men can benefit from trauma-informed services as much as women.

Santa Clara County Reentry Network



People with traumatic histories have difficulty trusting others (Gillece, 2009). Evidence has shown that positive results occur if staff members from criminal justice agencies and community-based organizations that serve formerly incarcerated individuals are properly trained to acknowledge the traumatic life histories of the individuals they serve (Gillece, 2009). Trauma-informed strategies should:

- Be strengths-based;
- Facilitate healing; and
- Seek to find ways to collaborate with the survivor, family members of the survivor, and other key stakeholders in an empowering manner (Gillece, 2009).

Santa Clara County Reentry Network

On March 1, 2011, at the request of County Supervisor George Shirakawa, the board of supervisors established a cross-system reentry network to develop and implement a reentry plan for the county. The Santa Clara County Reentry Network is expected to identify comprehensive reentry and recidivism reduction strategies to elevate existing efforts, streamline processes to link inmates to effective in-custody and community-based programming, identify cost-saving methods, and prepare Santa Clara County for the realignment of parolees and low-level prisoners under AB109.

The reentry network is led by an eight-member governance team, which is responsible for the vision, direction, and accountability of the group. Network membership is open to any individuals and organizations providing reentry services or with interest in supporting the reentry efforts in Santa Clara County. Since August 2011, the reentry network has been meeting on a quarterly basis with the focus of implementing policy and procedure changes that will better assist with a successful reentry transition. Network members provide expertise, operations support, and guidance to the governance team.

The following is a list of the Santa Clara County Reentry Network Governance Team members:

- John Hirokawa, Chief, Department of Correction
- Richard Loftus, Presiding Judge of Santa Clara County Superior Court
- Sheila Mitchell, Chief, Probation Department
- Dan Peddycord, Director, Public Health Department
- Jose Salcido, City of San Jose Mayor's Gang Prevention Task Force
- George Shirakawa, County Supervisor and Chair of the Public Safety & Justice Committee
- Laurie Smith, County Sheriff and Co-Chair of the Reentry Network

- Cora Tomalinas, Community/Faith Leader and Co-Chair of the Reentry Network

The vision of the Santa Clara County Reentry Network is to build safer communities and strengthen families through successful reintegration and reentry of formerly incarcerated individuals into Santa Clara County. The mission is to reduce recidivism by using evidence-based practices in implementing a seamless system of services, supports, and supervision.

The Santa Clara County Reentry Network is guided by the following principles and values:

- Reentry and reintegration begin while the individual is incarcerated.
- Evidence-based practices are utilized when developing programs and policies.
- Collaboration, coordination, information, and communication are critical to the success and sustainability of the Reentry Network.
- High- to moderate-risk formerly incarcerated individuals are targeted through the use of validated assessment tools.
- Assessment and case management tools targeting continuous reentry planning are incorporated at the point of admission to the criminal justice system and continue to



be used through pre- and post-release.

- The strategic plan is gender-responsive, trauma-informed, and culturally competent.

On May 17, 2011, the Bureau of Justice Assistance announced their funding solicitation for the Second Chance Act Adult Offender Reentry Program for Planning and Demonstration Projects. The goals and objectives for the planning projects were consistent with the goals of the reentry network. A grant application was submitted by the June 30, 2011, deadline, and on August 24, 2011, the application for \$50,000 in grant funds was approved. In December 2011, NCCD was selected to facilitate and develop the Santa Clara County Adult Reentry Strategic Plan with guidance from a strategic planning team.

The Santa Clara County Reentry Network convened and appointed members to the strategic planning team, which consists of 23 members. The following is a list of those members.

- Javier Aguirre, Office of County Executive
- Joshua Barousse, Silicon Valley Council of Nonprofits
- Captain Troy Beliveau, Department of Correction – Sheriff’s Office
- Marc Buller, Office of the District Attorney
- Michael Clarke, Probation Department
- Melanie Daraio, Santa Clara County First 5
- Kerry De Lima, Santa Clara County Superior Court
- Dr. Peter Ellis, Community Crime Prevention Associates
- Chris Ferry, Custody Health
- Patricia Gardner, Silicon Valley Council of Nonprofits
- Garry Herceg, Pre-Trial Services
- Elisa Kuhl, Silicon Valley FACES–Victim Witness Program

- Ky Le, Department of Mental Health – Homeless Initiative
- Mario Maciel, San Jose Mayor’s Gang Prevention Task Force
- Maureen O’Malley-Moore, Department of Mental Health Faith Collaborative
- Molly O’Neal, Office of the Public Defender
- Esther Peralez-Dieckmann, Office of Women’s Policy
- Aimee Reedy, Department of Public Health
- Andrea Flores Shelton, Office of Supervisor George Shirakawa
- Kathy Sanchez, Information Services Department
- Buu Thai, Office of Women’s Policy
- Cora Tomalinas, Santa Clara County Reentry Network
- Neelam Wadhvani, Department of Correction – Sheriff’s Office
- Robert Williamson, Goodwill Services

Members of the strategic planning team represent multiple systems and were committed to participation from March to July 2012. In order to complete this plan, the strategic planning team participated in one full-day planning retreat, one three-quarter-day session and one half-day session in order to hone priorities and recommendations, and two half days to review the draft plan.

System of Change

Notably, the reentry network and the strategic planning team will be able to build on prior efforts by the sheriff’s office, probation department, and community partners to enact system change.

In 2009, the National Reentry Resource Center, a project of The Council of State Governments Justice Center, was awarded a grant under Second Chance Act funding by the Bureau of Justice Assistance (BJA) to develop an assessment tool that serves as a planning

and implementation guide specifically for Second Chance Act grantees. This assessment tool is designed to help Second Chance Act grantees determine their progress toward meeting certain milestones, which have been determined to be evidence-based policies and practices that promote community safety and reduce rates of recidivism. Seven decision points are addressed:

- Decision point #1: Assessment and classification
- Decision point #2: Behavior and programming
- Decision point #3: Release and preparation
- Decision point #4: Release decision making
- Decision point #5: Supervision and services
- Decision point #6: Revocation decision making
- Decision point #7: Discharge and aftercare

This assessment tool provides a method for assessing the change that has already occurred and identifying milestones for the reentry network as they move forward. Appendix B provides a list of the milestones that Santa Clara County needs to address moving forward.

The most significant achievements to date center around the identification of a risk and needs assessment instrument (BJA decision point #1). In 2011, the Santa Clara County Probation Department adopted the CAIS instrument as a tool that would assist them with determining offenders’ risks of recidivism, criminogenic needs, and the best community supervision strategies. Since adoption, 160 staff members have been trained. As of November 2011, all new probationers have been given the first part of the tool—a one-page risk assessment. If a probationer is found to be at moderate or high risk of recidivism, all components of CAIS are administered. In addition, all offenders sentenced under AB109 are administered all CAIS components without regard for risk of recidivism category.

The Santa Clara County Department of Correction (DOC) implemented CAIS as an assessment tool in

July 2012. All assessment staff at the DOC have been trained. The target population for the CAIS instrument for the DOC is all inmates who are sentenced under AB109. Inmates who have been determined to be at moderate or high risk to recidivate are encouraged to participate in an in-custody program. The CAIS instrument is also used by the DOC to determine an offender's suitability for the Custody Alternative Sentencing Unit program.

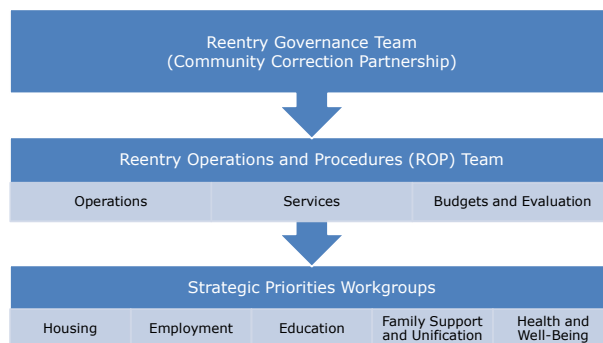
Moving forward, the probation department and sheriff's office will begin to discuss ways to share their assessment data and coordinate services. Internally, the Santa Clara County Probation Department has identified the following strategies as their next steps to making the CAIS instrument more useful and to work toward reducing recidivism:

- Creation of an assessment unit (BJA decision point #1);
- Adjusting supervision strategies according to the CAIS findings (BJA decision point #1);
- Creating a reassessment tool (BJA decision point #1); and
- Creating a program referral guide and a referral tracking system that will enable them to evaluate which services and programs are effective and which are not effective (BJA decision point #5).

Sharing new probation practices will help the DOC with implementation of CAIS within their department.

Implementation Infrastructure

With a strong assessment system in place, Santa Clara County needs to now consider ways to enhance access to services. In order to implement a seamless system of services, support, and supervision, a strong infrastructure must be in place. To begin developing an effective spectrum of reentry services, the strategic planning team recommends the merging of AB109 Community Correction Partnership and the reentry network to formulate one united governance structure, the reentry governance team.



The reentry governance team initiates legislation and policy, commits resources, and provides support to ensure that goals and objectives are met. The reentry governance team approves the annual work plans of the workgroups and reviews the progress of the reentry strategic plan.

The Reentry Operations and Procedures (ROP) Team is the coordinating and communication hub of reentry efforts and initiatives. Membership of the ROP team includes the chairs of the workgroups, the Probation Department, Sheriff's Office, Department of Correction, Mental Health Department, Department of Drugs and Alcohol, Faith Reentry Collaborative, County Executive's Office, Reentry Policy Coordinator, and the Reentry Resource Center. The ROP team serves as an advisory board to the reentry governance team and provides technical assistance for operations, services, and budget analysis and evaluation. The ROP team will be charged with discussing a wide range of implementation issues and establishing the operational policies. In doing so, the ROP team will create a system of accountability among the various workgroups and all those involved in the network.

