

## North County Investment Plan

### Investment Community Planning Process Overview

In advance of the community meeting, outreach was performed throughout Mountain View to inform individuals from all stakeholder categories about the Prevention and Early Intervention (PEI) Plan and the opportunity to join the Planning Team for the 94043 investment community. In addition to outreach to specific agencies and associations, the event was publicized to local residents. Notices were posted in a variety of public locations including the community center, senior center and library.

Members of the Planning Team were selected at a community forum on December 14, 2010. At their first meeting on January 13, 2011, the team selected additional individuals to invite to join the Planning Team. The Planning Team decided that membership should be finalized by the third meeting. Invitations were extended to the selected individuals and with those who accepted the invitation, the Planning Team roster was completed (See Appendix A).

The Planning Team expressed that consensus was the most desirable outcome for any Planning Team decision. A collaborative statement including governance structure (See Appendix B) was formulated that emphasized this desire for consensus and provided mechanisms allowing progress to continue should consensus be unachievable. Throughout the planning process, moving toward consensus frequently occurred organically; initial suggestions were modified on-the-spot in reaction to concerns from team members so that the proposals put forward for consideration were agreed upon.

The spirit of inclusivity and engagement that has been a part of the PEI planning process from the start was reflected in the community engagement plan (See Appendix C) developed by the Planning Team. By having a diverse and well connected membership, the Planning Team was able to represent and to communicate broadly with a range of constituents. Benchmarks, expressed in the planning process graphic (See Appendix D) were communicated to Planning Team members' networks; this communication resulted in non-members occasionally joining the team for meetings.

Key decisions made by the Planning Team included selecting a focal population, endorsing recommended practices and alternative practices, and providing guidelines as to the scope, referral process, delivery and vision of the services.

### Focal Population

The Planning Team selected three schools to saturate with services. These schools are Theuerkauf Elementary, Monta Loma Elementary and Crittenden Middle School. Selective Prevention and Early Intervention services will be available to all students attending these schools and their families. All high school age 94043 residents and their families are also eligible for Early Intervention services. The primary referral population is students attending the selected schools and high school students who are 94043 residents.

The three selected schools are located within the 94043 zip code and serve a large number of 94043 residents. Students who reside in other zip codes but attend the selected schools will be eligible for services.

## Why Focal Population Was Selected

By selecting Theurekauf Elementary, Monta Loma Elementary and Crittenden Middle School as locations where services will be available, the Planning Team is addressing an insufficient level of services in the 94043 zip code. While there are local mental health services and general family support services available in Mountain View (See Appendices F and G), they do not meet the high level of current need demonstrated by known risk factors in the community (See Appendix H). The target population covers the transition from elementary to middle school, and from middle school to high school. According to the National Center for School Engagement, the sixth and ninth grade transition points are critical periods for academic success and for emotional well being. These transition periods also present parents with novel challenges as children reach new developmental stages.

The Planning Team envisions PEI services offered to a set of feeder schools (elementary schools that feed into a middle school) and to the high school population. A family focused approach will be utilized, which includes all siblings. Through this approach, two goals are achieved. First, a broad swathe of resident families and their children can be reached. Second, as children advance through the school system there is an opportunity for continuity of services through key transition periods. The Planning Team believes that the eligibility criteria will result in PEI services being broadly available to children, youth and their families within the 94043 community.

PEI services will be provided to underserved cultural populations (See Appendix E). The three largest racial / ethnic groups at Theurekauf Elementary are Hispanic / Latino (59.64%), White (13.05%) and Filipino (12.65%). The three largest racial / ethnic groups at Monta Loma Elementary are Hispanic / Latino (54.44%), White (24.90%) and Asian (6.37%). The three largest racial / ethnic groups at Crittenden Middle are Hispanic / Latino (52.57%), White (23.80%) and Asian (8.22%). PEI services will be culturally appropriate for the diverse community in 94043 and providers will be culturally and linguistically competent.

### Risk Factors

The 94043 zip code was selected as an investment community because the measured risk indicators placed the zip code in the top third of zip codes in the county in terms of level of risk. Risk factors highlighted in the PEI plan that are high in the 94043 zip code and pose challenges for the target population include:

- Child Removals (5\*)
- Juvenile Justice Entries (4)
- Single Parent Households (6)
- At risk of school failure: Social / Emotional / Developmental
- At risk of school failure: Academic

\* Numbers reflect the rating on the 1-6 rating scale used in the PEI plan (See Appendix H)

With the Planning Team's input, the following additional risk factors were considered relevant to children and youth in 94043:

- Severe emotional difficulties and conduct / behavioral issues
- Undocumented families / culture clash and acculturation issues
- Fractured families (divorce, forced separations, legal issues, immigration issues)

- Incarcerated parents / family members
- Domestic violence
- Bullying and bullying specific to sexual orientation
- Depression / suicidal ideation / sense of hopelessness
- Overwhelming stress
- Depression related to peer communication and comparisons through social networking
- Teens acting as care provider for siblings or other family members
- Poverty and family unemployment
- Frequent family relocation
- Lack of engagement and motivation
- Family alcohol abuse / substance abuse / youth alcohol or substance use / access to substances
- Family members with mental illness

The Planning Team noted that the 94043 zip code is somewhat isolated due to the highway structure and location of businesses. This isolation is a community level risk factor. Some services do travel or are located in the area and the PEI services will supplement these.

### **Strategies and Practices**

The Planning Team supports the use of the four PEI strategies; Multi-Level School Based, Enhanced Parenting Support, Family-Based Intervention and Child / Skills Intervention strategies. The strategies address both Selective Prevention and Early Interventions. The Multi-Level School Based strategy is a Selective Prevention strategy. The Enhanced Parenting Support, Family-Based Intervention and Child / Skills Intervention strategies are Early Intervention strategies. Practice models support the implementation of the strategies.

The aim of the Planning Team is to provide a continuum of Selective Prevention and Early Intervention strategies and practices to address the needs of the entire family. Delivery of the various services will take place in multiple settings, including schools, in families' homes and at community-based settings. Strategy specific service locations are outlined below.

### **Strategy 1 – Multi-Level School Based**

The Planning Team supports the use of a Multi-Level School Based Selective Prevention strategy. The strategy will be selectively applied in three schools in the 94043 zip code (Theuerkauf Elementary, Monta Loma Elementary and Crittenden Middle School). Services will be available for all families affiliated with these schools. When appropriate, families utilizing the program may be referred for Early Intervention services.

The Planning Team endorses the use of a Multi-Level School Based strategy, which may be the Strengthening Families practice model. An additional practice considered by the Planning Team for the Multi-Level School Based strategy includes:

- The Incredible Years

Strategy Requirements:

Service location: School based

Staff requirements: Paraprofessional

Referral source: Self/family, teacher, school administrator, healthcare professional, etc.

