



# SANTA CLARA COUNTY

## FY21-22 PUBLIC SAFETY REALIGNMENT PLAN

Building safer communities and strengthening families through successful reintegration and reentry of formerly incarcerated individuals back into Santa Clara County.





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## LOCAL AB 109 OVERSIGHT

On March 1, 2011, the Board of Supervisors approved the establishment of a cross-system reentry network to develop and implement a reentry plan for the County. The Santa Clara County Reentry Network (REN) identifies comprehensive reentry and recidivism reduction strategies to elevate existing efforts, streamlines the process in linking inmates to effective in-custody and community-based programming, identifies cost-saving methods, and increases support of parolees and low level prisoners under the Public Safety Realignment Act (AB 109).

In October 2011, California passed the Public Safety Realignment Act (AB 109) into law. This law, commonly referred to as Realignment, seeks to alleviate prison overcrowding by mandating that low-level felons become the responsibility of local jurisdictions. That is, non-violent, non-serious, and non-sex-related felons begin serving their sentences in jail instead of prison. In addition, supervision of this population is carried out locally, by probation instead of state parole agents. To facilitate this effort, the state provided additional funding to each county. Santa Clara County chose to invest the bulk of its AB109 funding into rehabilitation instead of building bigger jails. In February 2012, with the collaboration of the Offices of the Sheriff (SHF), Probation Department (PD), Public Defender Office (PDO), Social Services Agency (SSA), Behavioral Health Services Department (BHS), Custody Health (CH), Ambulatory Care, and the Office of Supportive Housing (OSH) among others, the County opened the Reentry Resource Center (RRC). The RRC serves as a “one-stop shop” serving multiple needs including programs addressing mental illness, substance use disorders, homelessness, unemployment, and domestic violence as well as a host of other issues that lead to incarceration. Under this model, individuals exiting County jails can visit the RRC and complete multiple objectives at once. The Office of Reentry Services (ORS), established in September 2013, acts as the administrator of the RRC and reentry-related funding.

## GUIDING PRINCIPLES ON REENTRY

The following principles guide this work in the County:

1. Reentry and reintegration begin while the individual is incarcerated.
2. Evidence-based practices are utilized when developing programs and policies.
3. Collaboration, coordination, information, and communication are critical to the success and sustainability of the Reentry Network.
4. Moderate to high-risk formerly incarcerated individuals are targeted using validated assessment tools.
5. Assessment and case management tools targeting continuous reentry planning are incorporated at the
6. Point of admission into the criminal justice system and continue to be used through pre-and post-release.
7. The strategic plan is gender-responsive, trauma-informed, and culturally competent.

## CCP EXECUTIVE STEERING COMMITTEE

AB 109 and AB 117 expands the current role of the Community Corrections Partnership (CCP), previously established through Senate Bill 678, as an advisory body on the implementation of the California Community Corrections Performance Incentive Act. Each County's CCP is required to prepare and recommend to the Board of Supervisors an implementation plan for realignment.

**Rose Amador**

President/CEO

*Conxión/Community Based Provider*

**Robert Menicocci**

Director

*Social Services Agency*

**Bruce Copley**

Director

*Santa Clara County Drug & Alcohol Services*

**John Mills**

Director

*Employee Services Agency*

**Mary Ann Dewan**

County Superintendent

*County Office of Education*

**Rob Jonsen**

Chief of Police

*Palo Alto Police Department*

**CCP CHAIR: Garnette, Laura**

Chief Probation Officer

*Probation Department*

**Molly O'Neal**

Public Defender

*Public Defender's Office*

**Rebecca Fleming**

Chief Executive Officer

*Superior Court*

**Jeff Rosen**

District Attorney

*District Attorney's Office*

**Kasey Halcón**

Director

*District Attorney's Office/Victim Services*

**Laurie Smith**

Sheriff

*Santa Clara County Sheriff's Office*

**Miguel Marquez**

Chief Operating Officer

*County Executive's Office*

**Sherri Terao**

Director

*Santa Clara County Behavioral Health  
Department*

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## CCP MEETINGS

The Santa Clara County CCP meets on a quarterly basis at the main Adult Probation Office. Each meeting includes introductions of stakeholders and community members and public comment. Each meeting includes an update from the Office of Reentry services that include data on Re-entry center clients and service utilization. Probation also presents information on realignment clients currently supervised and presents two data infographics (see Appendix B). Probation also uses this time to share any changes to the client population, service array, challenges faced by clients and/or staff and invites clients to come and share their success stories.

## CROSS-SYSTEM REENTRY NETWORK

On March 1, 2011, the Board of Supervisors established a cross-system reentry network to develop and implement a reentry plan for the county. 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 on 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. Appendix A lists the current members of the Reentry Network Governance Team.

## SANTA CLARA COUNTY REALIGNMENT BACKGROUND

Since the passage of California's Public Safety and Realignment Act (AB 109) in 2011, Santa Clara County has established a collaborative Adult Reentry Network, an Office of Reentry Services, and two Reentry Resource Centers (RRCs). These initiatives have continued to evolve and grow over the years.

## REALIGNMENT CLASSIFICATIONS

The Realignment population can be broken down into three sub-populations, which are commonly referred to as AB 109 classifications:

While the Realignment population is the priority, AB 109 funds are utilized by the County of Santa Clara to fund initiatives that serve all reentry clients. Depending on the program, non-Realignment target populations are identified based on how recently they were released, their level of criminogenic risk, their individual needs, and their level of self-sufficiency.

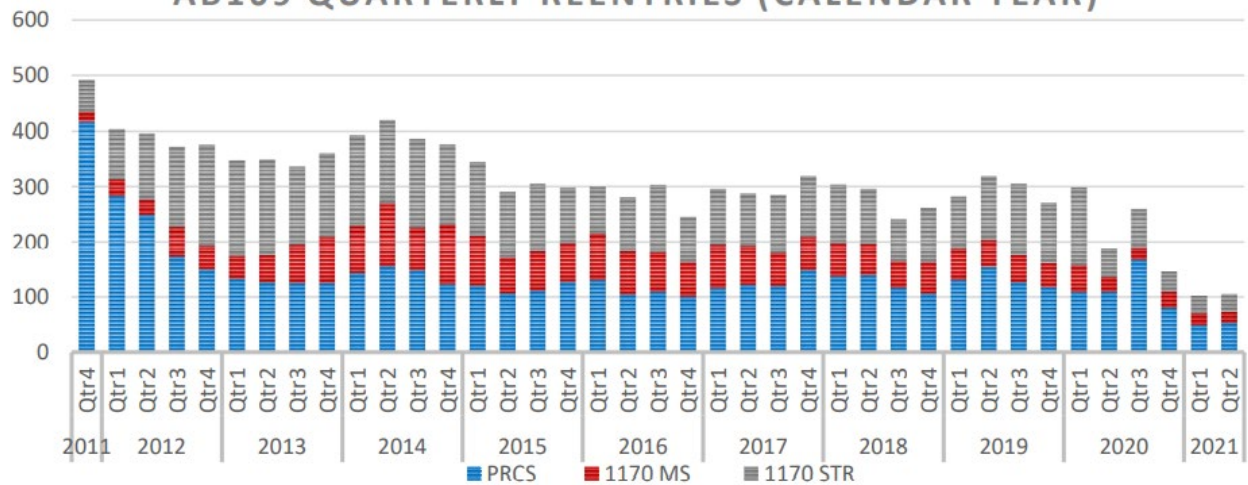
## REALIGNMENT REENTRIES

### As of June 30, 2021:

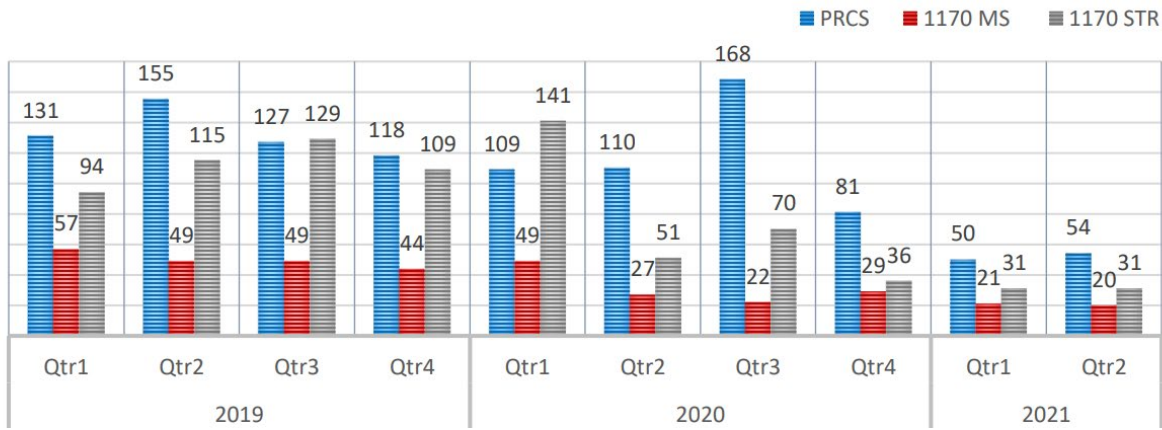
- ❖ 9,231 individuals had reentered Santa Clara County under Realignment since October 2011.
- ❖ There had been 11,939 reentries overall, as some individuals were released under AB 109 more than once at different times and under different classifications.
  - ⇒ 45% (5,381) of reentries were under PRCS
  - ⇒ 36% (4,296) were under 1170(h) – without supervision (STR)
  - ⇒ 19% (2,262) were under 1170(h) – with mandatory supervision (MS)

