



COUNTY OF SANTA CLARA

Re-Entry Network Governance Team **ADULT REENTRY WORK PLAN**

FISCAL YEAR 2016 – 2017 FINAL

2016 OFFICERS: Supervisor Cindy Chavez, Chair, Re-Entry Network Governance

CURRENT MEMBERS

- Laurie Smith, Sheriff
- Carl Neusel, Acting Chief, Department of Correction
- Risë Pichon, Presiding Judge, SCC Superior Court
- Laura Garnette, Chief Probation Officer
- Dr. Sara Cody, Director, Public Health Department
- Raul Peralez, Council member, City of San Jose
- Molly O'Neal, Public Defender
- Jeff Rosen, District Attorney
- Robert Menicocci, Director of Social Services Agency
- Toni Tullys, Director of Behavioral Health
- John Mills, Director of Employment Services Agency
- Michaelene Reagan, Acting Director of Pre-Trial Services
- Jon Gundry, Superintendent of County Office of Education
- Pablo Gaxiola, Individual Formerly Involved in the Criminal Justice System
- Garry Herceg, Deputy County Executive
- Michael Sellers, Chief of Police Association
- Erin O'Brien, President & CEO of Community Solutions
- Rose Amador Le-Beau, President & CEO of ConXion to Community
- Corazon Tomalinas, Community Leader
- Pastor Tony Williams, Chair of the Faith-Based Reentry Collaborative
- Christine Clifford, Community Member

VISION STATEMENT

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

MISSION STATEMENT

To reduce recidivism by using evidence-based practices in implementing a seamless system of services, supports, and supervision.

GUIDING PRINCIPLES AND VALUES

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

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

HISTORICAL BACKGROUND:

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 identifies comprehensive reentry and recidivism reduction strategies to elevate existing efforts, streamline processes to link inmates to effective in-custody and community-based programming, identifies cost-saving methods, and prepares Santa Clara County for the realignment of parolees and low-level prisoners under AB 109.

The Reentry Network is led by a 20-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. Network members provide expertise, operations support, and guidance to the governance team.

In August 2011, the County was awarded the federal government's Second Chance Act Adult Reentry Planning Grant in the amount of \$50,000. The County contracted with the National Council of Crime and Delinquency (NCCD) to facilitate and develop the Five-year Adult Reentry Strategic Plan. The Reentry Network Governance Team convened and appointed 23 members to the strategic planning team. NCCD and the Strategic Planning Team met from March to July 2012 towards the development of the Plan. On October 23, 2012, the Board of Supervisors unanimously approved the Five-Year Adult Reentry Strategic Plan for implementation.

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

- Housing
- Education
- Employment
- Health and Well-being
- Family reunification and Support

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EDUCATION WORKGROUP

FISCAL YEAR 2016-2017 WORK PLAN

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

OBJECTIVES	PROPOSED ACTIVITIES List activities	LEAD	PRIORITY RANKING Rank 1 – 3, 1 highest priority	TIMELINE FOR COMPLETION Month, Year
1. Conduct educational assessments of moderate- and high-risk offenders to determine their educational capabilities.	1.1 Increase the number of offenders who will receive education programs during incarceration. 1.1.1 Based on the assessment results, individuals will be linked to educational programs.	DOC & Community Partners	Priority 1	July 2016 – June 2017
2. Offer targeted remedial and supportive educational programs to boost basic skill proficiency levels of inmates and formerly incarcerated individuals.	2.1 Enhance literacy, adult basic education, and GED programs in-custody. 2.1.1 Computer 101 and keyboarding will be integrated as components of other existing programs to get individuals ready as GED is moving towards computer-based. 2.1.2 Implement a system of reward/positive reinforcement for participants including certificates of completion.	DOC & Milpitas Unified School District – Adult Education	Priority 1	July 2016 - June 2017

<p>3. Offer supportive programs to prepare formerly incarcerated individuals for the necessary discipline and focus required for long-term commitment to educational goals.</p>	<p>3.1 Establish various general education courses.</p> <p>3.2 Develop certificated programs/ courses for inmates to learn a skill/trade.</p>	<p>DOC & Community Partners</p>	<p>Priority 1</p>	<p>July 2016 – June 2017</p>
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PERFORMANCE MEASUREMENTS

- Percentage of participants who received educational assessment
- Percentage of participants enrolled in adult education and literacy
- Percentage of participants enrolled in GED preparation and testing
- Percentage of participants enrolled in certificate programs
- Percentage of participants enrolled in general education courses