Objectives

1. Develop a service delivery system with the capacity and supply of services to meet the needs of incarcerated individuals and ex-offenders.
2. Examine service areas and identify issues, problems, and promising practices/policies for addressing the challenges ex-offenders face when transitioning back into the community.

3. Remove policy and administrative barriers to service provision.
4. Resolve on-the-ground program implementation issues.

Seamless Service Provision

The ROP team aims to develop a seamless reentry service delivery model for Santa Clara County. Following best practices, ROP will aim to develop an infrastructure of services within the county jail so that reentry can begin at least 60 to 90 days before release.

The sheriff's office currently provides a broad range of services. ROP would review the current range of services and eligibility requirements for these programs and aims to expand services for as broad a population as possible. Ideally, in-custody services will include substance abuse services, peer mentoring, educational programming, employment training, pre-apprenticeship, and job placement services for all high-risk prisoners. This practice establishes positive relationships between prisoners and community-based services and leads to more positive outcomes over time.

Unfortunately, providing services to prisoners in the county jail has its challenges. The sheriff's office reports limited space in the jails that house moderate- to high-risk prisoners. As a result, the board of supervisors needs to conduct a space assessment and develop a plan for providing access to reentry services before prisoners are released. Such "in-reach" would make the reentry process seamless. Space should be identified for additional classes, presentations, and reentry planning.

Strategic Priorities

Through the planning process, the strategic planning team recommends the formation of six collaborative workgroups that will compile and analyze data on reentry needs; identify the highest need populations within the county; recommend pilot projects to enhance the existing reentry services; and evaluate new programs to determine if they are effective, culturally competent, and trauma-informed. Staffing



support for these workgroups will come from the reentry policy coordinator, who will be responsible for representing the reentry network to outside agencies, managing the workgroups, developing implementation plans, and recruiting workgroup members. The strategic priorities workgroups will be based on the following topic areas:

- Housing
- Education
- Employment
- Health and well-being
- Family reunification and support
- Data collection

These workgroups will enhance existing reentry efforts to create a seamless system of services, supports, and supervision. These workgroups will include representatives from county agencies, community-based organizations, and the community of formerly incarcerated individuals. At least 20% of workgroup members will come from community-based organizations, and another 20% will represent the formerly incarcerated population.

The strategic planning team interprets the formation of these six workgroups as the starting point for a long data-driven process that will build a

continually improving network of reentry services. The workgroups will inevitably begin by addressing transitional services for the highest risk populations. Yet, the strategic planning team recommends that the workgroups also put plans in place to address the long-term needs of formerly incarcerated community members, including permanent affordable housing, post-secondary education, and sustainable careers.

Each workgroup will be responsible for collecting data, developing a data-driven strategic plan, identifying funding sources, developing pilot projects, evaluating the success of pilot projects, and using findings from these evaluations to further improve services. The strategic plans and evaluations will be reviewed by the coordination unit to ensure that there is no duplication and that the reentry network develops in a way that effectively reduces recidivism.

Timeline for Implementation

October 2012 to December 2012

The focus in the first three months will be:

- The reentry network governance team and community correctional partnership merging governance structures into one entity—the reentry governance team;
- Identifying a chairperson or co-chairs for each workgroup;
- Recruiting members to participate in workgroups; and
- Establishing a meeting schedule and structure for each workgroup.

January 2013 to May 2013

Each workgroup will conduct an asset/barrier/gap analysis of their need domain (housing, education, employment, family reunification and support, and health and well-being) to determine the priorities and appropriate plan based on their capabilities and competencies. In addition, the workgroup will develop a data collection plan targeting formerly incarcerated individuals at moderate and high risk of

recidivating and will identify gaps in existing data that prevent for outcome measurement. This will be done in collaboration with the data collection workgroup. The workgroups will review their findings and develop an implementation plan for fiscal year 2013–2014 to present to the reentry operations and procedures team and the reentry governance team.

The implementation plan will specify who performs what action, what the action is specifically, and the deadline for completion of each action. Only after a plan has been developed to address the various barriers to the policy and performance expectations and other goals should the group discuss possible projects to alleviate gaps in their system that may require additional funding, whether federal, state, or local funding.

June 2013

Final reentry implementation plan for fiscal year 2013–2014 will be presented to the public safety and justice committee and the full board of supervisors for approval.

Fiscal Year 2013–2014

The implementation plan will be launched and progress will be tracked. By January 2014, the reentry operations and procedures team will report to the reentry governance team and public safety and justice committee on their progress and key milestones.

Fiscal Years 2014–2018

Existing programs/initiatives will be evaluated, improved, or defunded. The workgroups will continue to review existing data, identify target populations, and develop new programs to expand the reentry network of services. On an annual basis, the reentry operations and procedures team will present their annual work plan for approval to the reentry governance team, public safety and justice committee, and board of supervisors.

Strategic Priority Workgroup: Housing

From the perspective of probationers and parolees, housing is one of the most important need domains. Stable housing allows families to live together. Stable housing also allows probationers and parolees to find and hold a job. Inadequate housing, on the other hand, often leads to negative outcomes for formerly incarcerated people. One study conducted in New York found that formerly incarcerated individuals who lived in shelters were seven times more likely to abscond than those who had adequate housing (National Reentry Resource Center, n.d.).

Yet, finding long-term affordable housing presents an acute challenge for probationers and parolees living in Santa Clara County. Santa Clara County has the highest median rent in the nation (US Census Bureau, 2010). This high cost of living disproportionately affects poor families. According to Catholic Charities, one out of four households has to choose between paying rent, buying food, or paying for health care because of the very high cost of housing in Santa Clara County.

Many formerly incarcerated individuals are released from custody with little or no income. This makes it very hard to secure affordable, long-term housing. Santa Clara County has a shortage of affordable housing possibilities, and the waiting lists are extremely long. In addition, federal guidelines limit housing possibilities for some formerly incarcerated individuals with drug-related offenses from obtaining low-income housing, and many private affordable housing market providers will likely screen out recent formerly incarcerated individuals. There is also a shortage of transitional housing units for formerly incarcerated individuals and their families in Santa Clara County, especially if the children are over the age of 6.

Data from the Santa Clara County Probation Department show that a significant number of moderate- and high-risk probationers have some instability in their housing or have unstable housing:

- A little more than half (57.6%) of the respondents reported stable housing.

- Almost one quarter (24.7%) of the respondents reported some instability with housing.
- Nearly one fifth (17.7%) of the respondents reported unstable housing.

Moreover, women, African Americans, and high-risk probationers were more likely to have unstable housing.² When data is disaggregated by risk level, 27% of high-risk probationers have unstable housing compared with 7% of low-risk probationers. Similarly, 36% of high-risk probationers have moved more than twice in the last year compared with 11% of low-risk probationers.

Goal

To improve short- and long-term affordable housing for formerly incarcerated individuals who are at moderate or high risk of recidivating in Santa Clara County.

Objectives

1. Ensure housing-focused discharge planning prior to release.
2. Develop pre-release plans that realistically address the housing needs of individuals.
3. Offer peer-driven case management and supports to facilitate transition process.
4. Remove any barriers to affordable housing

Strategic Priority Workgroup: Education

A strong correlation exists between educational achievement and incarceration rates: the more educated an individual is, the less likely he/she is to become involved in the criminal justice system (Vacca, 2004; Harlow, 2003). Studies have shown that educational programs during incarceration significantly reduce recidivism. According to the Bureau of Justice Statistics Special Report, correctional populations, including jails, prisons, and probationers, have a substantially lower level of academic achievement in comparison with the general population (Harlow, 2003).

² In interpreting these and all statistics in this report, it is important to remember that all probationers have needs in the areas discussed, including Latinos and men. However, when we highlight certain subpopulations such as women, African-American, and high-risk probationers, they have even higher levels of need.



In Santa Clara County, 45.3% of adult residents have obtained a bachelor's degree or higher. This is much higher than the statewide percentage of adults with a bachelor's degree or higher, which is 30% (US Census Bureau, 2012).

In contrast, data from the Santa Clara County Probation Department shows that only 16% of moderate- and high-risk probationers have any higher education:

- Nearly one in ten (8.7%) of the respondents completed the ninth grade.
- Almost one third (31.5%) of the respondents completed grade levels 10 through 12 but did not graduate from high school or complete a GED.
- About one quarter (24.8%) of the respondents graduated from high school.
- Nearly one fifth (19%) of the respondents earned a GED.
- A little less than one fifth (16%) of the respondents completed some higher education courses.

Some groups are even less likely to have experience in higher education courses. Young probationers between the ages of 18 and 25, Latino probationers, high-risk probationers, and probationers with a history

of federal or state prison were all less likely to have any higher education.

High-risk probationers have the greatest challenges linked to education. Only 10% of high-risk probationers have experience in higher education, compared with 35% of low-risk probationers.

Similarly, high-risk probationers are more likely to have been assigned to special education classes as youth.

Overall:

- About one fifth (21%) of CAIS respondents were assigned to special education classes.
- The remainder (79%) of CAIS respondents were not assigned to special education classes.

Some subgroups of respondents were more likely to have histories in special education. Young probationers between the ages of 18 and 25, Latino probationers, and high-risk probationers were all more likely to have been assigned to special education or remedial classes.

Nearly one third (29%) of high-risk probationers have a history in special education compared with 16% of low-risk probationers.