### **Strategy 2 – Enhanced Parenting Support**

The Planning Team supports the use of Enhanced Parenting Support as an Early Intervention strategy. This program will support parents and caregivers as they address more severe behavioral difficulties in their children.

Enhanced Parenting Support will be an available option for the parents or primary caregivers of any eligible child or youth referred for PEI services.

The practice selected for this strategy in the PEI Plan is the Triple P levels 4 & 5. An additional practice considered by the Planning Team for Enhanced Parenting Support includes:

- The Parent Project

Strategy Requirements:

Service location: Not school based

Staff requirements: Paraprofessional or trained professional

Referral source: Self/family, teacher, school administrator, healthcare professional, etc.

### **Strategy 3 – Family Based Intervention Strategy**

The Family Based Intervention Strategy will be an available option for any eligible child or youth referred for PEI services. This strategy is appropriate for families experiencing severe emerging behavioral/emotional problems.

The Planning Team suggested that multiple family therapy interventions may be offered so that an appropriate practice can be selected for the referred child/youth. The practice should provide intensive, direct intervention to children/youth and their families to address severe emerging behavioral/emotional problems. Possible family therapy models include:

- MRI's brief strategic therapy model
- Functional Family Therapy

Strategy Requirements:

Service location: Office, home or community setting

Staff requirements: Trained mental health professional

Referral source: Self/family, teacher, school administrator, healthcare professional, etc.

### **Strategy 4 – Trauma Informed Child Skills Practice**

Trauma Informed Child Skills Practice will be an available option for any eligible child or youth referred for PEI services. This strategy is appropriate as an early response for children who are experiencing significant emotional and behavioral difficulties related to traumatic life events.

A Trauma Informed Child Skills practice will be provided. The practice will provide intensive, direct intervention to trauma exposed children and youth and their caregivers. The trauma informed practice focuses on addressing the skill development necessary to prepare the youth for ongoing intensive treatment if indicated.

Trauma Focused Cognitive Behavioral Therapy, the practice selected in the PEI plan, is one possible practice model.

**Strategy Requirements:**

Service location: Appropriate setting (office, home, community based)

Staff requirements: Trained mental health professional

Referral source: Self/family, teacher, school administrator, healthcare professional, etc.

**Alternative Practices**

Organizations responding to the Request for Proposal (RFP) may suggest alternative or additional practices that fall under the required strategies. In order to be considered, practices must meet the following criteria:

- **Replicable.** The practice must be well articulated, usually in the form of a written manual. Other agencies or groups should be able to use the manual to implement the practice on their own
- **Applicable.** The practice must apply to one of the target populations or age groups
- **Effective.** The practice must be at least as effective as the recommended practice. You must be able to demonstrate that the practice achieves the desired outcomes or results (evaluation is required)
- **Existing.** The practice must be either already in use in Mountain View, or will be implemented in Mountain View through other funding sources (for example, a grant)

**PEI Program Design Guidelines**

The Planning Team developed PEI program design guidelines in order to, 1). capture the Planning Team's vision for the PEI program, 2). align key elements of the PEI plan and the RFP process, and 3). utilize guidelines in lieu of the restrictive budget allocation model outlined in the PEI toolkit.

**Vision**

The Planning Team's vision is of an expansion of supports and services to families and children that are well integrated, accessible and responsive to the needs of the community, that utilizes the talents and resources of community organizations and helps the family navigate the system. Our vision is that our community sustainably embraces this level of change and looks for opportunities to assure that every family member is healthy and thriving.

**Lead Agency Model**

- A lead agency model will be used
- It is desirable that the lead agency is a Medi-Cal provider or working towards becoming a Medi-Cal provider
- There is an expectation that the lead agency will offer services across the target age spectrum. Service allocation and content will be adjusted to meet need
- Service providers must be culturally and linguistically competent and able to serve the Mountain View community

- Agency must be familiar with the Mountain View community and the community's needs
- Agency with a history of serving Mountain View schools and families living in 94043 is preferred
- Agency must have or be willing to establish a local office as a service delivery location

### **Coordination**

A lead agency will establish and coordinate program referrals and case management responsibilities. The agency will broker referrals into the most appropriate service, either one of the PEI programs or other services existing in the community. By triaging eligible referrals efficient use of PEI services and other existing resources will occur. The coordinating duties include having PEI program content and availability respond dynamically to the shifting climate of need in the community.

- A coordinated system will direct children, youth and families to the appropriate service. This coordination will occur through the lead agency
- Lead agency will assure coordination and communication between program, school and community structures to create continuity between services
- The lead agency will avoid duplication of services, communicate with the school as necessary, leverage insurance if available, and refer to additional qualifying services.
- Use of a Case Manager model is recommended to assess, evaluate, refer and follow each client as needed. They will help the student and family navigate the system to receive the appropriate services
- ~10% of the budget may be allocated for coordination / case management of services.

### **Referral Process**

- Referrals to PEI services may come from parents, teachers, school administrators, health care practitioners, etc.
- There will be a single point of entry for PEI referrals; the lead agency. The lead agency will receive referrals and triage them to appropriate services (PEI or alternative services)
- The lead agency is responsible for determining an appropriate referral system (eg. intake phone number) and for publicizing this point of entry
- The lead agency will provide outreach and education about the PEI program to teachers and school administrators at the selected schools
- The lead agency will provide outreach and education about the PEI program and the 94043 residency requirement to administrators at the high schools
- The lead agency will be responsible for coordinating trainings for school staff on screening and referral procedures.

### **Program Implementation**

- The lead agency may have subcontractors
- The lead agency will be responsible for assuring availability and quality of services

- The lead agency will develop agreements with each school regarding training teachers about the referral process and training appropriate individuals (either school administrators or administrators and teachers) about how to identify children and families who could benefit from PEI services
- The agreement will also address providing the Multi-Level School Based strategy on the school site
- The lead agency and/or sub-contractors will have physical presence on the school campuses and in the community
- Lead agencies will utilize natural supports in the community that will assist in promoting the use of PEI services

### **Reporting / Evaluation Measures / Outcomes**

- The lead agency must either be or become a member of the Mountain View / Los Altos / Los Altos Hills Challenge Team. They should report regularly about the PEI program
- The Planning Team's vision of successful program outcomes includes improved academic performance of children and youth at risk of school failure. The behavioral measures associated with this risk include referrals for classroom management problems and school attendance
- The Planning Team expects the number of student referrals for classroom management problems to decrease and for attendance to increase over time
- The lead agency will report process and outcome measures regularly. Reports will include but are not limited to:
  - # of student referrals for classroom management problems
  - School attendance
  - Age of individuals
  - Gender
  - Race/ethnicity (White, African American, Asian, Pacific Islander, Native American, Hispanic, Multi, Unknown, Other)
  - Primary language (English, Spanish, Vietnamese, Cantonese, Mandarin, Tagalog, Cambodian, Hmong, Russian, Farsi, Arabic, Other)
  - Culture (LGBTQ)
  - # of individuals referred to PEI, how many received each service or were referred to a non PEI service

### **Partnerships / Leveraging**

- The lead agency will demonstrate knowledge of additional services available in the community and schools
- Individuals referred for PEI services will be offered additional or alternative services when appropriate
- It is desirable that the lead agency is a Medi-Cal provider or working towards becoming a Medi-Cal provider
- Individual's insurance or Medi-Cal coverage should be leveraged

- All opportunities to leverage should be taken advantage of, such as; any and all county initiatives, like First 5, Triple P and Positive Behavioral Intervention and Supports (PBIS).