PRCS releases from state prisons and 1170(h) releases from Santa Clara County correctional facilities have flattened out since 2015 and were much lower (especially for 1170 releases) after the public health initiatives to prevent exposure to COVID-19 were implemented in March 2020. Prior to COVID-19, releases under AB109 had flattened out about 300 releases per quarter. After the public health orders went into place in March 2020, 1170(h) releases declined — partly due to efforts to keep the jail populations at minimum. PRCS releases remained consistent initially, but spiked between July 2020 and September 2020, and then sharply decreased the following quarters. Overall, realignment releases have declined since the onset of the pandemic as justice institutions made operational and policy changes.

### AB109 QUARTERLY REENTRIES (CALENDAR YEAR)

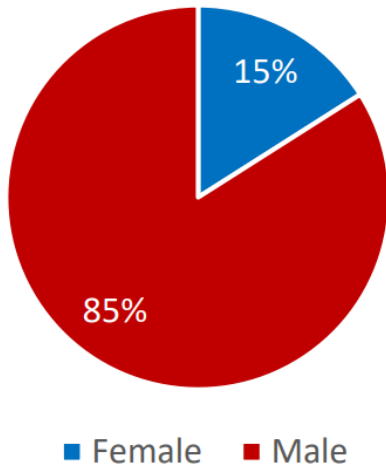




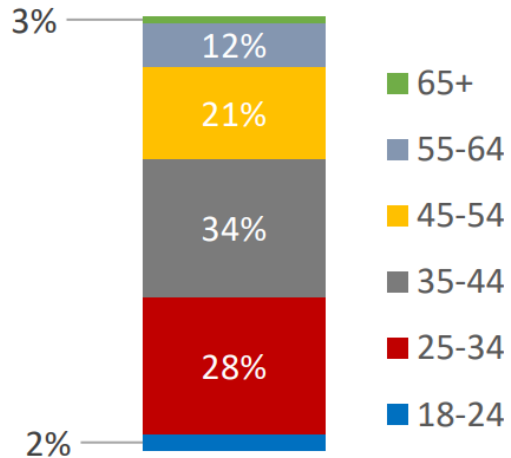


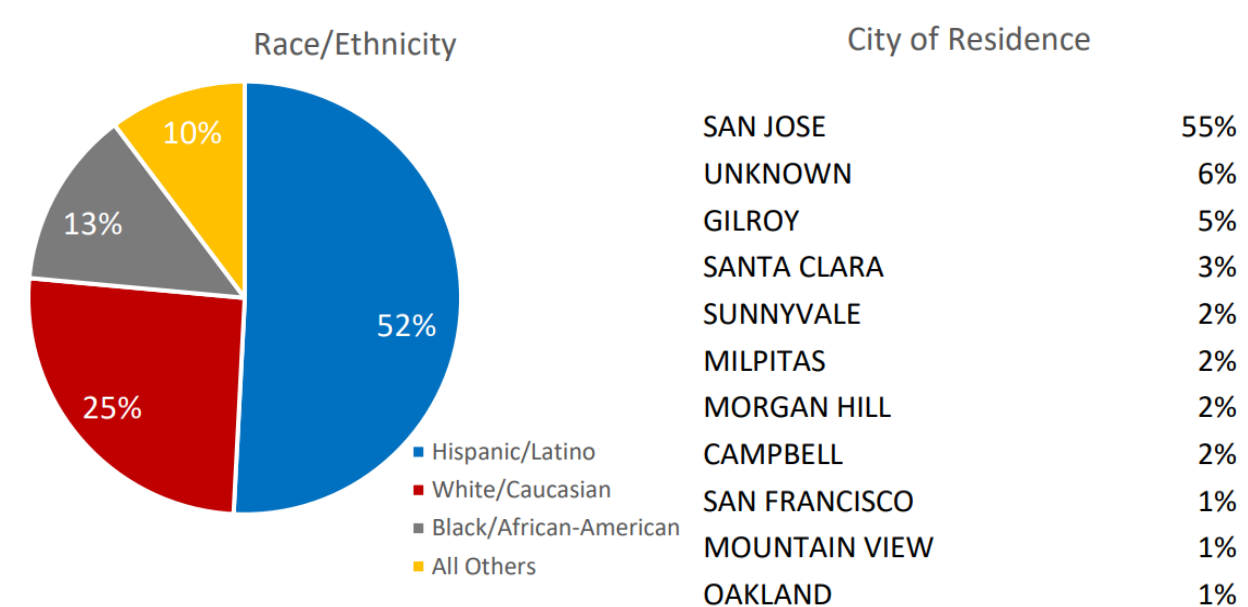
Demographics have not changed significantly over the course of Realignment in Santa Clara County. The Realignment population is majority male and Hispanic/Latino in ethnicity. The average age is about 41 years old; the oldest Realignment client was born in 1927.

Sex/Gender



Age as of June 2021





## REALIGNMENT SUPERVISION CASELOADS

The majority of Realignment clients under supervision are supervised by the Adult Probation Department (APD) under PRCS or 1170(h) MS. However, some 1170(h) clients are released into the Custodial Alternative Supervision Program (CASP). Participants in this program are released early and serve the remainder of their custodial sentence within the community, under the intensive supervision of a specialized unit of Sheriff’s Office deputies.

## PROBATION

Probation Officers utilize a risk assessment tool that follows the Risk-Need Responsivity (RNR) model. The RNR model is an evidence-based correctional rehabilitation model<sup>1</sup> which provides research-driven recommendations for how to work with individuals in the criminal justice system to provide them with the most appropriate level of supervision and interventions, with the goal of reducing future anti-social behaviors. In general, the model’s three principles—Risk, Need, and Responsivity<sup>2</sup>—provide guidance in designing programs to promote critical behavioral changes.

<sup>1</sup> Polaschek, Devon L. L. (2012). "An appraisal of the risk-need-responsivity (RNR) model of offender rehabilitation and its application in correctional treatment". *Legal and Criminological Psychology*. 17 (1): 1–17.

<sup>2</sup> Andrews, D., & Dowden, C. (2007). The Risk-Need-Responsivity Model of assessment in human service and prevention and corrections: Crime prevention jurisprudence. *Canadian Journal of Criminology and Criminal Justice*, 49(4), 439–464.

**Figure 1: Risk-Need Responsivity (RNR) Model**

<b>Risk Principle (WHO)</b>	<b>Level of services provided should be based on the level of risk for reoffending.</b> Research demonstrates that providing intensive services to lower-risk individuals is not only an inefficient use of resources, it may actually increase the likelihood that those individuals will reoffend.
<b>Need Principle (WHAT)</b>	<b>Target interventions to criminogenic needs.</b> The key criminogenic needs are related to anti-social behavior (such as anti-social thinking, criminal peers, etc.).
<b>Responsivity Principle (HOW)</b>	<b>Be responsive to temperament, learning style, motivation, gender, and culture when assigning to programs.</b> Programs also have the strongest impact when they use strategies from cognitive social learning, such as modeling and reinforcement.

Santa Clara County Probation has been integrating these principles along with the entire set of the National Institute of Corrections’ Principles of Effective Intervention<sup>3</sup> and will continue to move forward using the RNR model. Probation uses the RNR model framework and when assessing criminogenic risk and addressing criminogenic needs, the department strives to utilize Evidence Based Practices.

#### EVIDENCE BASED PRACTICES FOR ADULT SERVICES

Evidence-Based Practices (EBP) are approaches which have been empirically researched and proven to have measurable positive outcomes. The Adult Division’s focus is to provide appropriate sentencing recommendations and information to the Court to encourage successful rehabilitation of individuals, while promoting the safety of the community through the delivery of effective Probation supervision services. This includes individuals on formal probation and those released pursuant to Public Safety Realignment: Post Release Community Supervision (PRCS) and/or Mandatory Supervision (MS).