Data on women probationers paints a similar story. During a focus group conducted with women on probation in Santa Clara County, educational achievement was chosen as one of the top five issues affecting their abilities to successfully reenter society (see appendix A). A gender analysis study surprisingly found that 65% of female respondents at the Elmwood Correctional Facility had a high school diploma or GED (County of Santa Clara Department of Correction Commission on the Status of Women, 2008). However, in a county with such high educational achievement rates, a high school diploma is merely a stepping stone.

This rate of educational achievement in Santa Clara County presents formerly incarcerated individuals released to Santa Clara County with yet another obstacle to face when attempting to become employed: employers have the choice of hiring

uneducated individuals with criminal histories versus educated individuals without criminal histories. Despite the perks that exist for hiring convicted felons, such as tax write-offs, it just does not add up in the long run. Without formal education, many formerly incarcerated individuals released to Santa Clara County will have difficulty competing for jobs that offer living wages.

Goal

To increase educational opportunities for moderate- and high-risk offenders in custody and in the community.

Objectives

1. Conduct educational assessments of moderate- and high-risk offenders to determine their educational capabilities.
2. Offer targeted remedial and supportive educational programs to boost basic skill proficiency levels of inmates and formerly incarcerated individuals.
3. Provide access to college-level courses during and after incarceration, financial aid, and support services.
4. Offer supportive programs to prepare formerly incarcerated individuals for the necessary discipline and focus required for long-term commitment to educational goals.

Strategic Priority Workgroup: Employment

Obtaining gainful employment is often difficult for formerly incarcerated people. Many formerly incarcerated individuals have low levels of education and lack marketable skills that will allow them to earn wages that adequately support themselves and their families. In addition, many formerly incarcerated people have sporadic employment histories due to periods of incarceration and substance abuse, which makes it difficult for them to compete for positions.

Even when formerly incarcerated individuals get their lives together and obtain pertinent skills and education, they are still judged by employers for

their criminal histories. Some formerly incarcerated individuals are permanently excluded from some fields of employment (e.g., banking and working with children). Many employers have job applications that ask applicants to list their past convictions and exclude formerly incarcerated individuals at the front door. If formerly incarcerated individuals are able to get beyond the application process and land interviews, employers still routinely conduct background checks as a pre-employment requirement. The process of hoping an employer will look beyond their criminal histories and give them a chance to prove themselves can become frustrating and lead to feelings of hopelessness, which leads to recidivism.

Data from the Santa Clara County Probation Department indicates that the majority of moderate- and high-risk probationers are unemployed. Overall:

- Almost one fifth (19%) of respondents were employed full time.
- The same percentage (19%) of respondents was employed part time.
- A small percentage (11%) of respondents did not have what they considered to be satisfactory employment.
- Just over half (51%) of respondents were unemployed.



Particular subgroups have even higher rates of unemployment. Women, African Americans, high-risk formerly incarcerated individuals, and probationers with a history of state or federal prison were all more likely to be unemployed.

More than two thirds (68%) of high-risk probationers are unemployed compared with 21% of low-risk probationers.

Similar patterns can be seen in the skill levels of probationers. Overall:

- Over one third (38%) of probationers reported being unskilled.
- The same percentage (38%) of probationers reported being semi-skilled.
- Nearly one fifth (19%) of probationers reported having labor and white-collar skills.
- A very small percentage (2%) of probationers identified as homemakers.
- Just a bit more (4%) of probationers reported attending school full time.

Young probationers, women, African Americans, and high-risk probationers are even more likely to be unskilled. Nearly half (43%) of high-risk probationers are unskilled compared with 20% of low-risk probationers.

Goal

To increase the number and percentage of formerly incarcerated individuals successfully participating in and completing job training/preparation programs that will lead to gainful employment.

Objectives

1. Develop targeted services and programs to increase the employment rate of formerly incarcerated individuals. Specifically, develop support for workforce services that address the impact of a criminal record on access to employment opportunities.

2. Develop and enhance job-specific training and certification programs during incarceration.
3. Work to remove questions about criminal history from county employment applications used during the initial application stage. Exceptions might include sensitive positions in public safety and children's services or as determined by the agency.
4. Encourage use of available financial incentives for hiring people with criminal records through outreach to businesses/employers.
5. Create an efficient process for accessing employment history records during incarceration from the California Department of Correction and Rehabilitation (CDCR) and county correction.

Strategic Priority Workgroup: Health and Well-Being

The strategic planning team came to the conclusion that the fields of health, mental health, and substance abuse are interconnected, and thus will attract membership from the same sets of people. In order to decrease repetition, these focus areas have been combined into one health and well-being workgroup with two subgroups: mental health and substance abuse.

Mental Health

Individuals with mental health issues are overrepresented in correctional criminal justice settings. In a study of 20,000 incarcerated individuals, researchers found that 14.5% of the males and 31% of the females interviewed had a history of serious mental health issues (National Reentry Resource Center, n.d.). Incarcerated individuals with mental health issues are twice as likely to violate community correctional supervision guidelines as are formerly incarcerated individuals without mental health issues (Prins & Draper, 2009). Many formerly incarcerated individuals who have mental health issues also have substance abuse problems, and these dual diagnoses further complicate compliance to correctional supervision (National Reentry Resource Center, n.d.).

Six evidence-based mental health treatment practices are proven to be clinically effective with people who suffer from mental illnesses. However, these practices have not been tested in criminal justice settings.

1. Assertive Community Treatment (ACT). Community-based organizations come together to develop individualized treatment plans for clients.
2. Life skills training. Individuals are taught basic living and coping skills.
3. Integration/Collaboration. Individuals' mental health treatment plans are aligned with their substance abuse services.
4. Employment. Individuals are provided with supportive employment opportunities.
5. Medications. As needed, individuals are encouraged to adhere to medications that will alleviate symptoms.
6. Mental health education for the individual's loved ones. Individuals, family members, and close contacts are educated about the illness at hand, how to manage the symptoms, and how to reduce stress (Prins & Draper, 2009).

To date, there is limited data on the mental health of probationers. CAIS provides very limited data on



suicidality. Overall, the vast majority of probationers are not suicidal:

- More than three quarters (83.1%) of probationers have never thought about suicide.
- Fewer than one in ten (7.8%) probationers have thought about suicide.
- Nearly one tenth (9.1%) of respondents have tried to commit suicide.

Yet several groups are more likely to have a history of suicidality than others. Women and high-risk probationers are more likely to have attempted suicide. The percentage of high-risk probationers who have considered suicide is 13% compared with 5% of low-risk probationers.

Notably, Latinos and probationers categorized as "limit setting" on the CAIS are less likely to have attempted suicide.

In order to meet the mental health needs of formerly incarcerated people in Santa Clara County, the strategic planning team set the following goals:

Goal

To enhance the accessibility of mental health treatment services and medications for all ex-offenders after release.

Objectives

1. Identify moderate- and high-risk offenders with mental health issues prior to release.
2. Develop a seamless transition into mental health services from county correction and state prison.

Substance Abuse

Substance abuse affects the vast majority of probationers and parolees in Santa Clara County; 80% of the county's adult criminal justice population has a history of drug and/or alcohol abuse (Santa Clara County Department of Correction, 2012). This does not account for crimes committed due to someone being under the influence of or in the pursuit of drugs and alcohol.

Substance abuse treatment would reduce recidivism among the currently addicted, formerly incarcerated population; a formerly incarcerated individual who has access to treatment in custody and receives aftercare is less likely to return to custody. Yet the existing substance abuse treatment infrastructure is struggling to serve this population.

Santa Clara County is steadily losing funding for substance abuse treatment. Over the past four years, treatment slots made available through the Santa Clara County Department of Alcohol and Drug Services have been reduced by nearly 50% (Garner, 2012). In addition to the shortage of inpatient treatment bed space, there is a shortage of sober living environment options, especially those that allow children.

Notably, probationers themselves attribute criminal behavior to substance abuse. Overall, 45% of CAIS respondents attributed most of their criminal behavior to drug use. This response varied by risk level: 13% of low-risk respondents, 34% of moderate-risk respondents, and 74% of high-risk respondents attributed most of their criminal behavior to drug use.

Goal

To enhance the accessibility of substance abuse treatment services for all ex-offenders after release.

Objectives

1. Improve the coordination of and access to available alcohol and other drug abuse services for the reentry population with other health services providers, including public health, mental health, and homeless and employment services.
2. Coordinate development of pre-release substance abuse assessments to identify clients in need of extensive services to support recovery and full reintegration into their communities.
3. Assess clients' eligibility for public benefits.

4. Determine the most appropriate level of care for each individual after release, based on alcohol and drug abuse assessment and clients' response to treatment while incarcerated.

Health

Compared to the general population, correctional populations suffer from a higher rate of chronic illnesses and communicable diseases. These diseases include, but are not limited to, coronary artery disease, hypertension, diabetes, asthma, chronic lung disease, HIV infection, and hepatitis B and C (Reentry Policy Council, n.d.).

Upon release from custody, many formerly incarcerated individuals do not have health insurance coverage, and hospital emergency rooms become their sole source of medical treatment. This is very costly to society because the cost of emergency room care can be extremely high, and society inevitably must foot the bill. When individuals go to the emergency room, they often tend to do so after waiting until their symptoms are unbearable. This may be detrimental if the condition has worsened to the degree where it cannot be treated effectively.