### **Budget**

- ~10% of the budget may be allocated for coordination / case management of services.
- There is an understanding that administrative costs may be associated with the administration of the program and may be included in the proposed budget



## Appendix A

North County Planning Team Roster				
Name	Stakeholder Category	Original Member	Added Member	Left Committee Before Completion of Plan
Saadia Aurakzai	Providers of Social and Community Services	X		
Bruce Barsi	Law Enforcement and Criminal Justice Providers		X	
Dana Bunnett	Providers of Health Services	X		
Marilu Delgado	Underserved Communities and Local Residents	X		
Suzanne Frank	Underserved Communities and Local Residents	X		
Oscar Garcia	Underserved Communities and Local Residents		X	X
Monique Kane	Providers of Behavioral Health Services	X		
Tony Lopez	Law Enforcement and Criminal Justice Providers	X		
Joan MacDonald	Underserved Communities and Local Residents	X		
Aila Malik	Individuals with Mental Health Concerns and/or their Families	X		
Denise McNamara	Providers of Behavioral Health Services	X		
Carmen Mercado	Education Providers		X	
Tom Myers	Providers of Social and Community Services		X	
Rosario Pastor	Individuals with Mental Health Concerns and/or their Families	X		X

Michael Fitzgerald (alternate: Carla Paul)	Providers of Health Services	X		
Jenny-Rebecca Saccardo	Providers of Social and Community Services	X		
Jamil Shaikh	Underserved Communities and Local Residents		X	
Susan Sweeley	Education Providers	X		
Hinda Weber, M.A., MFT	Education Providers	X		

## Appendix B

### North County Planning Team Collaborative Statement

#### Purpose

The purpose of the North County's Strengthening Families and Children Collaborative is to develop an Investment Plan to create prevention and Early Intervention programs and services that meet the defined outcomes of the Santa Clara County Mental Health Department Prevention and Early Intervention Plan.

#### Collaborative Membership Values

1. Collaboration: We work cooperatively with one another to create an Investment Plan that will benefit children and Families in North County
2. Accountability: We are responsible and results-driven in our planning and decision-making process
3. Respect: We maintain awareness of our language and conduct and strive to maintain a respectful environment

**Membership** should be comprised of representatives from:

1. Local Residents
2. Education Providers
3. Individuals with Mental Health Concerns and/or their families
4. Providers of Behavioral Health Services
5. Providers of Health Services
6. Providers of Social and Community Services
7. Law Enforcement and Criminal Justice Providers

#### Decision-Making Process

- Consensus is the goal. Consensus will be realized either through a formal vote or will be assumed if no objections are voiced when called for
- If consensus is not reached, discussion will be re-opened
- If consensus cannot be reached, we will go to a 2/3 majority vote of members and designees present. Members may assign a team member or designee to vote as a proxy
- If a 2/3 majority is not met, discussion will be re-opened

- Votes require a quorum of 50% +1 of active membership to be present. If a quorum is not present, the vote will be tabled until the next meeting

### **Expectations for Participation**

- The plan creation is an inclusive process and all Planning Team members will have the opportunity to participate in discussions
- Tenor and content of dialogue will remain respectful

### **Guidelines for Roles**

#### **Facilitator**

- Keep meeting on track (includes time keeping)
- Set & organize agenda and review minutes prior to distribution
- Make sure membership list/info is up to date
- Help lead the group in meeting objectives

#### **Support Person**

- Takes notes
- Send out notices & notes
- Handle roster

#### **Members**

- Communicate decisions and share information with your stakeholder group(s)
- Follow up on tasks in a timely manner
- Attend all meetings or notify Facilitator if they cannot come. A designee with voting privileges may be sent when a member is unable to be present
- Review notes from meetings and give feedback as necessary

### **Frequency/Length/Time/Place**

- Frequency: Twice monthly (1<sup>st</sup> and 3<sup>rd</sup> Wednesdays) for approximately 9 meetings: 1/13, 1/24, 2/16, 3/2, 3/16, 4/6, 4/20, 5/4, 5/18
- Time: 6 pm – 8 pm, occasionally 6 pm – 9 pm
- Place: El Camino YMCA, Community Services Agency or alternative locations as needed

Appendix C

Investment Community Planning Team  
North County Community Engagement Plan

Key Questions	Planned Activities
<p><b>PLAN SUMMARY:</b></p> <p><b>January - March:</b> Team members will have informal conversations with community members and constituents of their stakeholder group (listed in ‘A’ and ‘C’). The purpose of these conversations will be to inform community members about the planning process so that they are prepared to give feedback when asked.</p> <p><b>March - April:</b> Team members will seek input from and ask questions of constituents about the selected focus population/area and practices.</p> <p><b>April - May:</b> Team members will utilize their network to inform agencies and individuals about the plan</p>	
<p>A. After forming the Planning Team, how will community members, especially those from underserved communities, be informed about the Planning Team’s activities and progress?</p> <ul style="list-style-type: none"> <li>• <i>How the team will communicate with the general community</i></li> <li>• <i>How the team will communicate with underserved communities</i></li> </ul>	<ul style="list-style-type: none"> <li>• Electronic: Email meeting minutes and updates to existing list serves and contacts. Direct contacts to project website (peioptions.org)</li> <li>• Verbal: Update constituents (listed in ‘C’) at regular, existing meetings.</li> <li>• Team members were selected for their ability to connect with underserved communities, some of whom are listed in ‘C.’ Team members will include these communities in their regular communication and updates.</li> </ul>
<p>B. What assistance will be provided to help new participants or observers from the public understand the process and the progress of the plan?</p>	<ul style="list-style-type: none"> <li>• Team members can refer individuals to Larry Soto or Rachael Esterkin</li> <li>• Staff will respond to requests to discuss the project with individuals and/or groups</li> <li>• MHD staff will provide bullet point updates for team members / synopsis about progress as requested</li> </ul>