Using EBPs in criminal justice allows us to utilize best practices supported by research. Probation can focus on implementing EBPs to invest resources wisely and to achieve desired outcomes, while increasing accountability and improving our chances to reduce crime. This should lead to maximizing the likelihood of client success.

#### AB109 PROBATION CASES

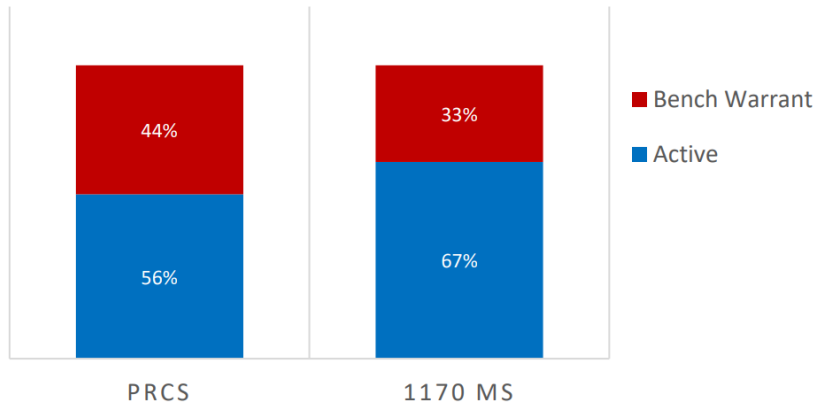
##### As of June 30, 2021:

The Adult Probation Department was supervising 1,336 individuals (down from 1,625 in December 2020) on Realignment caseloads. Of these individuals 782 (59%) were active and in compliance. Clients with a

<sup>3</sup> Crime and Justice Institute at Community Resources for Justice (2009). Implementing Evidence-Based Policy and Practice in Community Corrections, 2nd ed. Washington, DC: National Institute of Corrections.

bench warrant status often return to compliance and are usually noncompliant due to technical violations. During this time, PRCS clients had a higher rate of bench warrants compared to 1170(h) MS clients, which has been observed throughout past iterations of this report.

### AB109: PROBATION CASELOAD STATUS



	PRCS	1170 MS	Status Total
<i>Active</i>	606	176	782
<i>Bench Warrant</i>	467	87	554
<i>Caseload Total</i>	1,073	263	1,336

### CRIMINOGENIC NEEDS BY GENDER

Various factors are related to the underlying causes of an individual’s criminal behavior. These factors are referred to as criminogenic needs. According to National Council on Crime and Delinquency (NCCD), the Correctional Assessment and Intervention System (CAIS) is a multidimensional assessment and supervision system which includes actuarial risk assessment and a comprehensive assessment of needs. These assessments are provided within the context of a clinical evaluation of what drives an individual’s criminal behaviors, along with recommended supervision strategies and programs that reflect the attitudes, capacities, and learning style of the individual offender.

The CAIS was designed to assist staff to supervise adults effectively and efficiently, both in institutional settings and in the community. The goal of the system is to aid with adjustments, to reduce recidivism, and to help adults succeed in the community. The CAIS assessments include:

- a) Initial pre-screener (Risk Assessment): consisting of 12 items which, depending on the score, will determine the need for a full CAIS assessment;
- b) The full CAIS assessment is divided into four main sections: General Information, Objective History, Behavioral Observations, Interviewer Impressions; and

c) CAIS re-assessment: takes place every six months after the initial full CAIS assessment.

## OFFICE OF REENTRY SERVICES (ORS)

The Office of Reentry Services (ORS), within the Office of the County Executive, promotes effective policies, evidence-based practices and services to implement the Public Safety Realignment Program (AB 109) and the Adult Reentry Strategic Plan. ORS is responsible for operating the Santa Clara County Reentry Resource Centers (RRC) and coordinates countywide efforts to safely reduce the jail population, reduce recidivism and ensure public safety. ORS programming oversight includes the Parolee Reentry Services, Community Adult Reentry Services, the In-Custody Adult Reentry Services, and Transition/Discharge Planning.



## REENTRY RESOURCE CENTERS (RRCs)

The RRCs in San Jose and Gilroy strive to build safer communities by providing resources to formerly incarcerated individuals to help them reintegrate into the community. The Center collaborates with community-based entities and State and County Departments such as the Sheriff/Department of Correction, Behavioral Health, Social Services Agency, Probation, Office of the Public Defender, Ambulatory Care, Office of Supportive Housing, Office of Reentry Services, the California Department of Corrections and Rehabilitation and faith-based community partners. Representatives of these organizations and departments reside in one building and work collaboratively to provide services such as mental health and substance use treatment, public benefit enrollment, counseling, health care, record expungement services, employment referrals and housing and shelter information.

The RRCs serve as one-stop shop providing services and support to current and formerly incarcerated



Santa Clara County residents for successful reintegration back into the community. The mission at the RRCs is to reduce recidivism by using evidence-based practices in implementing a seamless system of services, supports, and supervision. As of June 2021, the RRCs had served over 20,000 unique reentry clients since its doors opened in February 2012. While an exact number is difficult to calculate due to lack of data systems during the first years of operation, the RRC serves over 5,000 individuals a year on average (many overlap year-to-year). Due to COVID-19, the RRCs saw a significant reduction in visits starting in March

2020. Since the initial decline, visits began to trend upward again as Reentry partners adapted and vaccination rollouts allowed for flexibility in operations.

The RRC also makes a series of videos that help inform clients, community members and other related stakeholders about the services RRC provides. Here are the links to two examples:

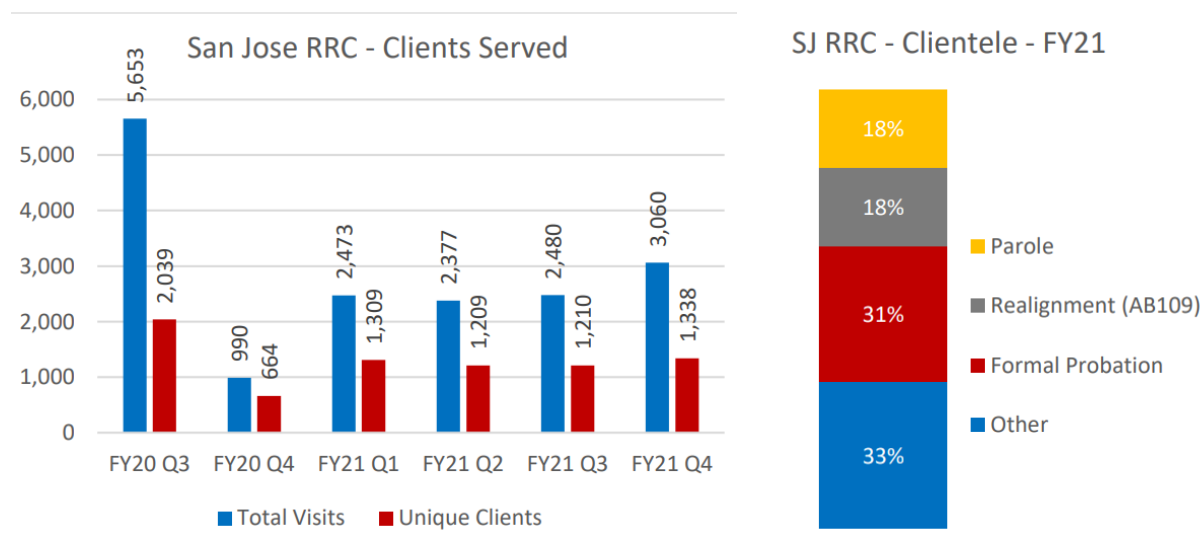
<https://www.sccgov.org/sites/reentry/Pages/reentry-services-video.aspx>

<https://www.sccgov.org/sites/reentry/Pages/brian-evans-success-story.aspx>

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### SAN JOSE REENTRY RESOURCE CENTER

- During the fiscal year, there were 3,180 unique clients served at the RRC (18% were female).
- At least 46% of clients were homeless at intake (about 7% did not report housing status)
- At least 60% of clients were unemployed and actively looking for work at intake, about 85% were unemployed overall (some clients are not looking for work and/or are disabled)



Prior to the pandemic, the San Jose RRC typically receives around 6,000 visits from over 2,000 unique clients each quarter. Aside from formal probationers, realignment clients are typically the largest cohort/population visiting the center, representing just over 20 percent of RRC clientele served over the last three years (18% for FY21). The “other” category shown in the chart above is comprised of multiple populations such as unsupervised general releases, pre-trial clients, diversion participants, and individuals seeking expungement (record clearance).