Maintaining optimal physical health is one of the basic foundations for living a full life. Poor health may affect many aspects of formerly incarcerated individuals' lives. For example, physical health has a strong correlation with housing status; people with poor health are more likely to be homeless or have inadequate housing than people in good health. Such is true with employment status; individuals in poor health are more likely to be unemployed than those in good health. People in poor health are also more likely to be depressed than individuals in good health. Depression can lead to the cycle of addiction and further complicate the reentry process. These are just a few examples of how poor physical health may hinder one's ability to successfully reenter society; this list can be expanded tremendously. Therefore, it is imperative that the physical health needs of formerly incarcerated men and women in Santa Clara County be formally addressed.

Goal

To enhance accessibility to needed health care services for all ex-offenders after release by enrolling ex-offenders in Medicaid or other health benefits, if they meet eligibility criteria.

Objectives

1. Develop a coordinated mechanism for providing formerly incarcerated individuals with needed health services.
2. Develop formal systems for handling health, mental health, and substance abuse needs of moderate and high-risk offenders.

Strategic Priority Workgroup: Family Reunification and Support

Formerly incarcerated individuals who have family support are more likely to successfully reenter society. Family members can provide formerly incarcerated individuals with financial and emotional support when needed.

Jurisdictions building reentry services should help create bridges from jail to family support within the community. The term “family” should not be narrowly restricted to blood relatives; it can apply to any individuals with whom the formerly incarcerated individuals have strong ties.



Jurisdictions should also address the needs of children with incarcerated parents. Approximately 78% of the women in Elmwood reported being unwed mothers (County of Santa Clara Department of Correction Commission on the Status of Women, 2008). Children of incarcerated parents have many issues; they are less likely to do well in school, more likely to have behavior problems, more likely to have substance abuse problems, and more likely to suffer from depression. Moreover, the lack of contact with their parents can cause them to have low self-esteem (Bushfield, 2004). All of these factors place these children at higher risk of becoming incarcerated themselves; therefore, helping the family reunify is a way to prevent future incarceration rates.

CAIS data from the Santa Clara County Probation Department show a small but important subset of probationers who experience discord at home. Overall:

- More than one third (37.4%) of probationers reported good relationships.
- Nearly one third (31.1%) of probationers reported stable relationships.
- Still fewer (27.6%) probationers reported some discord or that they have cut off relationships with their families.
- A small percentage (3.9%) of probationers reported serious discord or domestic violence.

While young probationers and Latinos reported more family stability, women and high-risk probationers reported more family discord. More than one third (36%) of high-risk probationers experience family discord compared with only 13% of low-risk probationers.

Goal

To promote familial support and reunification for moderate- and high-risk offenders and reduce the impact of incarceration on their children.

Objectives

1. Strengthen family relationships for offenders to help reduce risk of repeat incarceration.
2. Enhance communication skills through hands-on training sessions in order to foster a creative atmosphere for trust.
3. Provide tangible tools to equip families to handle everyday life events.
4. Present parenting and childhood developmental education.
5. Develop strategies to monitor and increase compliance of child support obligations for moderate- and high-risk offenders in Santa Clara County.

Strategic Priority Workgroup: Data Collection

In order to properly evaluate reentry performance measures, data collection efforts should be expanded. Currently, the Community Corrections Partnership (CCP) has an existing data and evaluation committee. Instead of creating a new workgroup, the strategic planning team suggests exploring the feasibility of expanding the work of CCP's data and evaluation committee with the Santa Clara County Reentry Network. The responsibilities of this group should involve collaborating with the other workgroups to determine data points to be collected and gaps in data sources, to create assessment and reassessment tools to address the gaps, and to develop a centralized record-keeping system in order to track individual progress. In addition, three performance measures are required by the BJA that track the combined efforts of all of the workgroups, which are as follows: percent decrease in recidivism rates for the target population, percent reduction in the crime rate, and percent reduction in probation violations (see appendices). The data collection group should be in charge of reporting for the above-mentioned required performance measures.



Goal

To create and maintain an adequate reentry tracking system and appropriate evaluation tools.

Objectives

1. The data collection workgroup will have a centralized tracking system in place that enables them to track three required performance measures: recidivism, crime rates, and probation violations.
2. The data collection workgroup, in collaboration with the five other workgroups, will identify gaps in data and develop a centralized system for tracking the remaining required performance measures.
3. The data collection workgroup, in collaboration with the five other workgroups, will create assessment tools to enable the evaluation of progress.

Conclusion

Conclusion

The ultimate goal of the Santa Clara County Adult Reentry Strategic Plan is to significantly reduce recidivism rates by providing services, resources, and treatment opportunities that meet the needs of moderate- and high-risk formerly incarcerated individuals. This will not be an easy endeavor, but it is achievable. Many formerly incarcerated individuals have been able to break the cycle of recidivism and go on to live successful lives. However, the number of formerly incarcerated individuals who are able to break the cycle of recidivism will undoubtedly increase as a result of concerted efforts to address their needs within the criminal justice system and the individuals' communities.

Individuality is a human trait, and people who have been incarcerated are as human as the rest of us. Formerly incarcerated individuals with the same risk levels will respond to interventions, treatment strategies, and services very differently. This is why it is extremely important to consider individual personalities, ethnicities, sexual orientations, genders, cultures, belief systems, etc., of formerly incarcerated individuals when seeking to create behavior change. Just as David, Michael, and Denise have extremely different backgrounds from each other, such is true for all formerly incarcerated individuals. One clear remedy for the incarceration crisis in California does not exist.

The criminal justice system in California has historically emphasized punishment over rehabilitation and reentry. These tactics have led to overcrowding, which is unsafe, costly, and causes undue stress on the families and communities disproportionately affected by incarceration rates. Therefore, it is time for a more compassionate approach that considers and seeks to understand the factors that lead to incarceration on an individual basis.



A child does not set the goal of becoming an incarcerated adult. Unfortunately, the circumstances of life, including traumatic experiences, have led people with varied needs down this road. In response, the strategic planning team, a team that is dedicated to improving the lives of formerly incarcerated people, hopes to effectively reduce crime by adopting a broad range of evidence-based, individualized, and trauma-informed service plans for formerly incarcerated individuals. This network of reentry services will be developed by the collaborative and data-driven workgroups identified in this report. Through ongoing relationship building and attention to results, outcomes will continue to improve for people who have been incarcerated, and crime will be reduced across the county.

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Appendix B: Focus Group Findings

NCCD staff members conducted two focus groups for formerly incarcerated individuals in Santa Clara County. Two groups were targeted for these focus groups: women and Spanish-speaking adults. The participants were provided with light refreshments as well as a \$20 VISA gift card as an incentive for participation.

The goals of the focus groups were to (1) identify barriers for formerly incarcerated individuals upon release from jail in Santa Clara County, (2) identify effective programs in Santa Clara County, and (3) identify recommendations for successful reentry in Santa Clara County. The focus groups began with brainstorming sessions that identified barriers to successful reentry, and each participant was asked to verbally identify barriers they face for successful reentry. All of the barriers were listed on a board, and each participant was asked to place checkmarks next to their top five barriers to successful reentry. The top five barriers were selected by identifying the barriers with the most checkmarks.

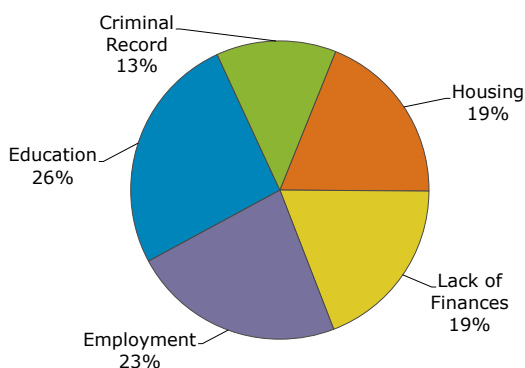
Women's Focus Group

The women's two-hour focus group was conducted on March 29, 2012, at the Center for Employment Training (CET) with 15 women from probation, the Department

of Correction's Regimented Corrections Program (RCP), and Skills to Succeed Program at the CET. The pie chart below illustrates the top five barriers to successful reentry identified by the women.

1. Education (26%). Low levels of academic achievement was the number-one issue identified by the women as affecting their abilities to successfully reenter society.
2. Employment (23%). The inability to obtain gainful employment due to criminal history— and a lack of marketable skills and education— was another issue that greatly concerned the women.
3. Lack of finances (19%). The women explained that when their basic needs are not met, it is difficult to resist the temptation to acquire an income through illegal acts.
4. Housing (19%). The inability to obtain affordable housing in Santa Clara County was a concern. According to the women, the waiting lists are extremely long. In addition, the need for more sober living environments and transitional housing units was expressed, particularly those that allow children of all ages (0–18). The women expressed extreme dissatisfaction with placement in shelters as an alternative to incarceration because they felt unstable and did not have enough access to their children.
5. Criminal record (13%). Although this barrier is in last place, a great deal of conversation in the women's focus group revolved around this topic because it can limit both housing and employment opportunities.

**Top Five Barriers to Successful Reentry:
Women's Focus Group**



The women identified House of Grace, Mariposa Lodge, InnVision, The Salvation Army Silicon Valley, RCP I, RCP II, Skills to Succeed, and the CET as effective existing programs.