**EMPLOYMENT WORKGROUP
FISCAL YEAR 2016-2017 WORK PLAN**

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

OBJECTIVES	PROPOSED ACTIVITIES List activities	LEAD	PRIORITY RANKING Rank 1 – 3, 1 highest priority	TIMELINE FOR COMPLETION Month, Year
<p>1. Develop targeted services and programs to increase the employment rate of formerly incarcerated individuals. Specifically, develop support for workforce services that address the impact of a criminal record on access to employment opportunities.</p>	<p>1.1 Develop job readiness program focusing on basic work skills (attendance, punctuality, appearance, work relationship), job search skills (networking, resume development, applications, interviewing, answering questions about criminal records), and criminal thinking/behaviors and impact on employability.</p> <p>1.2 Upon release, reassess employment skills of individuals to continue education and employment services in the community without interruption.</p> <p>1.3 Create alternatives and transitional work and training opportunities.</p> <p>1.4 Establish on-the –job training programs that develop entrepreneurial skills.</p>	<p>DOC & Community Partners</p>	<p>Priority 1</p>	<p>July 2016 - June 2017</p>

	<p>1.5 Create paid peer mentor positions to help formerly incarcerated navigate the reentry process and service systems.</p> <p>1.6 Connect individuals to expungement programs to begin clearing their criminal records.</p>	Public Defender's Office		
2. Develop and enhance job-specific training and certification programs during incarceration.	<p>2.1 Establish in-custody job readiness programming</p> <p>2.1.1 Develop an appropriate assessment based on the relevant population.</p> <p>2.1.2 Develop an evidence-based, best practice tool kit for job readiness curriculum focusing on basic work skills (attendance, punctuality, appearance, work relationships), job search skills (networking, resume development, applications, interviewing, answering questions about criminal record), and criminal thinking/behaviors and impact on employability.</p> <p>2.1.3 Basic computer skills and keyboarding</p> <p>2.1.4 Implement a system of reward/positive reinforcement for participants including certificates of completion.</p> <p>2.2 Enhance the in-custody vocational training programs based on labor market data and needs.</p>	DOC & Community Partners	Priority 1	July 2016– June 2017
3. Encourage use of available financial	3.1 Increase employer participation in existing hiring incentive programs through	County Executive's	Priority 2	July 2016 – June 2017

<p>incentives for hiring people with criminal records through outreach to businesses/employers.</p>	<p>education and strengthening current hiring incentive programs promoting ease of use for employers and clients.</p> <p>3.2 Provide education, training, and support for local small/ medium businesses so that they readily see the value in hiring formerly incarcerated individuals.</p> <p>3.2.1 Access to trained, motivated, work-ready labor pool</p> <p>3.2.2 Recognize businesses</p> <p>3.2.3 Clarify risk/liability; protection from discrimination lawsuits</p> <p>3.2.4 Training on Labor and Employment Rights</p> <p>3.3 Develop relationship with unions for pre-apprentice and apprenticeship programs.</p>	<p>Office – Reentry Services</p>		
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PERFORMANCE MEASUREMENTS:

- Percentage of individuals who are referred to job readiness, vocational, or on-the-job training
- Percentage of participants who are enrolled in vocational or paid on-the-job training
- Percentage of participants place in alternative/transitional work program
- Percentage of participants who obtained employment
- Percentage of participants who retained employment after 90 days
- Percentage of participants who successfully completed job readiness, vocational, or paid on-the-job training

**FAMILY REUNIFICATION & SUPPORT WORKGROUP
FISCAL YEAR 2016-2017 WORK PLAN**

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

In recent findings from the Urban Institute on families and reentry:

- Most prisoners believe that family support is an important factor in helping them stay out of prison. Individuals rely on their families for both emotional and financial support following their release.
- Strong family support before prison may reduce the likelihood of recidivism. Individuals with more positive family support were less likely to be reconvicted and were less likely to have used drugs since their release.
- Close family relationships may improve employment outcomes for returning prisoners.

To this end, the Family Reunification & Support Workgroup identified two guiding principles for implementation.

1. Services and programs must be family-focused.
2. All training should be co-lead and/or in collaboration with consumers.