Social Services remain the most requested service at the RRC as most clients need to apply for benefits after release from custody. The top ten most requested services during the year (in order) were: General Assistance, CalFresh, housing, healthcare, food (snacks), identification, substance use treatment, clothing, and the medical mobile unit (doctor/psychiatrist), and employment.

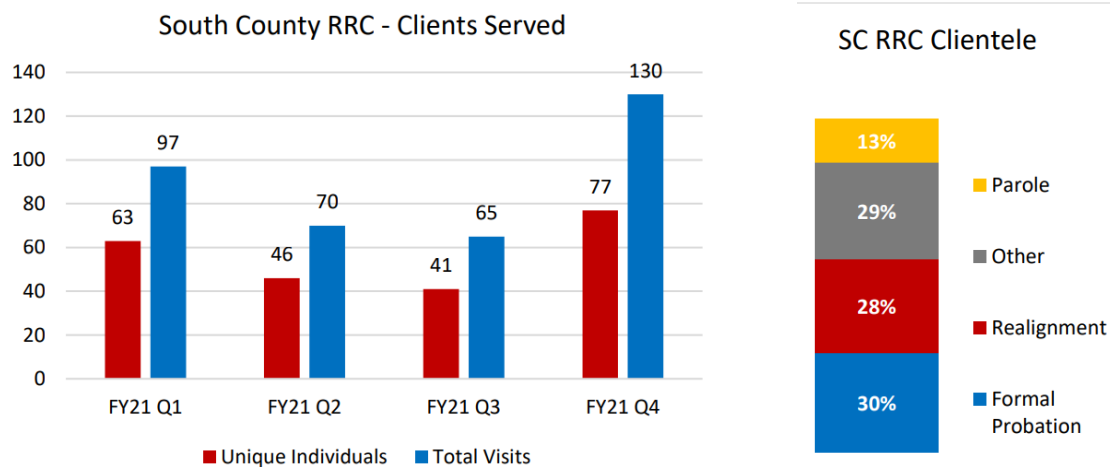
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## SOUTH COUNTY REENTRY RESOURCE CENTER

The goal of the South County RRC is to increase services to AB109 and Probation clients residing in Gilroy, San Martin, and Morgan Hill, assist them in successfully stabilizing in the community, and to reduce recidivism.

The South County RRC offers:

- Employment referrals to Catholic Charities
- Medical services at the Mobile Medical Unit
- Record expungement through the Public Defender’s Office
- Mental Health and Substance Abuse screenings and assessments by Behavioral Health
- Faith-based services through the Good Samaritan Project
- Probation support, service navigation, and a space for Probation officers to meet with their South County defendants.



The charts above show that South County’s client flow remained low during the second and third quarters of FY2021, but began to trend upward at the end of the year as service operations became more flexible and more in-person options were available. In the first quarter of the fiscal year, the Medical Mobile Unit resumed operations at South County RRC, and afternoon hours were added on Mondays and Wednesdays.

## CLIENT SUCCESS STORIES

### PARTICIPANT HIGHLIGHT: JESSICA GEORGE

A graduate of Caminar’s Cognitive Behavioral Therapy Probation Program (CBT), Jessica George, is now a team lead for United Site, a company that placed mobile sanitation devices around San Jose. She has also been clean since early 2018. She said she feels fortunate to be working, especially in uncertain times, but still has worries like everyone else. Jessica is now married to a very supportive partner and feels that she is moving forward in a positive way.





Like many of the hundreds of clients that have graced the program, Jessica has a story. CBT was introduced in late 2011 and underwent some changes in 2012-2013 to incorporate a more trauma-focused approach to its curriculum. The program is designed to serve men and women on probation in Santa Clara County. Its purpose, to reduce recidivism through solution-focused and strength-based interventions. Over a 16-week period, therapists work with clients in a group

setting to help them recognize and build on their strengths, identify safe people and explore how past experiences relate to our feelings thoughts and actions. By changing problem thought patterns, clients learn to better understand their feelings and change behaviors that have led to incarceration.

The program is primarily held in a group setting, but individual appointments are available based on need. Services are held in both English and Spanish. Due to COVID-19, all sessions are currently being held via telehealth.

“I was raised by my mom and aunt who were from Hong Kong. No one talked about feelings. Materialism was a very big deal and love was expressed through gifts,” Jessica said. “There was also a lot of alcoholism in my family so core beliefs and values were very toxic.”

A hard worker, Jessica graduated high school at 16 and went on to the Academy of Arts, earning a degree in brand strategy. At 17 her mom went to prison for embezzlement, and she was left to her own devices. She did some modeling and without any real role models, she eventually started using meth. From there she began doing time in jail that eventually led to prison.

“I was always around older kids, but I didn’t have the maturity,” she said. “Prison was actually ok for me because it gave me some structure. I was put in a level four (high security) and I spent time with many people doing life sentences. I really listened and learned that life does exist outside these walls, and life can also go on in here. It’s what you make if it.”

“The pandemic has made the world so different, sometimes I feel like no one really understands me. What if I relapse? The constant self-talk that I learned in CBT helps keep me grounded.”

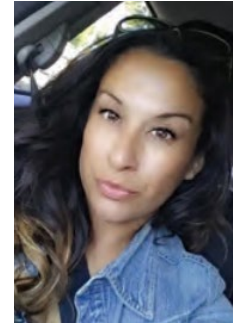
Jessica said that she is also able to analyze and understand her thoughts.

“I learned how to change that inner voice in my head that tells me I’m not trying hard enough. I have learned to only listen to myself and decipher what truly makes sense. I am now able to narrow down my fears and understand that I can make it through, and just deal with today.”



#### PARTICIPANT HIGHLIGHT: RACHEL

Rachel is a former client of Catholic Charities' Employment Network. She said, "I'd lost everything after drug offenses and was sleeping on my grandmother's floor. I felt like giving up. Then I found Catholic Charities and the hope to turn my life around. Even though I got turned down for the first few jobs, I stayed positive and found work in retail that I love. I've already been promoted since I started in October. I'm so hopeful and grateful now. I feel like a different person!"



#### PARTICIPANT HIGHLIGHT: WILLIAM



William also benefited from the Catholic Charities' Employment Network in his job placement. He said, "After serving a 23-year sentence, I needed help getting started and Catholic Charities was such a blessing. The staff really listened to me and took the time to learn about my skill set and what I wanted to do. They helped me find employment working in manufacturing. Today, one year after getting released from prison, I'm proud to say I have a job, a car, a bank account and just moved into an apartment. With their help, I've come full circle."

## COUNTY REALIGNMENT SUCCESS

In February of 2012, the County opened the Reentry Resource Center (RRC) in San Jose which now serves as the hub of the Adult Reentry Network. As of September 2021, the RRC in San Jose has served approximately 25,000 unique reentry clients since its doors opened in 2012. The total number of unique clients served is difficult to calculate due to changing data systems throughout the years. Prior to COVID, there were roughly 5,000 unique individuals served per year (there is significant overlap between years) and close to 6,000 visits per quarter. By the 10-year anniversary, the center is expected to have welcomed well over 100,000 visits from reentry clients. The RRC utilizes a "one-stop-shop" model; the ORS partners with County agencies and contractors, which collaborate together under one roof, to provide those recently released from custody with streamlined access to resources.

The RRC model facilitates a needs-based continuum of support designed to save costs by reducing recidivism and reliance on the incarceration of nonviolent, non-serious offenders. Assessing an offender's risk and needs and providing resources to meet those needs through strong partnerships across government agencies and community organizations, is critical to providing the most effective interventions and preserving public safety.

## MISSION STREET RECOVERY STATION

The Mission Street Recovery Station (formerly the Sobering Center) at 151 West Mission Street, inside the Reentry Resource Center, accepts individuals experiencing a mental health crisis or under the influence of alcohol or other drugs. Local law enforcement, emergency medical services, and staff at the Santa Clara Valley Medical Center Emergency Department can refer non-violent individuals to the Station. Stays are voluntary and less than 24 hours, but participants can be referred to substance use treatment services, mental health services and other community programs, such as shelters and detoxification programs.

Participants can also complete a housing assessment and a MediCal application. The Station is open 24 hours a day, seven days a week and is a partnership between the County of Santa Clara Behavioral Health Services Department, the Office of Reentry Services and Horizon Services Inc., a drug and alcohol prevention, treatment and recovery provider.

The goals of the Station are to avoid unnecessary incarceration or hospitalization for individuals, reduce trauma to individuals experiencing crisis, increase public safety - officers return to duties sooner, and provide linkage to services and treatment.

Many individuals who are publicly inebriated and homeless or who are experiencing mental health crisis end up in our jails and emergency departments. This is not only traumatizing but it makes it difficult to access the substance use and mental health treatment they may need. The Station provides an alternative to jail for these individuals in the short term and can help connect them to longer term services. And having a safe, responsive place for law enforcement and emergency services staff to take these individuals, frees up those professionals for true medical and law enforcement emergencies.