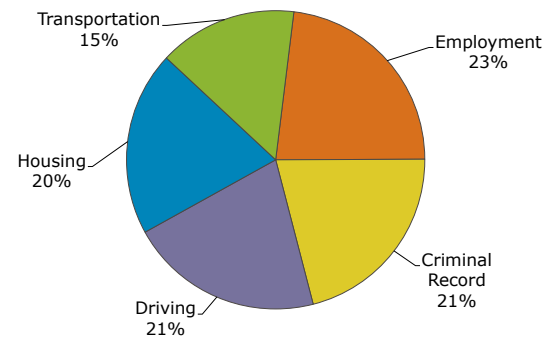
The formerly incarcerated women identified the following policy recommendations to promote successful reentry in Santa Clara County:

- Increase the minimum wage;
- Provide companies with incentives to hire formerly incarcerated individuals;
- Increase funding for subsidized childcare;
- Increase access to educational opportunities, job placement, vocational training, and programs solely for women;
- Eliminate fees to stay at shelters;
- Eliminate restitution fines;
- Increase availability of drug and alcohol beds for formerly incarcerated individuals who have managed to remain sober. According to the women, active abusers receive preference on the waiting lists;
- Increase the number of sober living environments;
- Increase access to free ESL and GED classes;
- Increase access to free or reduced-cost bus passes; and
- Expand eligibility for expungements to include multiple offenses.

Spanish-Speaking Focus Group

On April 4, 2012, NCCD conducted a two-hour focus group with 15 predominantly male, Spanish-speaking probationers and formerly incarcerated individuals on post-release community supervision (PRCS) with the Santa Clara County Probation Department. The pie chart illustrates the top five barriers to successful reentry identified by the focus group.

Top Five Barriers to Successful Reentry: Spanish-Speaking Focus Group



1. Employment (23%). The Spanish-speaking group found obtaining employment to be the number-one barrier to successful reentry. They said they believe this is due to a lack of marketable skills, the inability to get transportation to job sites and interviews, the inability to travel outside of the county for certain day labor jobs, and their criminal histories.
2. Criminal record (21%). This group said their criminal histories had a huge impact on their abilities to get good-paying jobs, as employers conduct background checks.
3. Driving (21%). This group made a strong connection between the ability to drive and stability. Their inability to drive was due to several reasons, such as having a suspended license because of inability to pay tickets, defaulting on insurance, and/or losing their vehicle due to incarceration.
4. Housing (20%). The extreme difficulty in finding housing was attributed to the lack of affordable housing in Santa Clara County. In addition, it was expressed that the inability to be housed with other probationers makes it impossible to reside in some of the households to which they have access.

5. Transportation (15%). This group deemed it difficult both to meet community supervision requirements (e.g., meeting probation officer, attending domestic violence classes) and to get to job sites and interviews. This was attributed to the size of Santa Clara County, appointment locations far from home, and a lack of funds for bus fares.

The formerly incarcerated Spanish speakers identified A Caring Place, Inc., A Turning Point Counseling and Educational Services, and Community Solutions as effective existing programs, and identified the following policy recommendations to promote successful reentry:

- Increase programs offering services for drug and alcohol treatment;
- Increase programs for families and children, particularly with educational components;
- Increase access to parenting classes;
- Increase access to mental and physical health treatment;
- Increase access to financial management programs;
- Encourage all staff members who deal with formerly incarcerated people to be patient, tolerant, friendly, and non-discriminatory;
- Increase access to free or reduced-cost bus passes;
- Eliminate probation terms that do not allow one to leave the county without prior permission of a probation officer;
- Eliminate restitution fines;
- Increase access to sealing of records and expungement of convictions; and
- Decrease employers' access to background checks.

Participants of both focus groups had many concerns about barriers to reentry that did not make the top five lists. However, many of these barriers were addressed in their policy recommendations. This attests to the fact that successful reentry is a complicated process that involves an intricately woven web of services and programs, systemic change, and societal opportunities.

Appendix C: Decision Points and Milestones to be Addressed by Each Workgroup

Data Collection Workgroup

Decision Point #1: Assessment and Classification

Assessment results are stored in an electronic database so that aggregate reports can be compiled.

Quality assurance audits are conducted on the assessment process to ensure the completion of accurate and consistent assessments.

Decision Point #2: Behavior and Programming

A centralized record-keeping system is in place to record an individual's progress toward fulfilling his/her individualized programming plan.

Education Workgroup

Decision Point #1: Assessment and Classification

Basic literacy is assessed.

Family Support/Reunification

Decision Point #1: Assessment and Classification

Financial assets and debts are assessed in order to assist individuals in preventing child support arrears mounting to an unmanageable level.

Family life, history of domestic violence, and the impact of incarceration on relationships (especially with children) are assessed.

Decision Point #3: Release Preparation

The individual's family members, other members of his/her support network, and positive role models are contacted and engaged in the reentry plan development.

Decision Point #5: Supervision And Services

Supportive family members and other networks of support are engaged in the process of planning for the individual's supervision and service connections.

Health and Well-Being Workgroup

Decision Point #1: Assessment and Classification

All individuals are screened for mental/physical health and substance abuse/dependency issues. Those who need further assessment receive it.

Reentry Operations and Procedures Team

Decision Point #1: Assessment and Classification

A validated risk/needs assessment instrument is used for all individuals at intake.

The assessment instrument measures risk of recidivism.

Staff are trained to administer and interpret the assessment instrument.

All individuals' current benefits/entitlements eligibility is assessed in order to determine steps needed to activate benefits/entitlements upon release.

Interpersonal skills, attitudes, and beliefs are assessed.

Staff engages community-based service providers to inform assessments with additional information.

When outside information is shared with corrections staff, protocols are established to ensure the accuracy and availability of assessment information while attending to confidentiality regulations.

Staff cultural competencies are improved through training, which includes not only internal but also partner agency staff.

Staff explains the purpose and function of the assessment process and the extent to which the information will be shared with each individual.

Decision Point #2: Behavior and Programming

Information obtained through assessments is used to develop an individualized programming plan that coordinates the delivery of targeted services for each person.

Policies designed to get an individual to comply with his/her programming plan incorporate strategies that reinforce positive behavior and respond to negative behavior.

The programming plan includes provisions for periodically reassessing the individual during his/her incarceration for changing the plan accordingly.

Prison or jail-based staff and service providers regularly communicate about an individual's programming plan.

Programming plans provide more intensive interventions for higher risk offenders and carefully consider the risk principle before assigning lower risk offenders to interventions.

Every program is assessed for the degree to which it adheres to the principles of risk, need, and responsivity.

Decision Point #3: Release Preparation

Individuals are enrolled with appropriate community-based human services agencies as part of the reentry planning process.

The programming plan includes a schedule of times for the individual's initial meetings at the agencies immediately upon release.

All reentry planning incorporates the principles of cultural and gender competency.

Community-based service providers are engaged in the development of the reentry plan prior to the individual's release.

Supervision officers are engaged in the development of the reentry plan prior to the individual's release.

Once a release date is established, the individual is transferred to a facility closer to home.

The conditions of release incorporate plans for how various payments (e.g., court-ordered restitution, child support, fines) will be addressed upon release.

Decision Point #4: Release Decision Making

A validated risk assessment instrument is used to predict the risk of reoffending that an individual presents to the community upon release.

When risk assessment, criminal history information, and other factors reflect a higher likelihood of reoffending, the individual is assigned to a period of community supervision upon release.

The results generated by a validated risk assessment instrument, in addition to other information, are used to inform the intensity level and duration of supervision.

For those jurisdictions that have maintained some discretion in the release process, risk assessment information is used to inform when release is most appropriate.

Whenever the release decision is discretionary, the reasons for the decision are articulated in writing by the releasing authority.

A transition planning team reviews the individual's progress toward completing the programming plan and collects other information to advise the releasing authority and initiate the transition planning process.

The jurisdiction has a process for notifying a victim when the releasing authority has decided to release an individual.

Conditions of release recognize the particular strengths and needs of each individual and the resources of the community.

Release conditions are realistic and achievable.

Release decision-making authorities have established procedures that allow supervising officers to modify the conditions of release according to the individual's behavior, including possibly reducing the term of supervision due to good behavior.

Conditions of release are developed with input from community partners. This can promote greater community buy-in and support for the individual upon release.

Releasing authorities are trained and supervised to use and analyze the information provided to them objectively and effectively.

Decision Point #5: Supervision and Services

A transition team—which includes representatives from institutional and community corrections, law enforcement, and community-based agencies—is charged with developing a comprehensive supervision and services strategy.

Local law enforcement, supervision, community-based treatment, and services agencies coordinate their activities involving the supervised individual with each other, and the process of collaborative case management is defined in policy and procedure.

A supervision officer is assigned to each individual well before the date of his/her release and participates in planning for the individual's transition.

A written copy of the terms and conditions of release and transition plan are provided to each individual and explained clearly, ensuring that he/she understands them prior to release.

The frequency and type of contact between the supervision officer and individual under supervision corresponds to the level of risk he/she presents.

Supervision and service resources are reserved for higher risk offenders.

Individuals are supervised in the community where they live.

Each individual's progress toward completing his/her transition plan is assessed periodically, and the plan is modified accordingly.

Supervision and treatment resources are concentrated on the period directly following an individual's release.

Supervision strategies are based on the information obtained through risk and needs assessment instruments.

Information about an individual is shared with law enforcement agencies in the jurisdiction to which he/she will return prior to release.

Community-based reentry task forces are organized to allow each community to identify existing assets, barriers, and gaps in current treatment resources and services that can meet the needs of individuals returning to their communities.

For individuals released without supervision and for whom there is no authority to mandate involvement, effort is made to strengthen the transition plan and connect them to services and resources upon release.

Decision Point #6: Revocation Decision Making

An operating procedure or policy statement guides how sanctions and incentives are imposed.

Incentives and sanctions are discussed with the individual before any violation has occurred.

Incentives are delivered immediately upon the completion of the specified goal, and sanctions are delivered immediately after misbehavior or violation.