FY 2016-17 FAMILY REUNIFICATION & SUPPORT WORK PLAN

OBJECTIVES	PROPOSED ACTIVITIES List activities	LEAD	PRIORITY RANKING Rank 1 – 3, 1 highest priority	TIMELINE FOR COMPLETION Month, Year
1. Strengthen family relationships for offenders to help reduce risk of repeat incarceration.	1.1 Family reunification and parenting services and programs will be based on promising and evidence-based practices that have been proven to be effective.	DOC & Community Partners	Priority 1	July 2016 – June 2017
2. Enhance communication skills through hands-on training sessions in order to foster a creative atmosphere for trust.	2.1 Establish informational workshops for family members to learn about the correctional system, visitation, and discharge/release process.	DOC & Community Partners	Priority 2	July 2016 – June 2017
3. Provide tangible tools to equip families to handle everyday life events.	3.1 Prepare offenders who are parents to reconnect their children and family. 3.2 Provide in-custody classes on family law and child custody. 3.3 Provide family violence and domestic violence prevention, 52-week certified batterers' intervention classes, and positive parenting program.	DOC & Community Partners	Priority 1	July 2016 – June 2017
4. Present parenting and childhood developmental education.	4.1 Develop family skill building programs for men, women, and children targeted to address early recovery from trauma, addiction and enhance parents' knowledge, skills and confidence to develop protective and nurturing	Community Partners	Priority 1	July 2016 – June 2017

	<p>environments for the healthy development of their children.</p> <p>4.1.1 Build in supervised visitation into the family skill building programs in-custody and post-release.</p> <p>4.1.2 Provide a full continuum of trainings and topics specifically designed for the reentry population that leverage community partnerships and on promising and evidence-based practices.</p>	Office of Reentry Services	Priority 2	On-going
5. Develop strategies to monitor and increase compliance of child support obligations for moderate- and high-risk offenders in Santa Clara County.	5.1 Establish collaboration with Department of Child Support Services to provide assistance to the reentry population on child support compliance issues.	Dept. of Child Support Services & Office of Reentry Services	Priority 1	July 2016 – June 2017
6. Cultural competencies and quality of service delivery are improved through in-service trainings with internal and community partner agencies.	<p>6.1 Conduct trainings for service delivery systems.</p> <p>6.1.1 Professional development training on effective engagement strategies with communities of color, trauma-informed, gender responsive services, evidence-based practices, family-focused approaches, etc.</p>	County Executive's Office – Reentry Services and Office of Women's Policy	Priority 1	On-going

PERFORMANCE MEASUREMENTS:

- Percentage of individuals reunify with their children and family
- Percentage of participants who enrolled in parenting classes
- Percentage of participants who enrolled in family skills building program

**HEALTH & WELL BEING WORKGROUP
FISCAL YEAR 2016-2017 WORK PLAN**

MENTAL HEALTH (MH) GOAL STATEMENT: To enhance the accessibility of mental health treatment services and medications for all ex-offenders after release.

SUBSTANCE ABUSE (SA) GOAL STATEMENT: To enhance the accessibility of substance abuse treatment services for all ex-offenders after release.

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

	OBJECTIVES	PROPOSED ACTIVITIES List activities	LEAD	PRIORITY RANKING Rank 1 – 3,	TIMELINE FOR COMPLETION Month, Year
PRE-RELEASE	<p>1A. Identify moderate- and high-risk offenders with mental health issues prior to release. (MH)</p> <p>1B. Coordinate development of pre-release substance abuse assessments to identify clients in need of extensive services to support recovery and full reintegration into their communities. (SA)</p>	<p>1.1 Thirty (30) days prior to release, an Individualized Transition Plan will be developed for moderate and high risk inmates.</p>	<p>Custody Health, DOC, Ambulatory Care/ Mobile Medical Unit & Community Partners</p>	<p>Priority 1</p>	<p>July 2016 – June 2017</p>
RELEASE &	<p>2A. Develop a seamless transition into mental health services from county correction and state prison. (MH)</p> <p>2B. Determine the most appropriate level of care for each individual after release, based on alcohol and drug abuse assessment and clients' response to treatment while incarcerated. (SA)</p>	<p>2.1 Develop a centralized Referral Tracking System including capacity to track transition plans at the Reentry Resource Center.</p> <p>2.2. Identify a coordinator to process, link, and track the reentry client's Individualized Transition Plan.</p> <p>2.3 As appropriate, to assign clients to a rehab counselor/case manager to provide support during their reentry process.</p>	<p>Office of Reentry Services, ISD and Behavioral Health</p>	<p>Priority 1</p>	<p>July 2016 – June 2017</p>