#### Mental Health & Drug Admission Criteria

- At least 18 years of age
- Currently experiencing a mental health crisis
- May or may not be currently under the influence of substances
- Do not meet the criteria for a 5150 hold
- Voluntary
- Medically stable - no acute medical conditions
- Ambulatory
- Not combative or physically violent

Transportation: Trained health staff can pick up individuals in the field.

At the end of over four years, October 4, 2017 through November 15, 2021, the MSRS received 3,421 admitted individuals, providing services for a total of 1,942 unique clients. There was an identical utilization of 405 admitted individuals for the first and third quarters of CY2021 (January-March and July-September 2021) representing the highest number of users for the MSRS. The referral sources are categorized as follows: (1) Law Enforcement Agencies; (2) Behavioral Health – Emergency Psych Services; (3) Emergency Departments; (4) Reentry Resource Center/VHHP MMU; and (5) Custody Release. The figure below shows the trend of clients admitted to MSRS increasing each year as new referral agencies were engaged.

- 43.0% of all admitted clients referred by Behavioral Health – Emergency Psych Services;
- 38.3% of all admitted clients referred by Law Enforcement Agencies;
- 15% of all admitted clients referred by Emergency Departments;
- 3.5% of all admitted clients referred by RRC/VHHP; and
- 0.2% of all admitted clients referred by Custody Health

The Station is now fully funded by Public Safety Realignment.

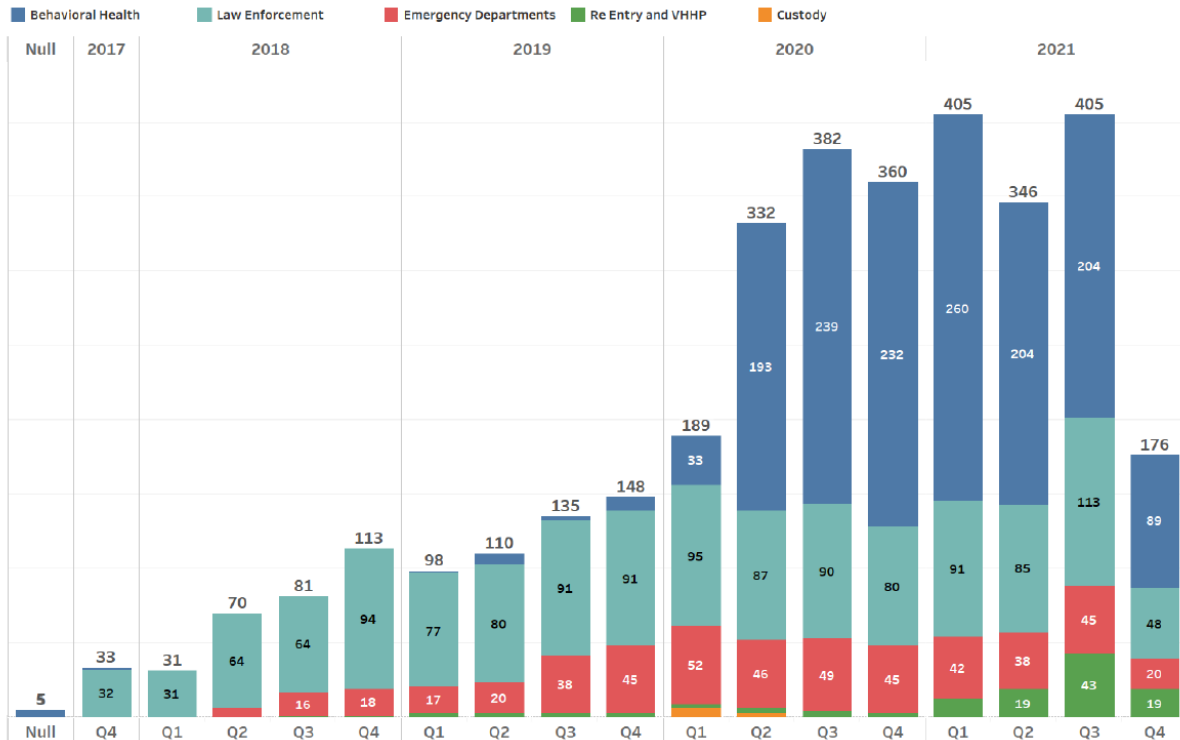
# Mission Street Recovery Station

Last Update Date: 11/15/2021 2:02:15 PM

## Client and Visit Counts (Since Start in 2017)

**Total Distinct Clients** **1,942**      **Total Number of Visits** **3,421**

### Clients by Referring Group



Note: Q4 2021 (October-December 2021 only includes up to November 15, 2021)

### PROBATION VIOLATION OF PROBATION (VOP) RESPONSE GRID

In 2018, the Probation Department started piloting a response grid for technical violations of probation and minor new law violations. The GRID (Guiding Responsibly Informed Decisions) was developed by Probation Officers as a tool to inform how they respond to noncompliant behavior. Eight Probation Officers participated in the pilot and began using the GRID to support decision making on June 18, 2018. These officers worked in the Containment, High Risk Offender 2 (HRO2) and High Risk Offender 3 (HRO3) units during the pilot period. The average number of GRIDs completed by each Officer was 19.4. A total of 148 GRIDs were completed during the pilot period for 104 individual clients. The pilot ran for a total of ten weeks comminating on September 17, 2018. Each Probation Officer completed a GRID when deciding how to respond to non-compliant behavior. The GRID provides options or suggestions based on the client’s risk level and the context of their behavior. Responses range from a verbal counseling to filing a petition. Their responses were compared to VOP petitions generated 10 weeks prior to the pilot. This allowed for a comparison of responses to clients and any changes in behavior within the pilot group since using the GRID.

Initial results from the response grid pilot were positive. In the ten-week period immediately before the pilot period began, 47 VOP petitions were made by the pilot participants, an average of 6 petitions per PO. During the pilot, 16 Vickers letters/calendar requests were made for a VOP hearing, an average of 2 per PO suggesting the VOPs reduced. With these promising results the GRID is being added to case management system for tracking purposes and as a permanent tool to assist officers in making consistent decisions around non-compliance behavior.

## MOBILE MEDICAL UNIT

From the start of our County's shelter-in-place order, the Medical Mobile Unit (MMU) has continued to serve reentry clients with healthcare, psychiatry, and other critical services. The MMU is part of the Santa Clara Valley Medical Center's Valley Homeless Healthcare Program. The MMU team works on a mobile bus which comes to the Reentry Resource Center currently on Monday mornings, Wednesday afternoons, and all-day Fridays. It provides medical and mental health care services to individuals recently released from prison or jail. Social workers also offer many social support services, like help with income, food, shelter, and transportation. Patients with complex needs can be paired with a Community Health Worker, who can work more intensively with patients to connect them to health and social services through outreach, educational, and advocacy efforts. The Reentry Mobile Medical Unit also offers psychiatry, counseling, nursing, and pharmacy services.



## REENTRY RISE UP & RUN VIRTUAL 5K

The Reentry Resource Center held its second annual Reentry Rise Up and Run 5K in October 2021 and had the opportunity to host its first in-person 5K event at Hellyer County Park in San Jose. The in-person run



had a total of 150 participants and by the culmination of the virtual 5K on October 30th, 327 individuals had signed up for the in-person and virtual events. They formed 26 teams, and between registrations, online donations, and sponsors almost \$18,000 was raised to buy new clothes for individuals recently released from jail or prison. Many of these individuals leave custody in the unlaundered clothes in which they were arrested. After serving their sentences we want to help reentry clients make a fresh start on all fronts. Having a clean set of clothes, especially for those who may not have housing, is a crucial first step, both physically and emotionally. The Office of Reentry Services would like to thank all participants, sponsors, and volunteers for being advocates for our reentry community!



“We all know someone with a criminal record – a neighbor, a family member, or a friend. With basic resources and a community that supports their efforts to change their lives, we can start breaking the cycle of incarceration,” said Javier Aguirre, Director of the County Office of Reentry Services. \$18,000 for clothing will pay for a set of new warm clothing for about 400 newly released clients, who are coming out of jail or prison with virtually nothing. We will tell our clients that they are receiving these clothes from a community that cares about them and wants them to succeed.

The Three-Year Adult Reentry Strategic Implementation Plan FY2020-22 lays out a client-centered approach to improving the County's system of services, supports, and supervision that is the mission of the Re-Entry Network (REN). This client-centered approach identifies four key strategies, with fifteen paradigms or objectives, supported and monitored by four workgroups that will aspire to create a bold criminal justice system. Implementation of this plan is dependent on the continued leadership and collaboration of County departments, community providers, partners, stakeholders, activists, formerly-incarcerated individuals and their families.