<ul style="list-style-type: none"> <li>• <i>Types of assistance and tools needed to communicate with individuals and groups</i></li> </ul>		
<p>C. <i>Planning Team members are representative of a stakeholder group or “constituency.” How will individual members represent the voice of that constituency and keep their constituents informed?</i></p> <ul style="list-style-type: none"> <li>• <i>Places, times, individuals/groups and content that comprises the outreach strategy for each stakeholder group</i></li> </ul>	<p>Constituents to whom Planning Team Members may perform in-reach are identified below.</p>	
	<p><b>Underserved Communities and Local Residents</b></p> <ul style="list-style-type: none"> <li>- PTAs</li> <li>- All Schools, Preschool to Community College</li> <li>- Adult Ed</li> <li>- Churches (PIA), church bulletins</li> <li>- Sports Center, Dance Studios, PYT, Karate</li> <li>- KMTV, Teen Center / The House</li> <li>- Day Labor Center</li> <li>- SIREN Citizenship event</li> </ul>	<p>Suzanne Frank Joan MacDonald Marilu Delgado</p>
	<p><b>Education Providers</b></p> <ul style="list-style-type: none"> <li>- School Board</li> <li>- Superintendent Cabinet</li> <li>- Coordinator’s meetings</li> <li>- Parent groups</li> <li>- ASB groups</li> <li>- Counseling departments</li> <li>- SCCDE Health Advisory Board</li> <li>- McKinney-Vento Corps</li> <li>- Staff meetings</li> <li>- Department meetings (including special education and ELO)</li> <li>- Classified meetings</li> <li>- Case management meetings</li> </ul>	<p>Susan Sweeley Hinda Weber</p>
	<p><b>Providers of Social and Community Services</b></p> <ul style="list-style-type: none"> <li>- Challenge Team</li> <li>- Emergency Assistance Network agencies</li> </ul>	<p>Saadia Aurakzai Jenny-Rebecca Saccardo</p>

	<ul style="list-style-type: none"> <li>- Leadership Mountain View</li> <li>- Los Altos / Mountain View Rotary</li> <li>- PTA</li> <li>- Local Neighborhood Meetings</li> <li>- City Commission (Human Relations, City of Mountain View)</li> <li>- Social based groups / Identity based clubs</li> </ul>	
	<p><b>Law Enforcement and Criminal Justice Providers</b></p> <ul style="list-style-type: none"> <li>- Challenge Team</li> <li>- District Attorney</li> <li>- Probation / Parole</li> <li>- MVPD</li> <li>- Public Defender</li> <li>- Courts / Judges (Judge Alcala or Manley)</li> </ul>	<p>Tony Lopez</p>
	<p><b>Providers of Behavioral Health Services</b></p> <ul style="list-style-type: none"> <li>- Kaiser Child Providers, Pediatricians at Mountain View clinic</li> <li>- CHAC Staff</li> <li>- Challenge Team</li> <li>- Principals and school counselors serving 94043</li> <li>- MDT Team</li> <li>- First 5 local and Santa Clara</li> <li>- Other agencies that work with kids like Just Read</li> <li>- Partners for New Generations</li> <li>- Service Clubs, Kiwanis and Rotary</li> <li>- City Council members</li> </ul>	<p>Denise McNamara Monique Kane</p>
	<p><b>Individuals with Mental Health Concerns and/or their Families</b></p> <ul style="list-style-type: none"> <li>- TBD</li> <li>-</li> <li>-</li> </ul>	<p>Rosario Pastor Aila Malik</p>
	<p><b>Providers of Health Services</b></p>	<p>Michael Fitzgerald</p>

	<ul style="list-style-type: none"> <li>- Community Clinics</li> <li>- Rotacare</li> <li>- Hospital-based providers</li> <li>- Stanford Adolescent Health</li> <li>- Kaiser Services</li> <li>- PAMF</li> <li>- Primary Care MDs</li> <li>- Lucile Packard Children’s Hospital</li> </ul>	Dana Bunnett
<p>D. What resources will be made available to allow and assist Planning Team members to participate throughout the planning process?</p> <ul style="list-style-type: none"> <li>• <i>Needed information and resources</i></li> </ul>	<ul style="list-style-type: none"> <li>• Provide background information, specifically access to commissioned reports about Santa Clara County needs and risks:             <ul style="list-style-type: none"> <li>○ Children and Youth in Stressed Families</li> <li>○ Community Health Partnership, Inc. System Assessment Report for Prevention and Early Intervention Programs</li> <li>○ Every Child Has a Story</li> <li>○ Concerns and Recommendations for Prevention and Early Intervention in the Stressed Families Sector</li> <li>○ Concerns and Recommendations for Prevention and Early Intervention in the Education Sector</li> <li>○ Concerns and Recommendations for Prevention and Early Intervention in the Primary Health Care Sector</li> </ul> </li> <li>• Provide additional training about required strategies and recommended practices</li> </ul>	
<p>E. How will the Planning Team respond to inquiries/requests from the public?</p>	<p>Answer directly and refer individuals to the website for more information. Refer individuals to MHD staff if information requested is outside scope of knowledge.</p>	
<p><b>Key Questions</b></p>	<p><b>Planned Activities</b></p>	
<p>F. How will or to what extent will the Planning Team incorporate the input</p>	<ul style="list-style-type: none"> <li>• Planning Team members will be informed through their routine communication strategies</li> </ul>	

<p>of stakeholders in identifying the community's assets and risks?</p>	
<p>G. How will or to what extent will the Planning Team incorporate the input of stakeholders in prioritizing specific populations, ages or locations?</p>	<ul style="list-style-type: none"> <li>• Planning Team members will present progress and decisions to their constituents / networks. Feedback may be shared at meetings.</li> </ul>
<p>H. How will the Planning Team vet the draft plan before submitting it to the Mental Health Department?</p>	<ul style="list-style-type: none"> <li>• Planning Team members will present progress and decisions to their constituents / networks. Feedback may be shared at meetings.</li> <li>• All meetings will be open to the public for a 'Public Comment' period</li> </ul>
<p>I. How will we continue to inform the public of the implementation of the Investment Plan?</p>	<ul style="list-style-type: none"> <li>• Following meeting 9 when the plan is finalized, Planning Team members will be updated by staff via email as milestones occur. Planning Team members will communicate progress to their constituents.</li> </ul>



