



SANTA CLARA COUNTY

FY22-23 PUBLIC SAFETY REALIGNMENT PLAN

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



TABLE OF CONTENTS

Local AB 109 Oversight	4
Guiding Principles on ReEntry	4
CCP Executive Steering Committee	5
Cross-System Reentry Network	6
Santa Clara County Realignment Background	6
Realignment Classifications	6
Realignment Reentries	7
Realignment Demographics.....	7
Realignment Supervision Caseloads	8
Probation	9
Evidence Based Practices for Adult Services	9
AB109 Probation Cases.....	10
Criminogenic Needs by Gender	10
Office of ReEntry Services (ORS).....	11
Reentry Resource Centers (RRCs)	11
San Jose Reentry Resource Center	12
South County Reentry Resource Center	13
Client Success Stories	14
Participant Highlight: John.....	14
Participant Highlight: Henry	15
Participant Highlight: Robert	15
County Realignment Success	16
Mission Street Recovery station	16
Mobile Medical Unit	17
Reentry Rise Up & Run Virtual 5K	18
Continuous Quality Improvement and implementation strategies.....	20
Racial Equity Action Plan/GARE Efforts	20
Defining Success	25
Measuring Success.....	25
Challenges.....	25
Goals and Objectives Moving Forward.....	26
Goal One: Serve The Client	26
Goal Two: Strengthen Collaboration	26

Goal Three: Sustain Public Safety27

Goal Four: Steward Operational Excellence27

APPENDICES.....29

APPENDIX A: Re-Entry Network Governance Team30

APPENDIX B: Sample Probation Quarterly Reports32

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 point of admission into the criminal justice system and continue to be used through pre-and post-release.
6. 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

Andrew Binder

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

Vacant

Director
District Attorney's Office/Victim Services

Bob Jonsen

Sheriff
Santa Clara County Sheriff's Office

Greta Hansen

Chief Operating Officer
County Executive's Office

Sherri Terao

Director
Santa Clara County Behavioral Health Department

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 also includes an update from the Office of Reentry services that includes 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:

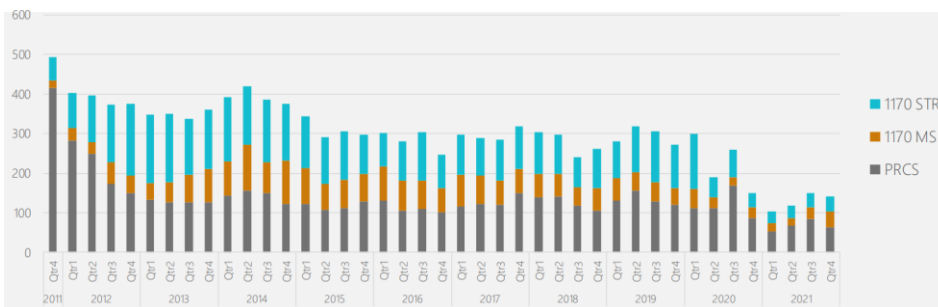
While the Realignment population is the priority, AB 109 funds are utilized by the County of Santa Clara to fund initiatives that serve all reentry clients. Depending on the program, non-Realignment target populations are identified based on how recently they were released, their level of criminogenic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

REALIGNMENT REENTRIES

As of December, 2021:

- ❖ 9,405 individuals had reentered Santa Clara County under Realignment since October 2011.
- ❖ There had been 12,249 reentries overall, as some individuals were released under AB 109 more than once at different times and under different classifications.
 - ⇒ 45% (5,554) of reentries were under PRCS
 - ⇒ 36% (4,368) were under PC1170(h) – without supervision (STR)
 - ⇒ 19% (2,327) were under PC1170(h) – with mandatory supervision (MS)