By successfully implementing the four key strategies and fifteen paradigm shifts/objectives, and oversight from the workgroups, at the end of the three year plan (July 1, 2019 to June 30, 2022), the County will witness the following bold achievements in our criminal justice system. Below is an update as of September 30, 2021 on these bold goals:

### **Reduction of the jail population by 500:**

Upon implementation of the Three-Year Adult Reentry Strategic Plan, the jail population on July 1, 2019 was 3,295 (87% men; 13% women). After two years and three months since the adoption of the Strategic Plan, the jail population on October 1, 2021 was 2,415 (90% men; 10% women). This represented a reduction of 880 fewer individuals in jail, surpassing the goal of 500 by 380 individuals. As reported to the REN on February 10, 2021, from 2015 to 2020 the average annual jail population has declined each year with the most significant decrease of 27% from 2019 to 2020, the result of collaborative efforts to reduce jail population due to the COVID-19.

In order to sustain this historical low jail population the Administration, with input from various Public Safety and Justice and Reentry stakeholders, continues to recommend the following:

1. Keep the jail population low by averaging about 2,000 individuals (an approximate 36% decrease);
2. Decrease utilization of money bail for release (Pre-COVID 19 approximately 300 money bail releases compared to current monthly average now at approximately 175);
3. Maintain manageable, low intensity supervision levels by increasing Pretrial caseload with clients on electronic monitoring and re-review Pretrial clients with the Pre-Arrestment Representation and Review (PARR) Team;
4. Reduce bookings at the jail with law enforcement agencies' partnership and increase the usage of Behavioral Health Services to divert individuals with mental illness from jail to community treatment services and increase the usage of the Mission Street Recovery Station; and
5. Continue remote in-custody arraignments and increase usage during peak booking times.

### **Decrease the AB 109 targeted population's recidivism rate from 45% to 40%:**

The Office of Reentry Services (ORS) continues to provide re-arrest and conviction data for specific subgroups of the Assembly Bill 109 (AB109) and reentry populations. On March 4, 2021, ORS updated the recidivism rate and presented the following to PSJC:

Between October 1, 2016 and October 31, 2019 there were 3,237 individuals released and 3,537 releases (some clients were released from custody more than once during the timeframe). Of the 3,237 individuals released 1,393 (43%) had been convicted a new misdemeanor or felony violation after their initial AB109 release, as of December 31, 2020. As observed in the five-year analysis the majority of recidivating events occur in the first year of reentry, so this rate is not expected to increase much when the next five-year analysis is conducted. Of the 3,537 releases, 1549 (44%) resulted in a reconviction. For those who recidivated, the average time between release and re-arrest was 141 days with 75% of the recidivism occurring within six months of release (based on date of re-arrest).

- a. 43% of people released under realignment between October 2016 and October 2019 recidivated
- b. 44% of releases under realignment between October 2016 and October 2019 resulted in recidivism.

A five-year recidivism rate will be planned for early 2022 that will cover the period of October 2016 through September 2021 as part of the ten-year AB 109 Realignment and Reentry Services report. ORS prepared a three-year rate recidivism analysis covering for the period of October 2016-September 2019. This allows for a more accurate analysis than including people released in 2020 as those released in 2019 have now had at least a year in the community.

**An increase to 70% of clients receiving AB 109 funded employment supported services retain their jobs for more than a year:**

ORS and Probation currently contracts with three community-based organizations to provide comprehensive employment programs that include job readiness training, transitional employment, employment connection services, and peer support and day worker program (immediate short-term placements, job readiness training, and support services). The three community-based organizations are Catholic Charities, Center for Employment Opportunities (CEO) and Goodwill Industries of Silicon Valley.

During the FY2020-21 period:

- 204 enrolled in Probation’s contract with CEO of which 78 clients retained employment for at least 90 days and 21 out of 78 (27%) clients retaining their job for at least one year;
- Over 200 formerly incarcerated clients have taken job readiness and life skills classes with Goodwill of which a total of 70 clients were placed into permanent employment, and by the end of the fiscal year, 37 clients had retained their job for at least 90 days and 10 clients had retained their employment at least 180 days. Over the past two fiscal years, 192 individuals were placed into permanent employment with 40 had retained employment for at least one year; and
- 71 clients enrolled in job placements through Catholic Charities retained their job for at least 30 days.

In addition to providing job placements at various sites in the community, ORS contractors have hired individuals with lived experience as part of their programs. As of July 1, 2021, the 13 ORS contracts created 52 FTE positions, of which 12 (23%) are held by individuals with lived experience.



**An increase to 60% of clients receiving AB 109 funded mental health and/or substance use treatment successfully complete programming:**

Behavioral Health Services provides county staffed treatment programs (Outpatient substance use treatment at the RRC and outpatient/residential treatment at Evan Lane) and partners with multiple community-based organizations. During the 2020 calendar year period:

- Substance Use Treatment Services’ outpatient modality had 394 discharges: 36% were completions and 31% were satisfactory dispositions – Overall 67% of outpatient discharges were successful
- Substance Use Treatment Services’ recovery residential modality had 103 discharges: 47% were completions and 24% were satisfactory dispositions – Overall 71% of recovery residential discharges were successful
- Substance Use Treatment Services’ withdrawal management had 63 discharges: 2% were completions and 73% were satisfactory dispositions – Overall 75% of withdrawal management discharges were successful
- Mental Health’s crisis residential modality had 330 discharges: 58% successful treatment completions
- Mental Health’s Full-Service Partnership modality had 107: 54% successful treatment completions
- Mental Health’s Evans Lane Outpatient modality had 15 discharges with a 40% successful treatment completion rate and the Evans Lane Residential modality had 27 discharges with a 41% successful treatment completion rate

To increase client successful completion rates, Behavioral Health Services encourages providers to utilize the Recovery Station when a client relapses and instead of discharging them from the program, refer them to the Recovery Station for immediate support. In addition, Behavioral Health Services made modifications to its existing contracts adding metrics pertaining to the retention of clients in treatment a minimum of 30 days post-incarceration.

**RACIAL EQUITY ACTION PLAN/GARE EFFORTS**

Racial disparity is in large part an accumulation of historical socioeconomic and political marginalization as well as a result of implicit bias. To reduce racial disparities observed across high-intervention systems in Santa Clara County, this Strategic Plan will align its approach with other system-wide transformational efforts to become trauma-informed and healing-centered, and will work towards:

- Ensuring the selection of resources offered are guided by a racial and social equity lens in a manner that the services reach across all of Santa Clara County;
- Educating the community and staff as to the root causes of racial disparity, implicit bias, and the mechanisms that create a self-perpetuating cycle; and
- Exploring through research the areas within County institutions where racial and ethnic disparity is most pronounced and working with community stakeholders to identify local approaches to prevent and reduce disparity.

The Reentry Network's services and programs operate as equity programs to some degree. The clientele for these services and programs are often people who have experienced significant inequity throughout their lifetimes and have become justice-involved as a result. Race remains one of the primary stratifiers of this inequity. Reentry programs are designed to provide support where other institutions have failed.

On August 11, 2021 REN received a report from ORS relating to participation in the Government Alliance on Race and Equity efforts and the creation of the Reentry Equity Action Plan. The following is a summary of updates on the objectives and the initial workplan:

*Objective 1: Identify and Validate – analytically and visually portray local impact of systemic racism with a focus on justice institutions:*

ORS continues to collaborate with the Office of Data Oversight, Management & Evaluation (ODOME) to create a Racial Disparity Dashboard leveraging existing County's Open Data Portal efforts. ODOME identified examples of dashboards related to criminal justice and racial equity for Alameda County's Probation Department, San Mateo County's Health and Safe Community dashboard, and City of Chattanooga, Tennessee's Policing and Racial Equity. Automating data identified by justice system partners and stakeholders will allow staff and the community to evaluate areas for cross-system improvements specific to racial disparities.

*Objective 2: Increase Awareness and Understanding – bring awareness to the issues and existing reentry resources to both staff and clients:*

In collaboration with BHSD, ORS is in the process to establish a formal forum for local direct service staff, such as peer support workers, community workers and case managers who often themselves have lived experience with a lifetime of systemic oppression and generational impacts of trauma to discuss challenges and best practices to share with the reentry network.

*Objective 3: Improve Access – identify ways to streamline and increase access to services:*

As part of the County's Final FY2021-22 Budget, the Board of Supervisors approved the Reentry's County Employment Opportunity Program funding four unclassified community workers with lived experience to work in the Office of Reentry Services. This program will open an opportunity for RRC clients to apply and secure entry level positions, thereby better prepared and gain experience to qualify for future permanent employment, and in turn rely less on county services and step toward self-sufficiency. By early October 2021, ORS will onboard an additional two individuals with lived experience as community workers for a total of four participants in this program. In early September 2021 the first of two individuals in this program accepted an offer as a permanent Peer Mentor with Behavioral Health Services.