Appendix D

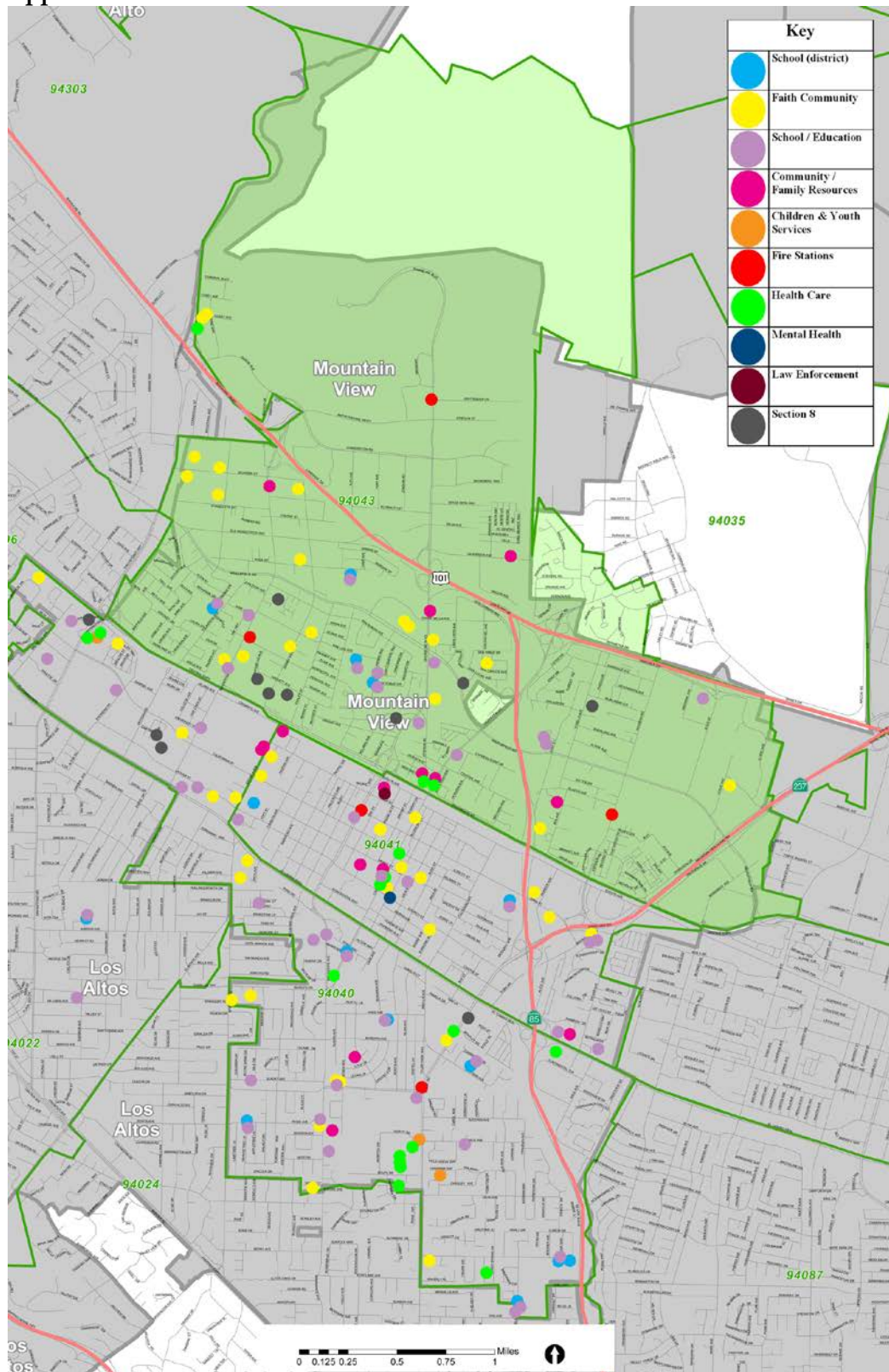
 SANTA CLARA COUNTY MHSa prevention and early intervention <b>strengthening families and children</b> investment community planning team toolkit		PROCESS GRAPHIC TEMPLATE <span style="float: right;">M I G DATE</span>		
PHASE I: GETTING STARTED		PHASE II: BUILDING THE PLAN		
KEY QUESTIONS	<ul style="list-style-type: none"> <li>How will we work together most effectively?</li> <li>How can we best engage the full community?</li> </ul>	<ul style="list-style-type: none"> <li>What are our existing resources and strengths?</li> <li>Which are highest priority mental health prevention needs in our community?</li> </ul>	<ul style="list-style-type: none"> <li>How best can we implement PEI strategies and practices?</li> <li>What programs will we develop?</li> <li>How should we allocate the budget?</li> </ul>	
COLLABORATIVE & WORKGROUPS	Invitation to Participate - (Jan) Mtg 1 (Introductions, Governance Structure) - (Jan) Mtg 2 (Community Engagement Plan, Process Graphic (Tools C & D)) - (Feb) Mtg 3 (Strategies and Practices Orientation) - (Feb) Mtg 4 (Asset & Risk map)		- (March) Mtg 5 (Determine focus – who & where) - (March) Mtg 6 (Select practices, draft Tools E&F) - (April) Mtg 7 (Refine Tools E & F, finalize budget allocation) - (April) Mtg 8 (Community Forum, Tool G) - (May) Mtg 9 (Review Final Plan)	
BROADER COMMUNITY ENGAGEMENT	Ongoing stakeholder outreach (emails and meetings) Ongoing staff support		<ul style="list-style-type: none"> <li>Mtg 5-8 Feedback from constituents about population/area and rationale                             <ul style="list-style-type: none"> <li>Mtg 8 community input during 1<sup>st</sup> hour of meeting</li> <li>After Mtg 9, Implementation milestones communicated through email</li> </ul> </li> </ul>	
COLLABORATIVE'S PRODUCTS	 Collaborative Statement & Membership List  Community Engagement Plan  Process Graphic	 Map & Asset Description  Risk Factors Map  Needs & Priorities	 Plan Focus  Draft Program Description	 First Draft Investment Plan  Final Draft Investment Plan  Final Investment Plan
COLLABORATIVE'S KEY OUTCOMES	<ol style="list-style-type: none"> <li>Form a collaborative representing the entire community.</li> <li>Understand the inclusive nature and values of this initiative.</li> <li>Understand the plan requirements and information about the Investment Community area.</li> <li>Understand and agree to the process.</li> <li>Agree on governance structure, operating procedures, decision making, purpose, charge and roles.</li> <li>Agree on workplan and timeline.</li> <li>Agree on community engagement plan.</li> </ol>	<ol style="list-style-type: none"> <li>Map available resources and opportunities, strengths and weaknesses in Investment Community</li> <li>Understand priority mental health needs following a review of data and experience.</li> <li>Prioritize specific populations, ages and locations.</li> </ol>	<ol style="list-style-type: none"> <li>Agree on how to implement programs.</li> <li>Agree on practices for each program.</li> <li>Agree on general allocations for each program.</li> <li>Complete program description questionnaire.</li> <li>Summarize public/community input.</li> </ol>	<ol style="list-style-type: none"> <li>Agree on Draft Plan.</li> <li>Get feedback on plan and finalize it.</li> <li>Finalize and submit plan to MHD.</li> </ol>