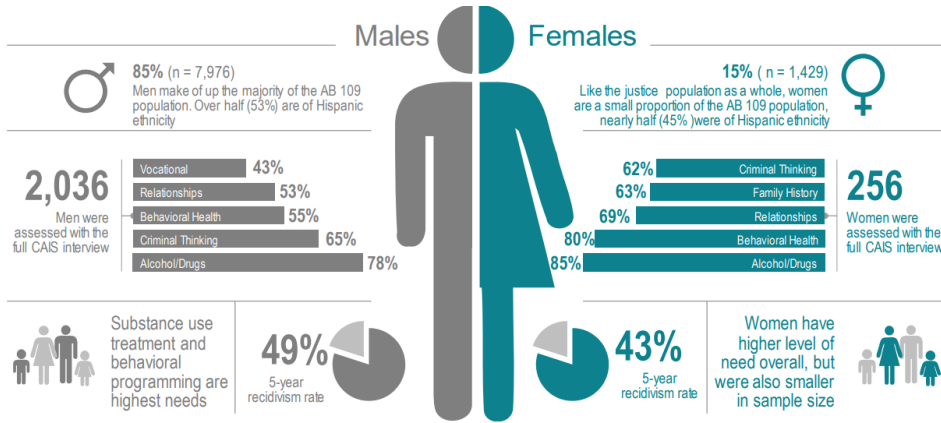
PRCS releases from state prisons and PC1170(h) releases from Santa Clara County correctional facilities have flattened out since 2015 and were much lower (especially for PC1170 releases) after the public health initiatives to prevent exposure to COVID-19 were implemented in March 2020. Prior to COVID-19, releases under AB109 had flattened out about 300 releases per quarter. After the public health orders went into place in March 2020, PC1170(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.



REALIGNMENT DEMOGRAPHICS

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.

The residence breakdown shows the most common cities of residence, all other unlisted cities are under one percent. Nearly 60% of individuals released under AB 109 reported living in San Jose. City of residence best indicates where the individual was living prior to custody, not necessarily their destination post-release. Many individuals are homeless at the point of release, but some have an address listed even if they have no place to live, while others have no address listed.



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 model¹ 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 Responsivity²—provide guidance in designing programs to promote critical behavioral changes.

Figure 1: Risk-Need Responsivity (RNR) Model

Risk Principle (WHO)	Level of services provided should be based on the level of risk for reoffending. 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.
Need Principle (WHAT)	Target interventions to criminogenic needs. The key criminogenic needs are related to anti-social behavior (such as anti-social thinking, criminal peers, etc.).
Responsivity Principle (HOW)	Be responsive to temperament, learning style, motivation, gender, and culture when assigning to programs. 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 Intervention³ 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).

¹ 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.

² 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.

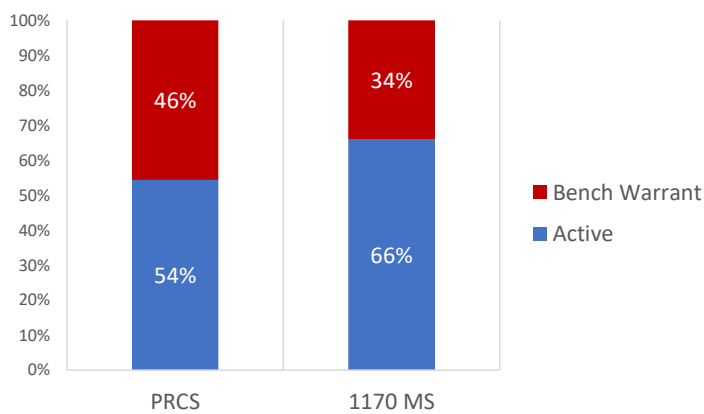
³ Crime and Justice Institute at Community Resources for Justice (2009). *Implementing Evidence-Based Policy and Practice in Community Corrections*, 2nd ed. Washington, DC: National Institute of Corrections.

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, 2022:

The Adult Probation Department was supervising 1,205 individuals (down from 1,336 in June 2021) on Realignment caseloads. Of these individuals 682 (57%) were active and in compliance. Clients with a 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.



	PRCS	1170 MS	Status Total
<i>Active</i>	532	150	682
<i>Bench Warrant</i>	446	77	523
<i>Caseload Total</i>	978	227	1,205

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 Evident Change, 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.