Responses to violations are proportionate to the behavior and consider the individual's level of risk.

Community-based partners are engaged in designing responses to violations.

Policies governing how information is shared among criminal justice and social services agencies consider privacy and confidentiality issues.

Supervision officers have the flexibility to impose graduated incentives and sanctions based on offender behavior.

Meaningful positive reinforcements exist to encourage the individual to comply with the terms and conditions of release.

Victims are given an opportunity to inform how incentives and sanctions are applied.

Judges who play a role in the supervision process receive adequate information and training on how to use sanctions to reinforce behavior change.

Revocation and reincarceration are considered the most serious of many different options available for addressing violations.

Community-based partners are notified when a revocation has occurred (POLICY).

Decision Point #7: Discharge and Aftercare

Policies and procedures are in place allowing the agency to discharge a person before completion of his/her period of supervision.

Early discharge is considered when the individual has consistently complied with the terms of supervision.

Policies and procedures describe the roles and responsibilities of each agency contributing to the aftercare plan. The aftercare plan is the document that identifies the tasks and activities an individual will complete following discharge from correctional control.

The discharge and aftercare plan is driven by a final assessment of the individual's level of risk as well as his/her needs and strengths.

The collaborative case management team meets to discuss the individual's conclusion of supervision and to plan for the post-discharge period.

Community-based social services agencies are fully engaged in discharge and aftercare planning.

An individual's success under supervision is recognized and celebrated.

- Increase funding for subsidized childcare;
- Increase access to educational opportunities, job placement, vocational training, and programs solely for women;
- Eliminate fees to stay at shelters;
- Eliminate restitution fines;
- Increase availability of drug and alcohol beds for formerly incarcerated individuals who have managed to remain sober. According to the women, active abusers receive preference on the waiting lists;
- Increase the number of sober living environments;
- Increase access to free ESL and GED classes;
- Increase access to free or reduced-cost bus passes; and
- Expand eligibility for expungements to include multiple offenses.

Appendix D: Community Resources

The following is the Adult Justice Community-Based Organization (CBO) Directory for Santa Clara County, which was prepared by the Silicon Valley Council of Nonprofits, 1400 Parkmoor Avenue, Suite #130, San Jose, CA 95126 in 2011–2012.

Behavioral Health

Asian Americans for Community Involvement (AACI)

2400 Moorpark Avenue, Suite #300, San Jose, CA 95128; Telephone: (408) 975-2730; Fax: (408) 975-2745; Website: www.aaci.org

Organization Mission: Focusing on the diverse Asian American community, AACI's mission is to improve the health, mental health, and well-being of individuals and their families by providing an array of human services. AACI empowers the Asian American community by working collaboratively for equality and social justice.

Adult Reentry Services: Domestic violence and problem gambling workshops.

Asian American Recovery Services, Inc. (AARS)

1340 Tully Road, Suite #304, San Jose, CA 95122; Telephone: (408) 271-3900; Fax: (408) 271-3909; Website: www.aars.org

Organization Mission: The purpose of Asian American Recovery Services, Inc. (AARS) is to reduce the impact of substance abuse in the Asian and Pacific Islander and other affected communities of the San Francisco Bay Area. This is accomplished by providing prevention, outreach, intervention, and treatment services as well as engaging in education, research, and advocacy.

Adult Reentry Services: The AARS adult outpatient treatment program offers drug and alcohol counseling services including orientation, intake and

assessment, treatment planning, group and individual counseling, case management, and continuing care/aftercare groups. Currently, AARS is the only outpatient substance abuse agency providing weekly monolingual treatment groups in Tagalog and Vietnamese. Also offered are a women's group, LGBT group, young adults group, and a weekly acupuncture ear clinic. This program is funded by Santa Clara County's Department of Alcohol and Drug Services. For alcohol and drug treatment services in Santa Clara County for adults, call the Gateway Assessment Center at 1-800-488-9919. The CalWORKs program offers counseling and behavioral health services to eligible welfare-to-work participants. Services include intake and assessment, individual counseling, group and family counseling, dual diagnosis service, and case management. Psychiatric services as well as holistic services such as meditation and acupuncture are available in addition to counseling. All CalWORKs services are provided at no cost.

Bill Wilson Center

3490 The Alameda, Santa Clara, CA 95050; Telephone: (408) 243-0222; Fax: (408) 246-5752; Website: www.billwilsoncenter.org

Organization Mission: Bill Wilson Center is committed to working with the community to ensure that every youth has access to the range of services needed to grow into healthy and self-sufficient adults. Bill Wilson Center has been providing services to runaway and homeless youth since 1973.

Adult Reentry Services: Counseling services targeted to young adults ages 18 to 25.

Catholic Charities (CCSJ)

2625 Zanker Road, Suite #200, San Jose, CA 95134; Telephone: (408) 468-0100; Fax: (408) 944-0275; Website: www.catholiccharitiesscc.org

Organization Mission: Catholic Charities of Santa Clara County serves and advocates for families and individuals in need, especially those living in poverty. Rooted in gospel values, we work to create a more just and compassionate community in which people of all cultures and beliefs can participate.

Adult Reentry Services: Inmate & Family Support Services (formerly Friends Outside) are provided to individuals while in custody in main jail and Elmwood; Steps Ahead Home Visitation Program; Donation Station; MHSA Criminal Justice Program; treatment for mental health and substance abuse; assistance in arranging doctor appointments; assistance in obtaining the medication needed to maintain good health; assistance in finding a safe and affordable place to live; assistance in finding a job and/or returning to school; assistance in obtaining needed financial and/or link services; men's and women's support groups; dual diagnosis group; relapse prevention group; anger management group; living skills group; awareness group; education group; and peer-mentor support group, etc.

Community Solutions

16264 Church Street, #103, Morgan Hill, CA 95037;
Telephone: (408) 779-2113; Fax: (408) 778-9672;
Website: www.communitysolutions.org

Organization Mission: The mission of Community Solutions is to create opportunities for positive change by promoting and supporting the full potential of individuals, the strengths of families, and the well-being of our community.

Adult Reentry Services: Community Solutions provides services for incarcerated adults with co-occurring mental illness and substance abuse issues. These services offer supportive counseling, case management, peer support, mental health services, medication support, and crisis intervention. The Criminal Justice Transitional Housing Unit program offers housing services for individuals enrolled in the criminal justice system and the Mental Health Services Act Full Service Partnership program. The transitional housing units allow clients to live in an unrestricted

environment while receiving peer support, counseling, medication support, and crisis intervention services. In addition, the agency's Solutions to Violence programs offer services and support for survivors of domestic violence, sexual assault, and human trafficking. These services include: peer counseling, goal planning, safety planning, advocacy, court accompaniment, and assistance with temporary restraining orders. Community Solutions also has a confidential women's shelter, La Isla Pacifica, for women and children recently displaced as a result of domestic violence.

Community Health Awareness Council (CHAC)

711 Church Street, P.O. Box 335, Mountain View, CA 94042; Telephone: (650) 965-2020; Fax: (650) 965-7286;
Website: www.chacmv.org

Organization Mission: The Community Health Awareness Council exists to provide alternatives to self-destructive behavior and to help create healthy lives for the children and families of Mountain View, Los Altos, Los Altos Hills, and surrounding communities.

Adult Reentry Services: CHAC provides individual, couples, and family counseling and therapy at our agency site; AOD services on a counseling individual basis; and anger management on an individual basis. We serve the communities of Mountain View, Los Altos, Los Altos Hills, and Sunnyvale.

Gardner Family Care Corporation

160 E. Virginia Street, Suite 280, San Jose, CA 95112;
Telephone: (408) 287-6200; Main Office
Website: www.gardnerfamilyhealth.com

Organization Mission: Through its seven sites, Gardner provides comprehensive primary health care and behavioral services dedicated to improving the lives and health status of low- and moderate-income communities in Santa Clara County.

Adult Reentry Services: Drinker Drive Program, deferred entry of judgment (DEJ) programs, alcohol/drug outpatient and SACPA treatment programs, and perinatal intensive outreach program.

InnVision

1900 The Alameda, Suite #400, San Jose, CA 95126;
Telephone: (408) 292-4286; Fax: (408) 271-1798;
Website: www.innvision.org

Organization Mission: We are dedicated to empowering homeless and at-risk families and individuals in finding the way home. We accomplish this by offering various levels of housing and day programs in a safe and supportive environment that promotes self-worth and independent living.

Adult Reentry Services: Services empower homeless and at-risk families and individuals to gain stability by providing housing, food, and programs that promote self-sufficiency. In the South Bay this includes emergency shelters, transitional/supportive housing, and permanent multi-housing units and apartments. This comprehensive network of services meets both the emergency and longer-term needs of the homeless and low-income men, women, families, veterans, and the mentally ill.

Momentum for Mental Health

438 N. White Road, San Jose, CA 95127 ;
Telephone: (408) 254-6828; Fax: (408) 259-2273;
Website: www.momentumformentalhealth.org

Organization Mission: Momentum for Mental Health exists to help individuals achieve mental and emotional health, discover and reach their potential, and fully participate in life.

Adult Reentry Services: Housing limited to those who receive mental health services through Medi-Cal coverage.

Pathway Society, Inc.

1659 Scott Boulevard, Suite #30, Santa Clara, CA 95050; Telephone: (408) 244-1834; Fax: (408) 244-5123;
Website: Under Construction

Organization Mission: Pathway Society, Inc., exists to provide services that promote the development of individual, family, and community wellness. This

mission is accomplished through programs designed to provide a continuum of substance abuse and behavioral health services.