*Objective 4: Partner with Communities – collaborate with other organizations to eliminate racial disparities:*

As ORS prepares a ten-year AB 109/Reentry report reflecting how far the County has come and highlight the vision for the future, a consultant hired by ORS is engaging key stakeholders to identify opportunities

to serve reentry clients while eliminating racial disparities. This input will help ORS identify the appropriate partners to collaborate.

In 2019 Santa Clara County assigned a multidisciplinary team to take part in the Government Alliance for Racial Equity (GARE). Over the course of a year the team trained and collaborated with other jurisdiction to learn about implicit bias, racial disparity, and systemic/institutional racism. In 2020, this team reconvened locally and established several workgroups with County sectors and their corresponding community partners under the Racial Equity and Leadership (REAL) initiative. A reentry-specific workgroup was part of this efforts. Initial training and planning have been completed in addition to an organizational evaluation as part of a pilot phase. The next step is drafting a racial equity workplan based on findings, which will be completed in early 2021.

## DEFINING SUCCESS

To create a mutual understanding of successful completion, County partners have defined what is success.

Behavioral Health Services defined completion of treatment as the following:

- For Mental Health Treatment – A client who has achieved their goals such as behavioral wellness and/or received a clinical change in needs to another level of care completion of treatment is identified as a successful discharge.
- For Substance Use Treatment – A client who has completed a substance use treatment service is either referred to another treatment service or not referred and finishes their current treatment program. The client is available to complete the discharge interview either in person as planned or by treatment provider contacting the client by telephone.

Probation defines success as successful completion of violation and no new law violations.

## MEASURING SUCCESS

Success is measured as preventing crime and reducing recidivism rates, expanding resource offerings, increasing rates of completion, or increasing service linkage. The overall definition of success pertains to the Reentry Network progressing along its goals. Success is rooted in the ability to help the client as well as the client's ability to help him or herself. Each step taken to become more efficient, more effective, and more present in the community is a success whether that pertains to a single program reporting positive outcomes or a large-scale reduction in recidivism.

## CHALLENGES

Despite making significant progress in how reentry clients are served in custody and post-release, much room for improvement and many challenges remain. Santa Clara County is a particularly challenging environment to assist members of our community with limited economic/social capital. Due to having one of the highest costs of living in the United States, helping clients find gainful employment and long terms housing is more difficult compared to other jurisdictions. Combined with the large population, consequently, every dollar spent has less impact. Many times, clients do everything right after their

release and remain homeless for long periods of time despite being employed and sober. The impacts of COVID-19 have further exacerbated these challenges, creating bottlenecks in resources that were already limited to begin with.

## GOALS AND OBJECTIVES MOVING FORWARD

The Three-Year Adult Reentry Strategic Implementation Plan FY2020-22 lays out a client centered approach to improving the County's system of services, supports, and supervision that is the mission of the Re-Entry Network (REN). This client-centered approach identifies four key goals, with fifteen paradigms or objectives, supported and monitored by four workgroups that will aspire to create a innovative criminal justice system. Implementation of this plan is dependent on the continued leadership and collaboration of County departments, community providers, partners, stakeholders, activists, formerly incarcerated individuals and their families.

### GOAL ONE: SERVE THE CLIENT

To ensure safe and adequate housing, living wage employment, and individual case planning and system navigation for reentry clients.

Objectives:

1. Increase housing capacity for expedient placement in short-term housing
2. Clients can obtain and maintain living wage jobs
3. Clients feel respected and empowered in the workplace, and do not feel that their relationships with their employers are affected by supervision requirements
4. Each client fills out and retains a transition plan that is implemented before release
5. Direct services staff are equipped to gain an in-depth understanding of each client's needs

Desired Outcomes:

- Housing assessment/coordination prior to release for homeless reentry clients.
- Clients will receive assistance with immediate legal issues that may hinder their reentry (ex. ID's or child support)
- Clients maintain living wage jobs for at least 1 year after release
- Clients self-sufficiency score improves over 9-12-month period

### GOAL TWO: STRENGTHEN COLLABORATION

To define and scale the transition discharge process in a way that sets clients up for success in reentry.

Objectives:

1. Every individual employee in every county agency understands the services rendered in their department and others
2. All clients understand what services are available to them and why they may be beneficial

3. Any employee in any department (with permission) can look up what services have been offered to a specific client and what permissions a Release of Information (ROI) grants
4. Agencies that can mitigate issues for the client have direct contact with other agencies that can provide the needed services
5. County employees understand the work and objective of other departments, are empowered to support them in achieving those objectives where appropriate and can coordinate easily using well-integrated systems
6. Leverage and coordinate existing County and community resources to optimize the way clients access services and navigate through multiple agencies

Desired Outcomes:

- Less-serious offenders will spend less time in custody and can maintain familial relationships
- Over the course of supervision clients will learn/grow in a community environment
- Easier transition and community intervention will better prevent recidivism/poor choices

### GOAL THREE: SUSTAIN PUBLIC SAFETY

To validate findings and provide insight into where public safety could be at risk and offer solutions to ensure public safety would not be jeopardized

Objective:

1. Custody is used as a last resort, and the primary goals of rendering consequences for crimes are rehabilitation and self-sufficiency while maintaining public safety as the highest priority

Desired Outcomes:

- Coordinated pre-release assessment and access to reentry services uniform assessment tool to plan reentry services prior to release

### GOAL FOUR: STEWARD OPERATIONAL EXCELLENCE

To expand and improve data collection and data enterprise within the Reentry Network, to enhance the evaluation of reentry programs and initiatives and enhancements to data processes/infrastructure lead to more effective/streamlined efforts

Objectives:

1. The County will evaluate offerings using more measures than recidivism alone
2. Across all departments and services, we collect holistic and uniform data points
3. The county has a holistic picture of strengths and weaknesses among Reentry programs and initiatives

Desired Outcomes:

- Agreements will be in place that allow required data to be captured and shared
- Systems will be built around data enterprise and continuum across system



## APPENDIX A: RE-ENTRY NETWORK GOVERNANCE TEAM

Cindy Chavez, County Board Supervisor, District 2 and Chair, Reentry Network

Laurie Smith, County Sheriff and Co-Chair, Reentry Network

Kenneth Binder, County Undersheriff, Alternate

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

Theodore Zayner, Presiding Judge, County of Santa Clara Superior Court

Gary Herceg, Deputy County Executive

Laura Garnette, Chief, Probation Department

Jermaine Hardy, Assistant Chief Probation Officer, Alternate

Sara H. Cody, MD, Director, Public Health Department

Rhonda McClinton-Brown, Branch Director, Healthy Communities, Alternate

Maya Esparza, Representative, City of San Jose Mayor's Gang Prevention Task Force

Molly O'Neal, Public Defender

Damon Silver, Assistant Public Defender, Alternate

Jeffrey F. Rosen, District Attorney

David Angel, Assistant District Attorney, Alternate

Pat Nikolai, Chief of Police, City of Santa Clara

Dan Winter, Santa Clara County Police Chief's Association, Alternate

Robert Menicocci, Director of Social Services Agency

Angela Shing, Director, Employment and Benefits Services, Alternate

Sherry Terao, Director, Behavioral Health Services Department

John P. Mills, Director, Employee Services Agency

Dr Mary Ann Dewan, Superintendent of County Office of Education

Steve Olmos, Representative, County Office of Education, Alternate

Pablo Gaxiola, Reentry Program Manager Goodwill of Silicon Valley & formerly involved with the criminal justice system

Matthew Fisk, Director of Pretrial Release Services

Michaelene Reagan, Assistant Director, Pretrial Services, Alternate

Miguel Marquez, County Chief Operating Officer

Ky Le, Deputy County Executive, Alternate

Erin O'Brien, Representative from Community Based Organizations

Rose Amador-LeBeau, Representative from Community Based Organizations

Cauhcihuatl Trinidad, Representative from Community Based Organization, Alternate

Anthony Williams, Senior Pastor, Maranatha Christian Center

David Robinson, Faith-Based Reentry Collaborative, Alternate

Christine Clifford, community member

Stephen Manley, Santa Clara County Superior Court Judge

Consuelo Hernandez, Director, Office of Supportive Housing

Eureka Daye, Director, Custody Health Services

Anu Perumattam, QI Manager, Acute Psych Services, Alternate

Mary Crocker Cook, ADS Program Coordinator, San Jose City College

Wesley Mukoyama, Representative, Behavioral Health Board, Alternate

Kishan Vujjeni, Representative, South Bay Consortium for Adult Education

Giuliana Brahim, Representative, South Bay Consortium for Adult Education, Alternate

Bruce Copley, Director of Alcohol and Drug Services

Anthony J Mata, Chief of Police, City of San Jose

Paul Joseph, San Jose Police Department, Alternate

Kasey Halcon, District Attorney's Office Victim Services

Kyong Miranda, Individual formerly involved in the criminal justice system

Todd Kendrick, Sheriff's Correctional Sergeant

Susan Ellenberg, County Board Supervisor, District 4



# APPENDIX B: SAMPLE PROBATION QUARTERLY REPORTS

June 2021  
August CCP Meeting Data

## Post Release Community Supervision Fact Sheet

Public Safety Realignment (AB109) established a population of Post Release Community Supervision (PRCS) offenders. PRCS offenders are supervised by county probation departments upon their release from state prison. Prior to AB109, PRCS offenders were supervised by state parole.