## Appendix E

School	Hispanic or Latino	American Indian or Alaska Native	Asian	Pacific Islander	Filipino	African American	White	Two or More Races	Not Reported	Total
<a href="#">Benjamin Bubb Elementary</a>	31.48%	0.52%	13.75%	0.52%	4.87%	3.65%	41.57%	0	3.65%	575
<a href="#">Crittenden Middle</a>	<b>52.57%</b>	<b>0.34%</b>	<b>8.22%</b>	<b>1.20%</b>	<b>6.34%</b>	<b>5.82%</b>	<b>23.80%</b>	<b>0</b>	<b>1.71%</b>	<b>584</b>
<a href="#">Edith Landels Elementary</a>	42.50%	0.19%	10.58%	0.38%	5.00%	4.81%	33.46%	0	3.08%	520
<a href="#">Frank L. Huff Elementary</a>	14.07%	0.76%	34.41%	1.14%	2.09%	3.23%	41.63%	0	2.66%	526
<a href="#">Isaac Newton Graham Middle</a>	36.78%	0.72%	14.80%	1.15%	4.17%	3.02%	36.78%	0	2.59%	696
<a href="#">Mariano Castro Elementary</a>	65.75%	0.18%	5.32%	0.55%	0.37%	1.84%	22.47%	0	3.50%	543
<a href="#">Monta Loma Elementary</a>	<b>54.44%</b>	<b>0.19%</b>	<b>6.37%</b>	<b>2.70%</b>	<b>3.86%</b>	<b>3.67%</b>	<b>24.90%</b>	<b>0</b>	<b>3.86%</b>	<b>518</b>
District Non-Public Non-Sectarian	0	0	0	0	0	0	100%	0	0	3
<a href="#">Stevenson</a>	17.33%	0.44%	15.11%	0	0.89%	0.89%	63.11%	0	2.22%	225

<a href="#"><u>Theuerkauf Elementary</u></a>	59.64%	0.80%	5.62%	2.61%	12.65%	3.21%	13.05%	0	2.41%	498
<a href="#"><u>Alta Vista High</u></a>	53.14%	0	4%	1.14%	3.43%	6.86%	30.86%	0.57%	0	175
<a href="#"><u>Los Altos High</u></a>	26.58%	0.24%	19%	0.96%	1.92%	2.65%	46.90%	1.74%	0	1,663
<a href="#"><u>Mountain View High</u></a>	17.46%	0.33%	18.06%	0.71%	4.93%	2.85%	54.95%	0.71%	0	1,827

### Appendix F



**Appendix G**

<b>Name</b>	<b>Address</b>	<b>City, State</b>	<b>Zip</b>	<b>Map Code</b>
Bay Area Asian Youth Fellows	2635 La Salle Drive	Mountain View, CA	94040	Children & Youth Services
CHAC Family Partner Program Office	201 San Antonio Circle, Suite 250, Building C	Mountain View, CA	94040	Children & Youth Services
YMCA El Camino Branch	2400 Grant Road	Mountain View, CA	94040	Children & Youth Services
A Little Help	112 Brenton Court	Mountain View, CA	94043	Community / Family Resource
Alzheimer's Association of Northern California and Northern Nevada	1060 La Avenida Street	Mountain View, CA	94043	Community / Family Resource
Assistance Application Center, North County, Department of Employment and Benefits Services	100 Moffett Boulevard	Mountain View, CA	94043	Community / Family Resource
Avenidas Rose Kleiner Senior Day Health Center	270 Escuela Avenue	Mountain View, CA	94040	Community / Family Resource
City of Mountain View	500 Castro Street	Mountain View, CA	94043	Community / Family Resource
City of Mountain View Public Library	585 Franklin Street	Mountain View, CA	94041	Community / Family Resource
Community Services Agency of Los Altos/ Mountain View	204 Stierlin Road	Mountain View, CA	94043	Community / Family Resource
Day Worker Center of Mountain View	113 Escuela Avenue	Mountain View, CA	94040	Community / Family Resource
Green Pastures Inc	730 Cornelia Court	Mountain View, CA	94040	Community / Family Resource
Mesa de la Comunidad	PO Box 390032	Mountain View, CA	94039	Community / Family Resource
Mountain View - Los Altos Challenge Team	1000 Villa Street	Mountain View, CA	94041	Community / Family Resource

Mountain View Senior Center	266 Escuela Avenue	Mountain View, CA	94040	Community / Family Resource
Social Security Administration (SSA) Mountain View Office	700 East El Camino Real, Suite 350	Mountain View, CA	94040	Community / Family Resource
Springboard Forward	1023 N Shoreline Boulevard, Suite 100	Mountain View, CA	94043	Community / Family Resource
Villa Siena	1855 Miramonte Avenue	Mountain View, CA	94040	Community / Family Resource
VTF Services	918 N. Rengstorff Avenue	Mountain View, CA	94043	Community / Family Resource
Abundant Life Christian Fellowship	2440 Leghorn Street	Mountain View, CA	94043	Faith Community
Ananda Community	240 Monroe Drive	Mountain View, CA	94040	Faith Community
Baylight Church Community	883 North Shoreline Boulevard	Mountain View, CA	94043	Faith Community
Calvary Chapel Mountain View	342 Sierra Vista Avenue	Mountain View, CA	94043	Faith Community
Center for the Practice of Zen	343 Franklin Street	Mountain View, CA	94041	Faith Community
Central Seventh Day Adventist Church of Mountain View	1425 Springer Road	Mountain View, CA	94040	Faith Community
Chinese Church in Christ	920 Sierra Vista Avenue	Mountain View, CA	94043	Faith Community
Chinese Family For Christ	1101 San Antonio Road Suite 408	Mountain View, CA	94043	Faith Community
Church of Christ	1818 Miramonte Avenue	Mountain View, CA	94040	Faith Community
Church of Gnosis-Ecclesia	1965 Latham Street	Mountain View, CA	94040	Faith Community
Church of Scientology	117 Easy Street	Mountain View, CA	94043	Faith Community

		View, CA		
Community Bible Church Mountain View	2050 Miramonte Avenue	Mountain View, CA	94040	Faith Community
Conscious Living Center	2400 Wyandotte Street # C	Mountain View, CA	94043	Faith Community
Enduring Truth Ministries	2581 Leghorn Street	Mountain View, CA	94043	Faith Community
First Church - Christ Scientist	221 Bryant Avenue	Mountain View, CA	94040	Faith Community
First Presbyterian Church	1667 Miramonte Avenue	Mountain View, CA	94040	Faith Community
Goshen Foundation	2150 California Street	Mountain View, CA	94040	Faith Community
Grace Bible Fellowship	1425 South Springer Road	Mountain View, CA	94040	Faith Community
Harvest Christian Center	1039 El Monte Ave # L	Mountain View, CA	94040	Faith Community
Highway Community	201 Castro Street	Mountain View, CA	94041	Faith Community
Iglesia De Dios	586 Escuela Avenue	Mountain View, CA	94040	Faith Community
Iglesia Ni Cristo Church - Christ	1880 California Street	Mountain View, CA	94041	Faith Community
Jehovah's Witness	120 Pioneer Way	Mountain View, CA	94041	Faith Community
Jehovah's Witnesses Hall	782 San Carlos Avenue	Mountain View, CA	94043	Faith Community
Jewish Study Network	2584 Leghorn Street A	Mountain View, CA	94043	Faith Community
Journey Farthest Out	113 Pacchetti Way	Mountain View, CA	94040	Faith Community