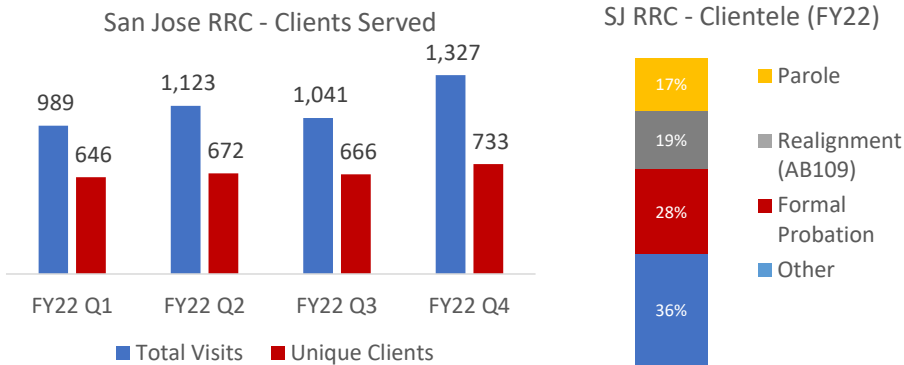
The RRC also makes a series of videos that help inform clients, community members and other related stakeholders about the services RRC provides. Here are the links to two examples:

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

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

SAN JOSE REENTRY RESOURCE CENTER

- During the fiscal year, there were 3,821 unique clients served at the RRC.
- At least 46% of clients were homeless at intake.
- At least 55% of clients were unemployed and actively looking for work at intake.



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 (19% for FY22). 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).

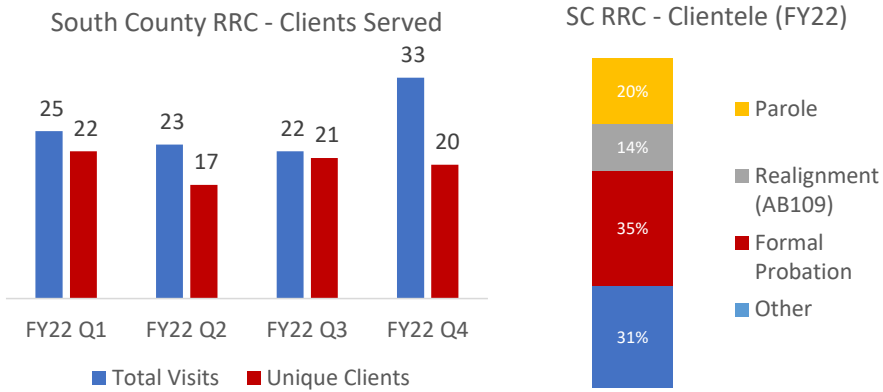
Social Services remain the most requested service at the RRC as most clients need to apply for benefits after release from custody. The top ten most requested services during the year (in order) were: General Assistance, CalFresh, housing, healthcare, food (snacks), identification, substance use treatment,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

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 consistent during the first, second and third quarters of FY2022, 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: JOHN

John has shown a drive to succeed ever since he first enrolled in our program at the Center for Employment Opportunities in January 2021. He instantly showed a desire to grow and improve after serving a substantial amount of time at a young age. He became a Crew Coach in April 2021, just 3 months after enrolling in the program. This gave him the opportunity to participate in a hands-on apprenticeship training program and eventually led to him being hired on as a full time Site Supervisor in April of that same year. He not only took advantage of every training we have to offer but has also encouraged other participants to do the same.

In July 2022 he graduated Retention, the 4th and final stage of our program, after maintaining full time permanent employment for an entire year. In August 2022, John was promoted to Lead Site Supervisor and is now a part of the leadership team in our office. We are so fortunate to have him on our staff and truly value his insight and perspective. He plays a huge role in fostering and maintaining important partner relationships as well as empowering and supporting other participants through their individual re-entry journeys.

PARTICIPANT HIGHLIGHT: HENRY

A 2022 graduate of Catholic Charities' Employment Network, Henry attended San Jose State University with a career goal in wealth management. He said, "Catholic Charities assisted with not only interview prep and resume fine-tuning but building my self-confidence and changing my perspective on my self-worth. Connecting with my Employment Representative was one of the first times since being released that I felt respected as an individual, that I had value in the professional landscape, and was told that I could overcome my setbacks and live a normal, fulfilled life."