Adult Reentry Services: Pathway House Adult Residential (coed/criminal justice); Pathway-Mariposa Lodge Adult Residential (women only/criminal justice); transitional housing units (four in San Jose and two in Gilroy for men and women/criminal justice); adult outpatient program (coed/criminal justice in South County); family wellness program (families/bi-lingual-bi-cultural).

Emergency Services

InnVision

1900 The Alameda, Suite #400, San Jose, CA 95126;
Telephone: (408) 292-4286; Fax: (408) 271-1798;
Website: www.innvision.org

Organization Mission: We are dedicated to empowering homeless and at-risk families and individuals in finding the way home. We accomplish this by offering various levels of housing and day programs in a safe and supportive environment that promotes self-worth and independent living.

Adult Reentry Services: Services empower homeless and at-risk families and individuals to gain stability by providing housing, food, and programs that promote self-sufficiency. In the South Bay this includes emergency shelters, transitional/supportive housing, and permanent multi-housing units and apartments. This comprehensive network of services meets both the emergency and longer-term needs of the homeless and low-income men, women, families, veterans, and the mentally ill.

Community Services Agency of Mountain View and Los Altos

204 Stierlin Road, Mountain View, CA 94043;
Telephone: (650) 968-0836; Fax: (650) 938-2728;
Website: www.csacares.org

Organization Mission: For over 50 years, Community Services Agency has been providing vital social services for residents of Mountain View, Los Altos, and Los Altos Hills. We understand that hardship can come at any time and knows no age limit. We provide a safety net so independence and self-sufficiency can be restored and maintained. Our clients may be a young, working-poor family, or an elderly person looking for companionship.

Adult Reentry Services: Basic assistance program.

Sacred Heart Community Service

1381 South 1st Street, San Jose, CA 95110;
Telephone: (408) 278-2175; Fax: (408) 885-9071;
Website: www.shcstheheart.org

Organization Mission: Our mission is to build a community free from poverty by creating hope, opportunity, and action. We provide essential services; empower people to improve their lives; advocate for justice; and inspire volunteers to love, serve, and share.

Adult Reentry Services: Emergency assistance, clothes closet, and job link services.

The Salvation Army

359 North 4th Street, San Jose, CA 95112;
Telephone: (408) 998-2064;
Website: www.salvationarmysiliconvalley.net

Organization Mission: The Salvation Army has been "Doing The Most Good" in Santa Clara County for 125 years. Generous donations of time, money, and products from corporations and individuals in the community make it possible for The Salvation Army to provide for those less fortunate in the Santa Clara County and around the world.

Adult Reentry Services: Work training programs.

Silicon Valley Independent Living Center (SVILC)

2202 North First Street, San Jose, CA 95131; Telephone: (408) 894-9041; Fax: (408) 894-9050 or (866) 945-2205;
Website: www.svilc.org

Organization Mission: SVILC is a cross-disability, intergenerational, and multicultural disability justice organization creating fully inclusive communities that value the dignity, equality, freedom, and worth of every human being. We do this by building disability identity, culture, and pride; creating opportunities for personal and community transformation; and partnering with others to ensure that civil and human rights are protected.

Adult Reentry Services: SVILC provides a wide range of services designed to assist people with all disabilities of all ages to live independently in their communities: information and referral; peer support; independent living skills; in-home supportive services support; benefits counseling; workers' rights clinic; assistive technology; adaptive equipment; home modifications; and accessible, affordable, integrated housing.

Sunnyvale Community Services

725 Kifer Road, Sunnyvale, CA 94086;
Telephone: (408) 738-4321; Fax: (408) 738-1125;
Website: www.svcommunityservices.org

Organization Mission: Founded in 1970, Sunnyvale Community Services is an independent, nonprofit emergency assistance agency. Our mission is to prevent homelessness and hunger for low-income families and seniors facing temporary crises. We provide financial aid, food, and other support that prevents larger problems with more expensive solutions.

Adult Reentry Services: Financial help to prevent evictions and utility disconnections, and to pay medical and other critical bills; financial aid to help working homeless families regain permanent housing; kids' summer food program, which provides more food to low-income families; emergency food bags (sponsored by Sunnyvale FISH); bread and pastries distribution (Mondays, Tuesdays, Wednesdays); Community Christmas Center affording low-income families the dignity of selecting a two-week supply of food, toys, and gifts for infants through teens; one-

time gas vouchers and bus passes for job interviews or medical appointments; clothes closet (run by Sunnyvale FISH); and information and referral services.

West Valley Community Services, Inc.

10104 Vista Drive, Cupertino, CA 95014;
Telephone: (408) 255-8033; Fax: (408) 366-6090;
Website: www.wvcommunityservices.org

Organization Mission: West Valley Community Services, Inc. (WVCS) is a private nonprofit, community-based agency that has been providing direct assistance and referral services to the community for more than 35 years. We provide a continuum of basic needs, housing assistance, and family support services including information and referrals, food, shelter, affordable housing, financial assistance, and case management.

Adult Reentry Services: WVCS' Haven to Home Program, which includes homeless housing services and transitional housing program (THP), provides a continuum of services such as housing search, counseling, employment support, public benefit sign-up, financial workshop, financial rental and deposit assistance, and intensive case management to assist homeless men, women, and families to secure stable housing.

Education

Center for Employment Training (CET)

701 Vine Street, San Jose, CA 95110;
Telephone: (408) 287-7924; Fax: (408) 534-5286;
Website: www.cetweb.org

Organization Mission: The mission of CET, an economic and community development corporation, is to promote human development and education by providing people with marketable skills training and supportive services that contribute to self-sufficiency.

Adult Reentry Services: CET provides open-entry employment training services in San Jose and Gilroy. Trainings include green building construction, electrical, HVAC, early childcare, culinary, medical

assistance/administrative, basic office technology, automotive, and truck driving. CET provides a holistic service delivery model that includes job skills training, support services, financial management, pre-employment and personal development workshops, job placement support, immigration, and GED and ESL support. When eligible, students may receive scholarships and financial support. CET is a WASC-accredited school with over 40 years of experience in job training. CET also offers specialized training and support for women entering non-traditional trainings.

Center for Training and Careers (CTC)

749 Story Road, Suite #10, San Jose, CA 95122;
Telephone: (408) 213-0961; Fax: (408) 288-9065;
Website: www.ctcsj.org

Organization Mission: CTC's mission is to provide unique opportunities that will lead to rewarding and productive lives.

Adult Reentry Services: Job training—construction pre-apprenticeship, green technology academy, electronic health records, medical administrative assistant, entrepreneurial choices; education—GED preparation, basic skills academy; case management and assessments; state-approved domestic violence classes; and employment services—work readiness classes and job placement assistance.

Employment

Goodwill Industries of Silicon Valley (GWSV)

1080 North Seventh Street, San Jose, CA 95112;
Telephone: (408) 998-5774; Fax: (408) 283-9093;
Website: www.goodwillsv.org

Organization Mission: GWSV helps our community's unemployed become employed. GWSV is part of Goodwill Industries International, a federation of over 200 autonomous, community-based Goodwill organizations worldwide. Together we are one of the largest social service organizations in the world. We are dedicated to improving employment opportunities, increasing the standard of living,

economic independence, and restoring our clients self-value. We do this through workforce creation, vocational training, and environmental stewardship

Adult Reentry Services: Job readiness training in the form of workshops that include workplace communication, job search skills, resume writing skills, interviewing skills, problem solving, decision making, as well as others.

Catholic Charities (CCSJ)

2625 Zanker Road, Suite #200, San Jose, CA 95134;
Telephone: (408) 468-0100; Fax: (408) 944-0275;
Website: www.catholiccharitiesscc.org

Organization Mission: Catholic Charities of Santa Clara County serves and advocates for families and individuals in need, especially those living in poverty. Rooted in gospel values, we work to create a more just and compassionate community in which people of all cultures and beliefs can participate.

Adult Reentry Services: Inmate & Family Services (formerly Friends Outside) provides book and glasses delivery, notary services, connection to family and/or property, check cashing, pro per copies, and other services to individuals while in custody in main jail and Elmwood; Steps Ahead Home Visitation Program provides in-home parenting support to parents who have been impacted by incarceration and their children ages 0–6, and can provide reunification support, child development screening, and linkage to mental health treatment; Donation station is for referred clients in order to acquire clothing, household items, hygiene items, and furniture; and MHSA Criminal Justice Program.

Center for Employment Training (CET)

701 Vine Street, San Jose, CA 95110;
Telephone: (408) 287-7924; Fax: (408) 534-5286;
Website: www.cetweb.org

Organization Mission: The mission of CET, an economic and community development corporation, is to promote human development and education by

providing people with marketable skills training and supportive services that contribute to self-sufficiency.

Adult Reentry Services: CET provides open-entry employment training services in San Jose and Gilroy. Trainings include green building construction, electrical, HVAC, early childcare, culinary, medical assistance/administrative, basic office technology, automotive, and truck driving. CET provides a holistic service delivery model that includes job skills training, support services, financial management, pre-employment and personal development workshops, job placement support, immigration, and GED and ESL support. When eligible, students may receive scholarships and financial support. CET is a WASC-accredited school with over 40 years of experience in job training. CET also offers specialized training and support for women entering non-traditional trainings.

Center for Training and Careers (CTC)

749 Story Road, Suite #10, San Jose, CA 95122;
Telephone: (408) 213-0961; Fax: (408) 288-9065;
Website: www.ctcsj.org

Organization Mission: CTC's mission is to provide unique opportunities that will lead to rewarding and productive lives.