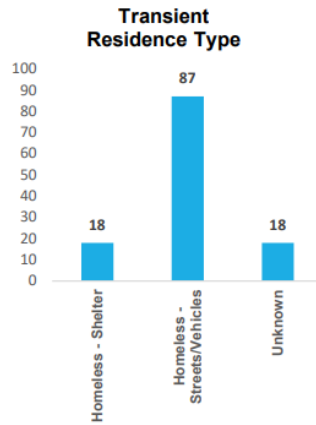
**Individuals Under Supervision: 601**

(Clients on Bench Warrant are excluded from this report)

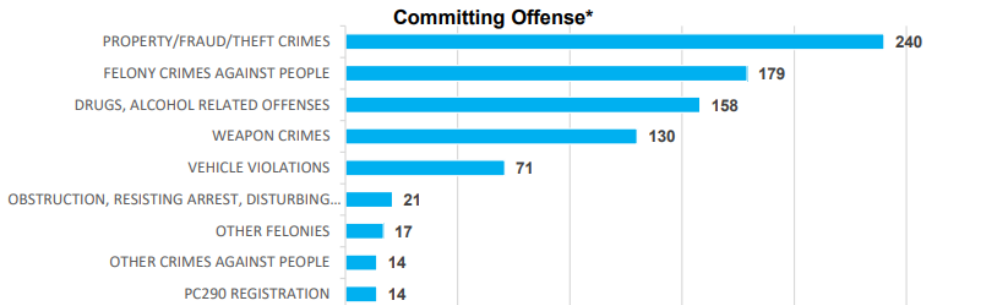
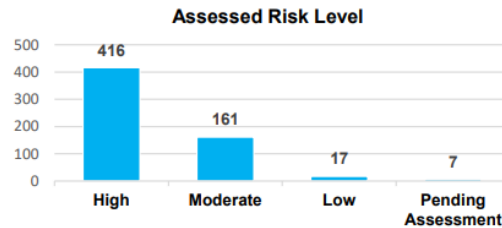
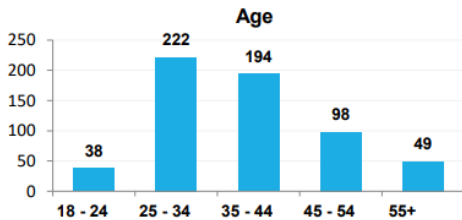


PC290 Registrants: 32

City	# of Clients
Alviso	1
Campbell	6
Cupertino	1
Gilroy	19
In Custody	163
INS Deported	4
Los Gatos	2
Milpitas	5
Morgan Hill	9
Mountain View	1
Out of County	24
San Jose	194
San Martin	1
Santa Clara	8
Saratoga	1
Sunnyvale	13
Transient	123
Unknown	26
<b>Total</b>	<b>601</b>



Ethnicity	Male	Female	#	%
AMERICAN INDIAN	1		1	0%
ASIAN INDIAN	2		2	0%
BLACK	65	4	69	11%
CAMBODIAN	1		1	0%
CAUCASIAN	93	6	99	16%
FILIPINO	5	1	6	1%
HISPANIC	353	24	377	63%
OTHER	10	1	11	2%
OTHER ASIAN	13	3	16	3%
PACIFIC ISLANDER	1		1	0%
SAMOAN	1		1	0%
VIETNAMESE	17		17	3%
<b>TOTAL</b>	<b>562</b>	<b>39</b>	<b>601</b>	<b>100%</b>



\* If a client has two Drug related and three Property crimes as committing offenses, he /she will be counted once under Drugs, Alcohol Related Offenses and once under Property Crimes.

## Mandatory Supervision Fact Sheet

Public Safety Realignment (AB109) established a population of Mandatory Supervision (MS) offenders. MS offenders receive a "split" sentence, meaning a portion of their time is completed in local custody, with the remaining balance spent in the community under probation supervision.



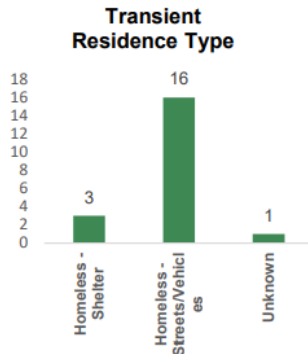
**Individuals Under Supervision: 172**

(Clients on Bench Warrant are excluded from this report)

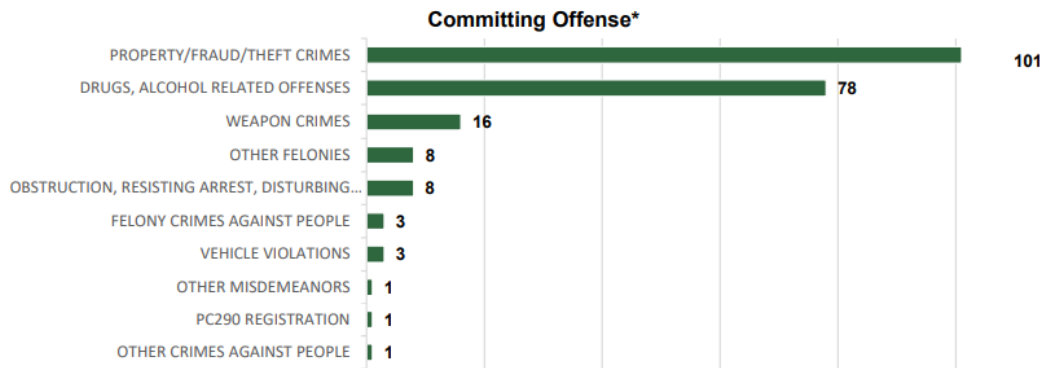
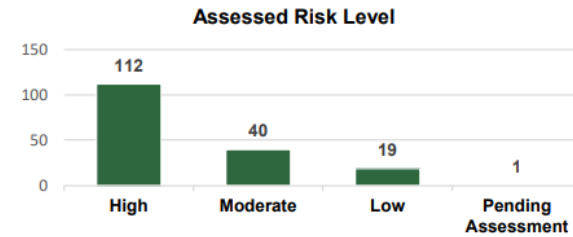
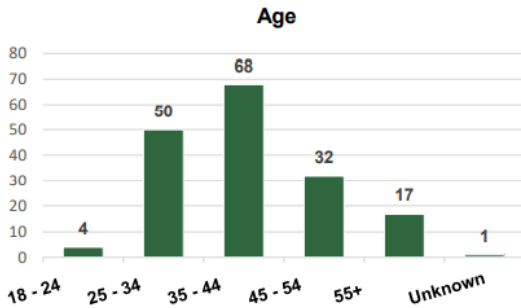


PC290 Registrants: 0

City	# of Clients
Campbell	3
Gilroy	4
In Custody	21
Milpitas	6
Morgan Hill	2
Mountain View	1
Out of County	12
San Jose	87
San Martin	2
Santa Clara	5
Sunnyvale	1
Transient	20
Unknown	8
<b>Total</b>	<b>172</b>



Ethnicity	Male	Female	#	%
AMERICAN INDIAN	1		1	1%
ASIAN INDIAN	1		1	1%
BLACK	16	4	20	12%
CAUCASIAN	33	17	50	29%
FILIPINO	2	1	3	2%
HISPANIC	66	12	78	45%
JAPANESE	1		1	1%
OTHER	3		3	2%
OTHER ASIAN	8	1	9	5%
PACIFIC ISLANDER	1	1	2	1%
Unknown	2		2	1%
VIETNAMESE	2		2	1%
<b>Total</b>	<b>136</b>	<b>36</b>	<b>172</b>	<b>100%</b>



\* If a client has two Drug related and three Property crimes as committing offenses, he /she will be counted once under Drugs, Alcohol Related Offenses and once under Property Crimes.