"Having been at my company almost 2 years now, I have health insurance, a 401(k), two promotions under my belt, a positive net worth, and more job security than I could have ever hoped for. This is in no small part to the guidance and dedication of the Employment Network team." Henry continues, "Thank you for believing in me, so I could believe in myself!"

PARTICIPANT HIGHLIGHT: ROBERT

Robert too is on the path to a career. After joining the Employment Network at Catholic Charities in late 2021, he was determined to get a position he could be proud of, like those before. Living in a shelter and using public transportation, Robert was an attentive student when it came to improving interviewing skills and developing a resume. In June 2022, an unclassified position became available for justice-involved individuals with Santa Clara County's Office of Emergency Services. Robert began working but was discharged a month later after the return of his background. An Employment Network Representative assisted him write a response to the notification, and within a few days, Robert was reinstated.

Six months later, Robert continues to work and has full benefits. He still lives at the shelter and takes a bus to work. When the position closes, he's looking forward to transitioning to a permanent position and creating a new life with Santa Clara County. When the time comes, the Employment Network will be there for him.

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 almost five years, October 4, 2017 through October 3, 2022, the MSRS received 4,743 admitted individuals, providing services for a total of 2,622 unique clients. 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.

- 46% of all admitted clients referred by Behavioral Health – Emergency Psych Services;
- 34% of all admitted clients referred by Law Enforcement Agencies;
- 13% of all admitted clients referred by Emergency Departments;
- 6% of all admitted clients referred by RRC/VHHP; and
- <1% of all admitted clients referred by Custody Health

The Station is now partially funded by Public Safety Realignment.

Commented [AJ1]: AB 109 funds \$1 million out of the \$1.6 million in the total cost.

MOBILE MEDICAL UNIT

Commented [CC2R1]: Thanks for this clarification.

From the start of the 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 third annual Reentry Rise Up and Run 5K in October 2022 and had the opportunity to host its second in-person 5K event at Hellyer County Park in San Jose. The in-person run had a total of 130 participants and by the culmination of the virtual 5K on November 5th, 219 individuals had signed up for the in-person and virtual events. They formed 25 teams, and between registrations, online donations, and sponsors almost \$17,000 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. \$17,000 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.

CONTINUOUS QUALITY IMPROVEMENT AND IMPLEMENTATION STRATEGIES

ORS is looking ahead to the next two fiscal years (2023 and 2024) with the aim of further reducing recidivism rates and increasing public safety through evidence-based practices. With intentional implementation of the Two-Year Adult Reentry Strategic Plan (July 1, 2022- June 30, 2024) the County will witness the following bold achievements in our criminal justice system:

- Maintaining a low jail population average of 2,000 individuals;
- A decrease in the AB 109 targeted population's recidivism rate from 43% to 40%;
- Implementation of the Reentry Racial Equity Action Plan to address and reduce racial and ethnic disparities within the adult justice system;
- Continue the increase of 70% of clients receiving AB 109 funded employment supported services retain their jobs for more than a year; and
- Continue the increase of 60% of clients receiving AB 109 funded mental health and/or substance use treatment successfully complete programming.

RACIAL EQUITY ACTION PLAN/GARE EFFORTS

In 2019, the Office of Reentry Services joined other participating County Departments in a training year cohort with the Government Alliance on Race and Equity (GARE) to learn how to implement GARE's framework advancing racial equity efforts in local governments. This framework assists local government jurisdictions to:

- Normalize conversations about race to build a shared understanding;
- Operationalize application of racial equity tools to guide the development, implementation, and evaluation of policies, initiatives, programs, and budget to address the impacts of racial equity; and
- Organize efforts to shift institutional culture and practice by implementing a county-wide racial equity strategy.

In August 2021, the ORS presented a report to the Re-Entry Network relating to the Department's participation in the Santa Clara County GARE efforts and Reentry Racial Equity Action Plan objectives. This report will provide the progress made on ORS' implementation of its Racial Equity Action Plan and address some challenges and lessons learned. The ORS prioritizes creating opportunities so everyone can reach their highest level of health and potential for success regardless of their race and background.