Adult Reentry Services: Job training—construction pre-apprenticeship, green technology academy, electronic health records, medical administrative assistant, entrepreneurial choices; education—GED preparation, basic skills academy; case management and assessments; state-approved domestic violence classes; and employment services—work readiness classes and job placement assistance.

Housing

Bill Wilson Center

3490 The Alameda, Santa Clara, CA 95050;
Telephone: (408) 243-0222; Fax: (408) 246-5752;
Website: www.billwilsoncenter.org

Organization Mission: Bill Wilson Center is committed to working with the community to ensure that every youth has access to the range of services needed to grow into healthy and self-sufficient adults. Bill Wilson Center has been providing services to runaway and homeless youth since 1973.

Adult Reentry Services: Services focused on individuals ages 12 to 25 years.

Community Solutions

16264 Church Street, #103, Morgan Hill, CA 95037;
Telephone: (408) 779-2113; Fax: (408) 778-9672;
Website: www.communitysolutions.org

Organization Mission: The mission of Community Solutions is to create opportunities for positive change by promoting and supporting the full potential of individuals, the strengths of families, and the well-being of our community.

Adult Reentry Services: Community Solutions provides services for incarcerated adults with co-occurring mental illness and substance abuse issues. These services offer supportive counseling, case management, peer support, mental health services, medication support, and crisis intervention. The Criminal Justice Transitional Housing Unit program offers housing services for individuals enrolled in the criminal justice system and the Mental Health Services Act Full Service Partnership program. The transitional housing units allow clients to live in an unrestricted environment while receiving peer support, counseling, medication support, and crisis intervention services. In addition, the agency's Solutions to Violence programs offer services and support for survivors of domestic violence, sexual assault, and human trafficking. These

services include: peer counseling, goal planning, safety planning, advocacy, court accompaniment, and assistance with temporary restraining orders. Community Solutions also has a confidential women's shelter, La Isla Pacifica, for women and children recently displaced as a result of domestic violence.

EHC Lifebuilders

507 Valley Way, Milpitas, CA 95035;
Telephone: (408) 539-2100; Fax: (408) 286-5102;
Website: www.ehclifebuilders.org

Organization Mission: EHC LifeBuilders provides a wide variety of comprehensive solutions to help people overcome the obstacles in their lives. From shelter and long-term housing to homelessness prevention and supportive services, we match people with the right kinds of opportunities for assistance to help them succeed.

Adult Reentry Services: EHC Lifebuilders' Boccardo Reception Center (BRC) serves homeless adults with targeted services for chronically homeless and veterans. BRC also includes programs for discharges from mental health or physical health hospitalizations.

InnVision

1900 The Alameda, Suite #400, San Jose, CA 95126;
Telephone: (408) 292-4286; Fax: (408) 271-1798;
Website: www.innvision.org

Organization Mission: We are dedicated to empowering homeless and at-risk families and individuals in finding the way home. We accomplish this by offering various levels of housing and day programs in a safe and supportive environment that promotes self-worth and independent living.

Adult Reentry Services: Services empower homeless and at-risk families and individuals to gain stability by providing housing, food, and programs that promote self-sufficiency. In the South Bay this includes emergency shelters, transitional/supportive housing, and permanent multi-housing units and apartments.

This comprehensive network of services meets both the emergency and longer-term needs of the homeless and low-income men, women, families, veterans, and the mentally ill.

Momentum for Mental Health

438 N. White Road, San Jose, CA 95127;
Telephone: (408) 254-6828; Fax: (408) 259-2273;
Website: www.momentumformentalhealth.org

Organization Mission: Momentum for Mental Health exists to help individuals achieve mental and emotional health, discover and reach their potential, and fully participate in life.

Adult Reentry Services: Housing limited to those who receive mental health services through Medi-Cal coverage.

Next Door Solutions to Domestic Violence

234 E. Gish Road, #200, San Jose, CA 95112;
Telephone: (408) 441-7562; Fax: (408) 441-7562;
Website: www.nextdoor.org

Organization Mission: Next Door seeks to end domestic violence "in the moment and for all time." Next Door promotes safety for battered women and their children through emergency shelter; multiple points of entry for victims; individuals, system, and institutional advocacy; crisis intervention; education for victims and the community; and the changing of community norms through prevention activities.

Adult Reentry Services: 24-hour hotline, walk-in crisis counseling, the MAVEN program for victims over age 50, Social Service advocacy, The Language Bank, and legal advocacy. The Shelter Next Door is a 24-hour emergency shelter that provides safe housing and crisis counseling for women and their children. Sometimes women and their children come to the Shelter Next Door with nothing but the clothes on

their backs. Addressing this sudden and abrupt departure, the Shelter Next Door seeks to create a safe place for women and their children by providing confidential shelter and supportive services that allow them to make informed decisions about their future.

Pathway Society, Inc.

1659 Scott Boulevard, Suite #30, Santa Clara, CA 95050; Telephone: (408) 244-1834; Fax: (408) 244-5123;
Website: Under Construction

Organization Mission: Pathway Society, Inc. exists to provide services that promote the development of individual, family, and community wellness. This mission is accomplished through programs designed to provide a continuum of substance abuse and behavioral health services.

Adult Reentry Services: Pathway House Adult Residential (coed/criminal justice); Pathway-Mariposa Lodge Adult Residential (women only/criminal justice); transitional housing units (four in San Jose and two in Gilroy for men and women/criminal justice); adult outpatient program (coed/criminal justice in South County); family wellness program (families/bi-lingual-bi-cultural).

Related Services

Law Foundation of Silicon Valley

152 North Third Street, 3rd Floor, San Jose, CA 95112;
Telephone: (408) 293-4790; Fax: (408) 293-0106;
Website: www.lawfoundation.org

Organization Mission: To secure justice and protect human rights by providing legal advocacy, counseling, and access to the legal system for those who would otherwise be underrepresented.

Adult Reentry Services: Legal services and advocacy.

New Skin Adult Tattoo Removal

1695 South 7th Street, San Jose, CA 95112;
Telephone: (408) 899-9695;
Website: www.newskinatr.org

Organization Mission: New Skin Adult Tattoo Removal program is a nonprofit that removes, at a low cost, visible tattoos that may hinder adults from gainful employment and a peace-of-mind lifestyle.

Adult Reentry Services: Tattoo removal.

Silicon Valley Independent Living Center (SVILC)

2202 North First Street, San Jose, CA 95131; Telephone: (408) 894-9041; Fax: (408) 894-9050 or (866) 945-2205; Website: www.svilc.org

Organization Mission: SVILC is a cross-disability, intergenerational, and multicultural disability justice organization creating fully inclusive communities that value the dignity, equality, freedom, and worth of every human being. We do this by building disability identity, culture, and pride; creating opportunities for personal and community transformation; and partnering with others to ensure that civil and human rights are protected.

Adult Reentry Services: SVILC provides a wide range of services designed to assist people with all disabilities of all ages to live independently in their communities: information and referral; peer support; independent living skills; in-home supportive services support; benefits counseling; workers' rights clinic; assistive technology; adaptive equipment; home modifications; and accessible, affordable, integrated housing.

Appendix E: Contact Information for the Strategic Planning Team

Affiliation	Person/Representative	Email Address
Faith Community/Innovation 6	Maureen O'Malley Moore	Maureen.o'malley-moore@hhs.sccgov.org
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Blue Ribbon Task Force on Jobs	Pastor Tony Williams	Tony.williams@maranathacc.com Tonywill77@comcast.net
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Office of Supervisor George Shirakawa	Andrea Flores Shelton	Andrea.floresshelton@bos.sccgov.org
Data Source	Kathy Sanchez	Kathy.sanchez@isd.sccgov.org
District Attorney's Office	Marc Buller	mbuller@da.sccgov.org
Public Defender's Office	Molly O'Neal	moneal@pdo.sccgov.org
Santa Clara County First 5	Melanie Daraio	Melanie@first5kids.org
Silicon Valley FACES	Pat Mitchell/David Tran	pmitchell@svfaces.org / dtran@svfaces.org

Appendix F: Public Safety and Justice Committee

This committee is responsible for oversight of the criminal justice system. A key area of focus is preserving the non-custodial treatment options brought about by the implementation of the voter-approved referendum that mandates drug treatment instead of incarceration for non-violent drug crime offenders. Another key area is the statutory relationship between the Department of Correction and the Office of the Sheriff. This committee also provides a venue for discussion of matters related to the court system. This committee reviews budget recommendations relating to Santa Clara County's criminal justice offices and departments including the Office of the District Attorney, Office of the Public Defender, Office of the Sheriff, Probation Department, Department of Correction, Office of Pretrial Services, and Medical Examiner-Coroner's Office.

The following is a list of the voting members on the Public Safety and Justice Committee:

- Supervisor George Shirakawa, Chair
- Supervisor Mike Wasserman, Vice Chair

The following is a list of the non-voting members on the Public Safety and Justice Committee:

- Judge Richard Loftus, Superior Court
- Mary Greenwood, Public Defender's Office
- Sheila Mitchell, Probation Department
- Jeff Rosen, District Attorney's Office
- Gary Graves, County Executive's Office
- John Hirokawa, Department of Correction
- Laurie Smith, Sheriff's Office
- Garry Herceg, Office of Pretrial Services
- Lori Pegg, County Counsel's Office

Appendix G: Board of Supervisors

The following is a list of the Board of Supervisors:

- Mike Wasserman, District 1
- George Shirakawa, District 2
- Dave Cortese, District 3
- Ken Yeager, District 4
- Liz Kniss, District 5