Kannon Do Zen Meditation Center	1972 Rock Street	Mountain View, CA	94043	Faith Community
Korean Church of Love	1667 Miramonte Avenue	Mountain View, CA	94040	Faith Community
Lord's Grace Christian Church	1101 San Antonio Road Suite 306	Mountain View, CA	94043	Faith Community
Menlo Park Presbyterian Church	1451 Grant Road	Mountain View, CA	94040	Faith Community
Mountain View Buddhist Temple	575 North Shoreline Boulevard	Mountain View, CA	94043	Faith Community
Mountain View Chinese Christian Church	175 East Dana Street	Mountain View, CA	94043	Faith Community
Mountain View SDA Korean Church	815 Maude Avenue	Mountain View, CA	94043	Faith Community
New Community Baptist Church	1250 West Middlefield Road	Mountain View, CA	94043	Faith Community
New Life Church	1912 San Luis	Mountain View, CA	94043	Faith Community
Peninsula Church in Christ	596 Mercy Street	Mountain View, CA	94041	Faith Community
Pentecostals of Mountain View	1250 W Middlefield Road	Mountain View, CA	94043	Faith Community
Rock Church	263 Escuela Avenue	Mountain View, CA	94040	Faith Community
Seventh-Day Adventist - Mountain View Japanese Church	195 North Rengstorff	Mountain View, CA	94043	Faith Community
Shoreline Community Church	211 Church Street	Mountain View, CA	94041	Faith Community
St Athanasius Church	160 North Rengstorff Avenue	Mountain View, CA	94043	Faith Community
St Joseph Catholic Church	582 Hope Street	Mountain	94041	Faith Community



		View, CA		
St Paul Lutheran Church	1075 El Monte Avenue	Mountain View, CA	94040	Faith Community
St. Stephen Lutheran Church	320 Moorpark Way	Mountain View, CA	94041	Faith Community
Trinity United Methodist Church	748 Mercy Street	Mountain View, CA	94041	Faith Community
Santa Clara County - SSB - Mountain View Fire Station 1	250 S. Shoreline Boulevard	Mountain View, CA	94041	Fire Station
Santa Clara County - SSB - Mountain View Fire Station 2	160 Cuesta Drive	Mountain View, CA	94040	Fire Station
Santa Clara County - SSB - Mountain View Fire Station 3	301 N. Rengstorff Avenue	Mountain View, CA	94043	Fire Station
Santa Clara County - SSB - Mountain View Fire Station 4	229 N. Whisman Road	Mountain View, CA	94043	Fire Station
Santa Clara County - SSB - Mountain View Fire Station 5	2195 N. Shoreline Boulevard	Mountain View, CA	94043	Fire Station
Chinese Cancer Memorial Foundation	1413 Grant Road	Mountain View, CA	94040	Health Care
Cystic Fibrosis Research, Inc	2672 Bayshore Parkway, Suite 250	Mountain View, CA	94043	Health Care
El Camino Hospital	2500 Grant Road	Mountain View, CA	94040	Health Care
El Camino Hospital Auxiliary	2500 Grant Road	Mountain View, CA	94040	Health Care
El Camino Surgery Center	2480 Grant Road	Mountain View, CA	94040	Health Care
John W Hanberry Society	3413 Ridgemont Drive	Mountain View, CA	94040	Health Care
Lucile Packard Children's Hospital Center for Adolescent Health	1174 Castro Street, Suite 250	Mountain View, CA	94040	Health Care

Mayview Community Health Center, Mountain View	100 N Moffett Boulevard, Suite 101	Mountain View, CA	94043	Health Care
Mountain View Community Clinic	204 Stierlin Road	Mountain View, CA	94043	Health Care
Mountain View Healthcare Center	2530 Solace Place	Mountain View, CA	94040	Health Care
Mountain View Medical Offices (Kaiser)	555 Castro Street	Mountain View, CA	94041	Health Care
Mountain View Medical Offices (Kaiser)	565 Castro Street	Mountain View, CA	94041	Health Care
Palo Alto Medical Foundation - Camino Divison, Mountain View Center	701 East El Camino Real	Mountain View, CA	94040	Health Care
Pathways Continuous Care	201 San Antonio Circle, Suite 250	Mountain View, CA	94040	Health Care
Planned Parenthood Mar Monte Mountain View Health Center	225 San Antonio Road	Mountain View, CA	94040	Health Care
RotaCare Free Clinic	2400 Grant Road	Mountain View, CA	94040	Health Care
Satellite Dialysis Center	401 Castro Street	Mountain View, CA	94041	Health Care
Satellite Healthcare	401 Castro Street	Mountain View, CA	94041	Health Care
Mountain View Police Department	1000 Villa Street	Mountain View, CA	94041	Law Enforcement
Community Health Awareness Council (CHAC)	711 Church Street	Mountain View, CA	94041	Mental Health
Benjamin Bubb Elementary	525 Hans Avenue	Mountain View, CA	94040	School (District Elementary)
Edith Landels Elementary School	115 W Dana Street	Mountain View, CA	94041	School (District Elementary)
Frank L. Huff Elementary	2535 Martens Avenue	Mountain	94040	School (District Elementary)

		View, CA		
Mariano Castro Elementary	505 Escuela Avenue	Mountain View, CA	94040	School (District Elementary)
Monta Loma Elementary	460 Thompson Avenue	Mountain View, CA	94043	School (District Elementary)
Springer Elementary	1120 Rose Avenue	Mountain View, CA	94040	School (District Elementary)
Stevenson Elementary	750 San Pierre Way	Mountain View, CA	94043	School (District Elementary)
Theuerkauf Elementary	1625 San Luis Avenue	Mountain View, CA	94043	School (District Elementary)
Alta Vista High	1325 Bryant Avenue	Mountain View, CA	94040	School (District High School)
Los Altos High	201 Almond Avenue	Los Altos, CA	94022	School (District High School)
Mountain View - Los Altos Union High School	1299 Bryant Avenue	Mountain View, CA	94040	School (District High School)
Mountain View High School	3535 Truman Avenue	Mountain View, CA	94040	School (District High School)
Crittenden Middle	1701 Rock Street	Mountain View, CA	94043	School (District Middle)
Isaac Newton Graham Middle	1175 Castro Street	Mountain View, CA	94040	School (District Middle)
Access To Achievement Education Foundation	520 View Street	Mountain View, CA	94043	School (other) / Education
Bubb Elementary School PTA	525 Hans Avenue	Mountain View, CA	94040	School (other) / Education
Children's Learning Cottage	675 Escuela Avenue	Mountain View, CA	94040	School (other) / Education
College Road Scholarship Foundation	530 Showers Drive 7332	Mountain View, CA	94040	School (other) / Education