GARE participation: The Office of Reentry Services has continued with GARE participation and fostered a close relationship with the County's Office of Diversity, Equity and Belonging (ODEB) to support both the Reentry and Countywide Racial Equity efforts. As an "early adopter" of these efforts, ORS is a member of a Community of Practice group led by ODEB which includes representatives from the Behavioral Health Services Department, Public Defenders Office, Probation, Parks & Recreation, Santa Clara County Library,

Social Services Agency, Valley Medical Center, Public Health, Employee Services Agency, and County Executive Office. This group meets monthly to receive updates from ODEB, discuss and share best practices, challenges, successes and provide a support network for those tasked with moving this important work forward. The Community of Practice provides a platform for a Countywide culture shift to embrace change, be unafraid to admit when something is not working, initiate crucial conversations without pointing fingers or receiving the message with blame to allow space for constructive conflict through resolution-based narratives.

In April 2022, 5 ORS staff members attended GARE's Annual Membership virtual conference participating in workshops and discussion with other local government and community-based organizations nationwide in topics including how to use data and geography to optimize allocation of government investments and resources more equitably, advancing the narrative in a multiracial democracy that support Racial Equity Work and the importance of elevating the voices of residents with lived experience of justice system involvement, homelessness, addiction and mental health disorders.

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

This objective will focus on identifying racial disparities within Santa Clara County justice institutions and local populations and publicly address the disparities while committing to address them. To accomplish this task, ORS drafted on behalf of the Reentry REAL Team, a dashboard to visualize key issues and disaggregate data by race.

UPDATE: The Office of Reentry Services worked with County Counsel to move forward with publishing a Santa Clara County Justice-System Racial Disparity Dashboard via the County's Open Data Portal. As part of the objective to identify and validate racial disparities within our local justice system, ORS is working with the Office of Data Oversight, Monitoring and Evaluation (ODOME) to finalize a Racial Disparity Dashboard to include race/ethnicity data from Pre-Trial Services, Adult Probation, Public Defender, District Attorney, Sheriff Department and ORS. We plan to use this data as a starting point to identify where racial disparities exist, work collectively to identify strategies, allocate resources, funding, and outreach to reduce these disparities, improve how we collect race/ethnicity information and measure the progress of our collaborative efforts. 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:

This objective will capitalize on the uniqueness of the Reentry Resource Centers where an intersection of interdisciplinary County departments and community-based organizations' staff collaborate. A focus will be to normalize conversations about race through trainings, educational opportunities, and community dialogues to learn the history of systemic racism caused by government systems, mass incarceration and

confinements, and identify existing policies and procedures that perpetuate harmful results to reentry clients. ORS will be intentional to invite former clients and members of the Reentry LEAB to highlight local experiences of racial injustices. Additionally, ORS will 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.

UPDATE: The ORS has hosted several community-led conversations to educate and bring awareness and understanding of the historical context of racial injustice as it pertains to the justice-involved community and reentry population.

On April 13, 2022, the ORS hosted a documentary screening of True Justice: Bryan Stevenson’s Fight for Equality with a panelist discussion including a producer of the film, local leaders and community members to bring awareness to the historical context of racial inequalities in the justice system and provide insight on how Santa Clara County, its partners and the community can influence change. This rich community dialogue was powerful and well-received and resulted in a second screening of the documentary with the SCC Probation Department in June 2022.

In May 2022, in partnership with the ODEB, the ORS hosted an “Advancing Racial Equity: The Role of Government” training allowing RRC and partner staff to participate in group reflection on the ways that government has contributed to racial inequity, identify different types of racism, recognize how implicit and explicit bias can show up in the workplace and learn about opportunities to advance racial equity within local governments.

The ORS has an ongoing project titled “Unscripted: Reentry stories of opportunity, perseverance and healing”, a series of recorded conversations between Reentry support staff and former clients about their journeys, achievements, and dreams for what is next. This dialogue demonstrates the power of storytelling to break down barriers and reveal commonality and inspire others hearing first-hand how Reentry services provides life-changing opportunities for individuals who may have experienced significant inequities throughout their lives and become justice involved as a result.