		4.2SSA unit supervisor will monitor and track staff's capacity to process public benefits enrollments.			
		4.3Continue to implement Assembly Bill 720			
	5. Develop a coordinated mechanism for providing formerly incarcerated individuals with needed health services. (H)	5.1 A Community Health Worker at Reentry Resource Center will link individuals to a primary healthcare provider in the community. 5.1.1 Establish referral protocols for linking individuals to community-based health care provider.	Ambulatory Care – Mobile Medical Unit & Office of Reentry Services	Priority 1	July 2016 – June 2017

PERFORMANCE MEASURES

- Percentage of individuals who are referred for intensive case management or cognitive behavioral therapy
- Percentage of participants who received intensive case management or cognitive behavioral therapy
- Percentage of participants matched with a mentor
- Percentage of participants enrolled in psycho-educational classes.
- Tracking of transition plans and percentage of individuals checking in at the Reentry Resource Center
- Number of individuals community health workers assist to link from in-custody to the Reentry Resource Center

**HOUSING WORKGROUP
FISCAL YEAR 2016-2017 WORK PLAN**

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

The Housing Workgroup identified two guiding principles for implementation.

1. Housing strategies must be implemented in direct support of current reentry services or priorities as identified by other reentry workgroups.
2. Housing programs should be along all points of the housing continuum for the reentry population based their needs.

OBJECTIVE	PROPOSED ACTIVITIES List activities	LEAD	PRIORITY RANKING Rank 1 – 3, 1 highest priority	TIMELINE FOR COMPLETION Month, Year
1. Develop pre-release plans that realistically address the housing needs of individuals.	1.1 Thirty (30) days prior to release, moderate and high risk inmates will have an Individualized Transition Plan (ITP). 1.1.1 Housing case manager will monitor and track individual's progress and conduct re-assessment of individual's housing needs as appropriate.	DOC & Office of Supportive Housing	Priority 1	July 2016 – June 2017
2. Offer peer mentoring/ coaching to facilitate transition process.	2.1 Develop a seamless support system for supervised and non-supervised ex-offenders needing education, employment, housing, substance abuse, mental health, physical health and/or family support services.	Behavioral Health & Community Partners	Priority 1	July 2016 – June 2017

	<p>2.1.1 The lead case manager will refer and provide a warm hand-off to community service providers.</p> <p>2.1.2 The lead case manager will track and monitor referrals provided and its outcome of the referrals.</p> <p>2.1.3 A peer mentor will support individuals in linking to community service providers and navigating various service systems.</p>			
<p>3. Remove any barriers to affordable housing.</p>	<p>3.1 Continue to implement housing programs along the entire continuum of housing needs.</p> <p>3.1.1 Short-term Interventions to Prevent Homelessness: Develop a temporary shallow subsidy or one-time assistance program to prevent homelessness among housed, employed, households.</p> <p>3.1.2 Expand scattered-site, tenant-based rental assistance (TBRA) program (up to 6 months with one 6 months renewal) for employable households.</p> <p>3.1.3 Motel voucher program and purchase emergency shelter beds to respond to immediate housing needs.</p> <p>3.1.4 Develop a tenant-based Permanent Supportive Housing (PSH) to meet the long-term needs of reentry households whose income will primarily be SSI, SSDI or other permanent government benefit (i.e. chronically homeless reentry individuals and families and frequent users of the jail mental health programs).</p>	<p>Office – Reentry Services & Office of Supportive Housing</p>	<p>Priority 1</p>	<p>July 2016 – June 2017</p>

PERFORMANCE MEASUREMENTS:

- 90% of formerly incarcerated individuals will have an assigned lead case manager.
- 90% of formerly incarcerated individuals will be matched with a peer mentor.
- Number of formerly incarcerated individuals will be placed in a housing program.

POLICY ISSUES AND GOALS

- Address the barriers to sharing clients' information and data with community-based providers;
- Conduct intensive evaluation to review all AB 109 and reentry programs for its program fidelity and its application of evidence-based principles;
- Implement recommendations from the Jail Diversion and Behavioral Health Services Subcommittee;
- Align reentry efforts with the Board approved recommendations from the Bail and Release Work Group;
- Support the County's efforts to incorporate reentry services in the New Jail Project and offer new educational opportunities for inmates while in custody and upon release in the community;
- Support efforts to expand faith based services in Elmwood and Main Jail;
- Expand effective community peer support as the County expands treatment and program services; and
- Expand Reentry Resource and Court Outreach services in South County.