Community School of Music and Arts	230 San Antonio Circle	Mountain View, CA	94040	School (other) / Education
Crittenden Middle School PTA	1701 Rock Street	Mountain View, CA	94043	School (other) / Education
Digital Study Hall	905 W Middlefield Road, Apt 988	Mountain View, CA	94043	School (other) / Education
Edith Landels School PTA	115 W Dana Street	Mountain View, CA	94041	School (other) / Education
Edsource Inc	520 San Antonio Road #200	Mountain View, CA	94040	School (other) / Education
German International School of Silicon Valley	310 Easy Street	Mountain View, CA	94043	School (other) / Education
Graham Middle School PTA	1175 Castro Street	Mountain View, CA	94040	School (other) / Education
Hobbledehoy Montessori Preschool	2321 Jane Lane	Mountain View, CA	94043	School (other) / Education
Huff Elementary School PTA	2535 Martens Avenue	Mountain View, CA	94040	School (other) / Education
Jeena's Preschool	833 Bourbon Court	Mountain View, CA	94041	School (other) / Education
Little Acorn School	1667 Miramonte Avenue	Mountain View, CA	94040	School (other) / Education
Little Prodigy Preschool & Daycare Center	830 East El Camino Real	Mountain View, CA	94040	School (other) / Education
Los Altos Educational Foundation	1190 Kathy Way	Mountain View, CA	94040	School (other) / Education
Los Altos High School PTA	201 Almond Avenue	Los Altos, CA	94022	School (other) / Education
Monta Loma School PTA	460 Thompson Avenue	Mountain View, CA	94043	School (other) / Education
Mountain View Academy	360 South Shoreline Boulevard	Mountain View, CA	94041	School (other) / Education

Mountain View Chamber of Commerce Education Foundation	580 Castro Street	Mountain View, CA	94041	School (other) / Education
Mountain View High School Band Parents Association	3535 Truman Avenue	Mountain View, CA	94040	School (other) / Education
Mountain View High School PTA	3535 Truman Avenue	Mountain View, CA	94040	School (other) / Education
Mountain View KinderCare	2065 W. El Camino	Mountain View, CA	94040	School (other) / Education
Mountain View Parent Nursery School Inc	1299 Bryant Avenue	Mountain View, CA	94040	School (other) / Education
Mountain View Whisman School District (Administrative Office)	750-A San Pierre Way	Mountain View, CA	94043	School (other) / Education
MVLA Adult School	333 Moffett Boulevard	Mountain View, CA	94043	School (other) / Education
MVLA Community Scholars	183 Hillview Avenue	Los Altos, CA	94022	School (other) / Education
Nine Fruits Corporation	1134 Miramonte Avenue	Mountain View, CA	94040	School (other) / Education
NUS America Foundation Inc	465 Fairchild Drive, Suite 207	Mountain View, CA	94043	School (other) / Education
Oak Tree Nursery School	2100 University Avenue	Mountain View, CA	94040	School (other) / Education
Primary Plus Mountain View School	333 Eunice Avenue	Mountain View, CA	94040	School (other) / Education
PTA California Congress of Parents Teachers & Students Inc	750 A San Pierre Way	Mountain View, CA	94043	School (other) / Education
Springer Elementary School PTA	1120 Rose Avenue	Mountain View, CA	94040	School (other) / Education
St. Francis High School	1885 Miramonte Avenue	Mountain View, CA	94040	School (other) / Education
St. Joseph Catholic School	1120 Miramonte Avenue	Mountain View, CA	94040	School (other) / Education

St. Stephen Lutheran School	320 Moorpark Way	Mountain View, CA	94041	School (other) / Education
St. Timothy's Preschool	2094 Grant Road	Mountain View, CA	94040	School (other) / Education
The Girls' Middle School	180 N Rengstorff Avenue	Mountain View, CA	94043	School (other) / Education
The Wonder Years Preschool	462 Stierlin Road	Mountain View, CA	94043	School (other) / Education
Theuerkauf Elementary School PTA	1625 San Luis Avenue	Mountain View, CA	94043	School (other) / Education
Turkish Educational Foundation	1113 Sladky Avenue	Mountain View, CA	94040	School (other) / Education
Wedgewood Preschool	1710 Miramonte Avenue	Mountain View, CA	94040	School (other) / Education
Western Montessori Day School	323 Moorpark Way	Mountain View, CA	94041	School (other) / Education
Wonder World Preschool	2015 Latham Street	Mountain View, CA	94040	School (other) / Education
Yew Chung International School (SV)	310 Easy Street	Mountain View, CA	94043	School (other) / Education
Ginzton Terrace	375 Oaktree Drive	Mountain View, CA	94040	Section 8 Housing
Maryce Freelen Place Apartments	2230 Latham Street	Mountain View, CA	94040	Section 8 Housing
Monte Vista Terrace	1101 Grant Road	Mountain View, CA	94040	Section 8 Housing
Paulson Park Senior Apartments	90 Sierra Vista Avenue	Mountain View, CA	94043	Section 8 Housing
Paulson Park Senior Apartments	111 Montebello Avenue	Mountain View, CA	94043	Section 8 Housing
San Antonio Place	210 San Antonio Circle	Mountain	94040	Section 8 Housing

		View, CA		
San Veron Park	807 San Veron Avenue	Mountain View, CA	94043	Section 8 Housing
Shorebreeze Apartments	460 N. Shoreline Boulevard	Mountain View, CA	94043	Section 8 Housing
Sierra Vista I	1909 Hackett Avenue	Mountain View, CA	94043	Section 8 Housing
The Fountains Apartments	2005 San Ramon Avenue	Mountain View, CA	94043	Section 8 Housing
Tyrella Gardens	449 Tyrella Avenue	Mountain View, CA	94043	Section 8 Housing

Note: This list was compiled based on available information, but may not be a comprehensive or up-to-date reflection of the assets in North County. Additionally, while multiple map codes may apply to some assets, each asset is listed only once. Unlisted assets that were mentioned by the Planning Team include the available green spaces in the community and the martial arts and dance studios that offer subsidized recreation for children and youth.

**Appendix H****Relative Risk Levels by Indicator by Zip Code**

(From: Appendix A - HRA Map, Matrix & Methodology, Santa Clara County MHS&A Prevention and Early Intervention Plan)

Zip	Pop.	Child Pop. (0-24 yrs)	Risk Rating Average	Poverty	Substance Abuse	Child Removals	Juvenile Justice Entries	Mental Health Clients	School Drop-Outs	Single Parent Households	Teen Mothers	Low Test Scores	Low Weight Birth Count
94035	159	73	2.75		6	1				1	3		
94040	30,525	8,418	2.70	2	2	3	4	3	2	3	1	2	5
94041	13,276	3,308	2.78	4	2	2	2	3		5	3	2	2
94043	27,877	6,963	4.11	4	3	5	4	3		6	4	2	6

Note: 4.0 and above indicates that zip code has met the threshold whereby they fall into the top third of risk compared with all Santa Clara County zip codes