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

The Reentry Racial Equity Action Plan strives to implement policy, process, program evaluation and development from a racial equity lens in order to streamline access to services. programs.

UPDATE: The ORS’ racial equity strategy uses specific questions at the earliest point in the planning of program development and implementation to avoid further perpetuating inequitable opportunities to program/services:

1. Burdens and Benefits: who would benefit or be burdened by this proposal? Would low-income households or communities of color experience a disproportionate burden?

2. Understanding Data: what does the various data tell us about who is being affected? Specifically, look at race, income, languages spoken, ability, gender and neighborhood
3. Community Engagement: How do we engage those who are not often represented in decision-making or those most impacted by inequities? Do we engage people early enough in the process to have an impact
4. Decision Making: who sits at the decision-making table? Who has the power to invite or participate? Whose interests are represented?
5. Implementation: how can we advance equity through the goals of a policy or program?
6. Unintended Consequences: What unintended consequences might be produced by the program or policy?
7. Accountability and Communication: How will we be accountable to, and communicate with the community throughout implementation?

Local data shows the disparities of educational and employment attainment of reentry populations compared to countywide levels. This gap identified the need to create more education and employment opportunities that serve our clients.

Of the 4,300 clients who visited the San Jose and South County RRCs from March – May 2022, 1,680 were unique clients of which 64% reported they were unemployed and looking for work and 39% did not have a High School diploma or GED. In order to address this, the existing infrastructure must directly address the challenges RRC clients face in a targeted and holistic matter, such as providing clients with employment and educational opportunities within the county. County employment will afford clients with measure of civil service protection, insulation from economic ups and downs, health and retirement benefits, education/training opportunities, and protection from racial/gender discrimination that plagues private industry.

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.

UPDATE: The ORS' Employment Opportunity Program is creating a pathway to County employment for the reentry population. This program provides opportunities for these employees to gain valuable experience and mentoring and transition to permanent County employment with upward mobility in turn relying less on County services and step toward self-sufficiency. It has proven successful; two of the six Community Workers have secured permanently coded County positions. This then creates opportunities for others to step into the Unclassified Community Worker role and transition into permanently coded County positions as well.

In February 2022, the County BOS added 200 unclassified positions to operate the ongoing CV-19 vaccine and testing sites. The Office of Reentry Services, Reentry partners and Social Services Agency worked with the Employee Services Agency to assist applicants through the County application process to fill these positions (Park Services Attendant, Utility Worker, and Office Specialist II). As of June 21, 2022, 41 reentry applications have been received, 32 of which were approved and 25 have been employed.

In addition to creating internal County employment opportunities, ORS contractors have hired individuals with lived experience as part of their programs. As of July 2022, ORS contracts created 50 full time positions, of which 22 (44%) are held by formerly justice-involved individuals.

In partnership with the Santa Clara County Office of Education, the ORS has implemented a High School diploma program at the RRC. Working with an instructor, students develop an individualized plan based on what they need to obtain their diploma and work in small classes, groups or one-on-one to earn the necessary credits. Five individuals have earned a High School diploma so far and 42 have enrolled and earning credits.

In partnership with San Jose City College, the ORS continues to provide students with the first year of drug and alcohol studies for free at the RRC for those interested in higher education and becoming peer mentors and CDAC certified. After completing this first year, students earn a Peer Mentor certification and are assisted with job placement throughout the community.

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

Additionally, ORS will leverage existing partnerships created by the Division of Equity and Social Justice to build a foundation of trust with various systematically impacted communities. As ORS prepares a ten-year AB 109/Reentry report reflecting how far the County has come and highlight the vision for the future, ORS will engage key stakeholders to identify opportunities to serve reentry clients while eliminating racial disparities.

UPDATE: As mentioned, ORS partners with ODEB's Community of Practice group once per month to support both the Reentry and Countywide Racial Equity efforts.

The ORS recently added (2) bilingual Community Outreach Specialists (1 Spanish and 1 Vietnamese speaking). These two positions will specifically participate in community events, provide outreach services in South County, Superior Court Departments (courtrooms), in-custody, and bridge the relationships between the RRCs and other centers like the Vietnamese American Services Center, Blanca Alvarado Community Resource Center, the African American Community Services Agency and Kurt Kumli Resource Center. These intentional engagement efforts also support the Reentry Racial Equity Action Plan to help

improve access to opportunities in underserved communities by connecting individuals to reentry services in the spaces they trust.

The ORS has begun including individuals with lived experience in the RFP process for budget allocation awards and program development and will continue to do so.

The ORS is currently working with the Public Defender's Office on a video to advertise expungement/record clearance services to be shown throughout the County in hopes to educate communities in different languages about the possibility of record clearance and how to access.

The ORS is a planning partner for the upcoming High Promise Families Conference in October 2022 in collaboration with the County Executive Office, Probation and Building Peaceful Families to provide resources and workshops for justice-involved individuals and their family members, with a focus on their children.

DEFINING SUCCESS

To create a mutual understanding of successful completion, County partners have defined 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 supervision 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 Two-Year Adult Reentry Strategic Implementation Plan FY2022-24 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 an 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	Robert Menicocci, Director of Social Services Agency
Rob Jonsen, County Sheriff and Co-Chair, Reentry Network	Angela Shing, Director, Employment and Benefits Services, Alternate
Kenneth Binder, County Undersheriff, Alternate	Sherr Terao, Director, Behavioral Health Services Department
Cora Tomalinas, Community/Faith Leader and Co-Chair of the Reentry Network	John P. Mills, Director, Employee Services Agency
Theodore Zayner, Presiding Judge, County of Santa Clara Superior Court	Dr Mary Ann Dewan, Superintendent of County Office of Education
Kasey Halcon, Deputy County Executive	Steve Olmos, Representative, County Office of Education, Alternate
Laura Garnette, Chief, Probation Department	Pablo Gaxiola, Reentry Program Manager Goodwill of Silicon Valley & formerly involved with the criminal justice system
Nick Birchard, Assistant Chief Probation Officer, Alternate	Matthew Fisk, Director of Pretrial Release Services
Sara H. Cody, MD, Director, Public Health Department	Michaelene Reagan, Assistant Director, Pretrial Services, Alternate
Rhonda McClinton-Brown, Branch Director, Healthy Communities, Alternate	Greta Hansen, County Chief Operating Officer
Maya Esparza, Representative, City of San Jose Mayor's Gang Prevention Task Force	Ky Le, Deputy County Executive, Alternate
Molly O'Neal, Public Defender	Erin O'Brien, Representative from Community Based Organizations
Damon Silver, Assistant Public Defender, Alternate	Rose Amador-LeBeau, Representative from Community Based Organizations
Jeffrey F. Rosen, District Attorney	Cauhcihuatl Trinidad, Representative from Community Based Organization, Alternate
David Angel, Assistant District Attorney, Alternate	Anthony Williams, Senior Pastor, Maranatha Christian Center
Pat Nikolai, Chief of Police, City of Santa Clara	
Dan Winter, Santa Clara County Police Chief's Association, Alternate	

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

Vacant, 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

September 2022

Post Release Community Supervision Fact Sheet

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



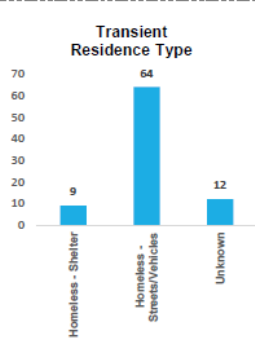
Individuals Under Supervision: 527

(Clients on Bench Warrant are excluded from this report)



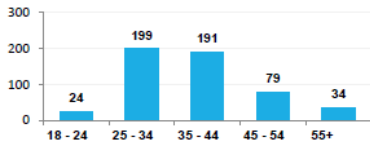
PC290 Registrants: 18

City	# of Clients
Alviso	1
Campbell	1
Cupertino	1
Gilroy	10
In Custody	161
INS Deported	5
Milpitas	4
Morgan Hill	1
Mountain View	2
Out of County	17
San Jose	191
San Martin	1
Santa Clara	14
Sunnyvale	9
Transient	85
Unknown	24
TOTAL	527

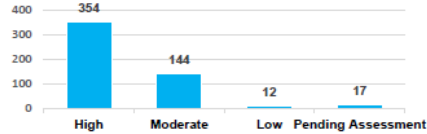


Ethnicity	Male	Female	#	%
AMERICAN INDIAN	3	0	3	1%
ASIAN INDIAN	2	0	2	0%
BLACK	68	3	71	13%
CAUCASIAN	83	5	88	17%
FILIPINO	7	1	8	2%
GUAMANIAN	1	0	1	0%
HISPANIC	299	17	316	60%
OTHER	7	0	7	1%
OTHER ASIAN	14	0	14	3%
PACIFIC ISLANDER	1	0	1	0%
UNKNOWN	0	1	1	0%
VIETNAMESE	14	1	15	3%
TOTAL	499	28	527	100%

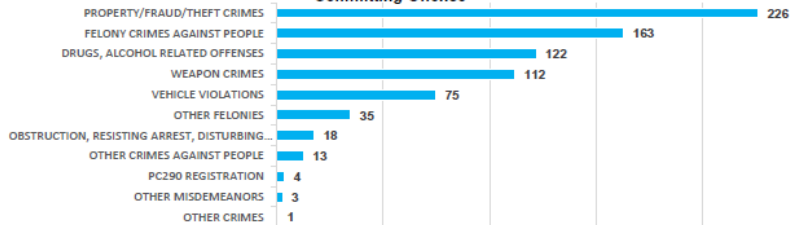
Age



Assessed Risk Level



Committing Offense*



* If a client has two Drug related and three Property crimes as committing offenses, they 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) clients. MS clients 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.



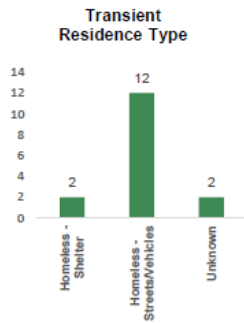
Individuals Under Supervision: 150

(Clients on Bench Warrant are excluded from this report)



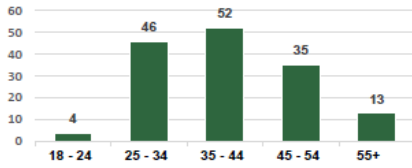
PC290 Registrants: 1

City	# of Clients
Campbell	2
Gilroy	1
In Custody	33
INS Departed	1
Milpitas	4
Morgan Hill	2
Mountain View	1
Out of County	13
San Jose	61
San Martin	1
Santa Clara	7
Sunnyvale	2
Transient	16
Unknown	6
Total	150

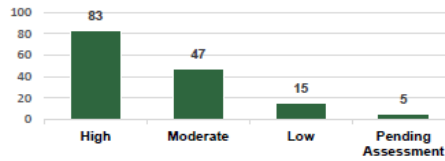


Ethnicity	Male	Female	#	%
ASIAN INDIAN	2	0	2	1%
BLACK	9	5	14	9%
CAUCASIAN	30	11	41	27%
CHINESE	1	0	1	1%
FILIPINO	3	0	3	2%
HISPANIC	62	13	75	50%
JAPANESE	1	0	1	1%
KOREAN	1	0	1	1%
OTHER	2	1	3	2%
OTHER ASIAN	4	0	4	3%
PACIFIC ISLANDER	2	0	2	1%
VIETNAMESE	3	0	3	2%
Total	120	30	150	100%

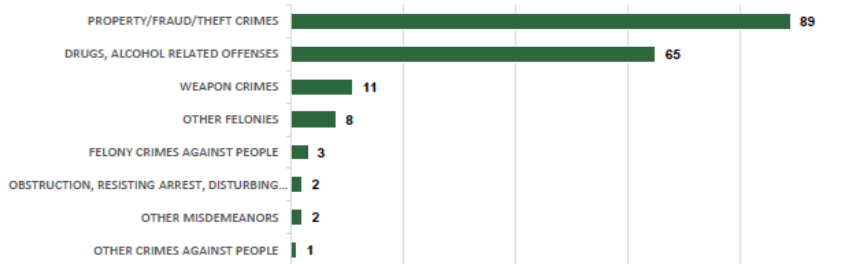
Age



Assessed Risk Level



Committing Offense*



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